



## **STRATEGY-2030**

# **DEVELOPMENT STRATEGY OF THE KROPYVNYTSKYI URBAN TERRITORIAL COMMUNITY BY 2030**

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**ABBREVIATIONS**

AEI	Afterschool education institution
AFU	Armed Forces of Ukraine
ASC	Administrative Services Center
CCI	Civil society institutions
CMU	Cabinet of Ministers of Ukraine
Condominium	Association of co-owners of apartment buildings
GDP	Gross domestic product
GRP	Gross regional product
IDP	Internally displaced people
IE	Individual entrepreneur
IOM	International Organization for Migration
IRC	Inclusive Resource Center
IT	Information Technologies
KCC	Kropyvnytskyi City Council
LE	Legal entity
ME	Municipal enterprise
MI	Municipal institution
MIC	Military-industrial complex
MCSC	Ministry of Culture and Strategic Communications of Ukraine
NRF	Nature Reserve Fund
OLF	Organizational and legal form
PEI	Preschool education institution
RIS3	Research & Innovation Smart Specialization
RLA	Regulatory and legal acts
SEI	Special educational needs
SEN	Secondary education institution
SMEs	Small and medium-sized enterprises
SSRD	State Strategy for Regional Development
TIC	Tourist Information Center
UNICEF	United Nations Children's Fund
USAID	US Agency for International Development

## I. GOAL AND BASIS FOR PREPARING A STRATEGY FOR THE DEVELOPMENT OF THE KROPYVNYTSKYI URBAN TERRITORIAL COMMUNITY BY 2030

Development Strategy of the Kropyvnytskyi Urban Territorial Community by 2030 (hereinafter referred to as Strategy-2030) is the main program document for the community development in the long term.

Strategy-2030 was developed on the basis of current Ukrainian legislation, using the best European and Ukrainian experience, in accordance with the main provisions:

the laws of Ukraine «About Local Self-Government in Ukraine», «About the Principles of State Regional Policy», «About Stimulating the Development of Regions», as well as «About Innovative Activity», «About Ensuring Equal Rights and Opportunities for Women and Men», «About the Basic Principles (Strategy) of the State Environmental Policy of Ukraine for the Period Until 2030», «About Strategic Environmental Assessment», etc.;

Decrees of the President of Ukraine dated 09/30/2019 No.722/2019 «About the Sustainable Development Goals of Ukraine for the Period Until 2030», dated 08/18/2020 No.329/2020 «About Measures to Support the Sphere of Culture, Protection of Cultural Heritage, Development of Creative Industries and Tourism», dated 06/02/2021 No.225/2021 “About the Human Development Strategy”, etc.;

Resolution of the Cabinet of Ministers of Ukraine dated 04/14/2021 No.366-p "About Approval of the National Strategy for the Creation of a Barrier-Free Space in Ukraine for the Period Until 2030";

The procedure for developing regional development strategies and action plans for their implementation, as well as monitoring the implementation of these strategies and action plans, approved by the Resolution of the Cabinet of Ministers of Ukraine dated 08/04/2023 No.816;

Methodological recommendations regarding the procedure for the development, approval, implementation, monitoring and evaluation of the implementation of strategies for the development of territorial communities, approved by order of the Ministry for Communities and Territories Development of Ukraine dated 12/21/2022 No.265;

*taking into account priorities*, which are determined by the Resolution of the Cabinet of Ministers of Ukraine dated 08/05/2020 No.695 “About Approval of the State Strategy for Regional Development for 2021–2027” (as amended) and the Development Strategy of the Kirovohrad Region for 2021–2027, approved by the Resolution of the Kirovohrad Regional Council dated 03/12/2020 No.743 (as amended);

*using* territorially-oriented and security-based approaches, considering the changes and impact caused by armed aggression against Ukraine.

The need to develop the Strategy-2030 is provided for by: the Law of Ukraine "About the Principles of State Regional Policy" (as amended); the Charter of the territorial community of the city of Kropyvnytskyi, approved by the decision of the city council dated 01/31/2019 No.2303, and the expediency of implementing a new strategic document in accordance with European standards, which will comply with the Sustainable Development Goals of Ukraine by 2030, the provisions of the State Strategy for Regional Development of Ukraine for 2021–2027, and the Development Strategy of the Kirovohrad region for 2021–2027.

**Goal of the Strategy–2030** is to define strategic and operational goals and tasks to them, which will contribute to the development of competitiveness and innovation of priority sectors of the community's economy based on the existing advantages and opportunities for achieving sustainable socio-economic development of the territory, increasing the growth rate of the community's gross product, and creating favorable, safe and comfortable conditions for human life.

Strategy-2030 is considered to be the main program document for the Kropyvnytskyi community, which is the basis for developing new sectoral programs and improving existing programs.

The development of the Strategy-2030, in particular its analytical part (socio-economic analysis), SWOT analysis, definition of a strategic vision, development of project ideas, etc., was

carried out in compliance with generally accepted principles of forming strategic documents, in particular:

- the principle of objectivity, which provides for the use of exclusively available official sources of information in the study (according to their availability and completeness of reflection in open sources), including data from the State Statistics Service of Ukraine, including the Main Statistical Office in Kirovohrad region, central and local executive bodies, sectoral development programs developed by the Kropyvnytskyi City Council and its executive bodies;
- the principle of validity and feasibility, which involves defining clearly formulated development goals and economically justified tasks and projects that contribute to their achievement using international experience in the field of preparing and implementing programs for the economic and social development of territories;
- the principle of openness and transparency, due to which any segments of the population and representatives of business, science, and the public are freely involved in the development of the draft Strategy-2030, in particular strategic analysis, SWOT analysis, defining the mission and strategic vision of the community, strategic and operational goals, tasks for them, preparing project solutions, etc., focus group meetings, on a participatory basis;
- the principle of non-discrimination and equal access, which provides for the observance of the rights of any community resident to be involved in the development of the Strategy-2030 and taking into account the interests of various entities of the territorial community;
- the principle of efficiency in determining and ensuring the functioning of the mechanism for achieving goals, completing tasks, and implementing project ideas within the established deadlines;
- the principle of historical experience in considering and using the positive achievements of the previous development of the community, including international experience in the development of territories;
- the principle of sustainable development, which is aimed at ensuring community development to meet the needs of the current generation, taking into account the interests of future generations.

In accordance with the basic requirements for organizing the development of strategic documents, various models and methods were used, namely:

participatory model of involving a broad representation of the local environment in the work on the strategic document, in particular representatives of local authorities and their structural divisions; public organizations, associations, unions, councils, etc.; science and education; business (business entities of any form of ownership and types of economic activity);

strategic analysis and sociological survey of community residents to study the current socio-economic situation of the community and its life activity;

SWOT analysis taking into account a strategic analysis of the current socio-economic situation in the community with further identification of strengths and weaknesses, opportunities and threats and their interrelationships;

focus group meetings to collect high-quality information and discuss problems and development prospects; study public opinion on the key development priorities.

In order to effectively develop the draft of the Strategy for the Development of the Kropyvnytskyi Urban Territorial Community for the period until 2030 and the Action Plan for 2025–2027 for its implementation, by decision of the Executive Committee of the Kropyvnytskyi City Council No.397 dated 09/04/2024, a steering committee was established, which included senior and middle-level heads of the Executive Committee of the City Council, its structural divisions, deputies, representatives of public organizations, education and science, business, and other experts. The steering committee was distinguished by high expert potential, which positively affected the effectiveness of its work as a whole.

The process of developing the state planning document, the sections of the draft Strategy-2030, adopted by the decision of the Steering Committee, are published in the specially created section "Strategy-2030", which is posted on the main page of the official website of the Kropyvnytskyi City Council.

To develop materials for the draft Strategy-2030, their discussion and improvement:

***a sociological survey of the residents was conducted*** to assess the socio-economic situation of the community's development, including identifying key needs and problems

***8 focus groups and 1 working group were created and their work was maintained*** on priority areas of community development, namely:

- focus group "Economic Potential";
- focus group "Development of Human Potential";
- focus group "Sustainable Mobility";
- focus group "Spatial Development and Ecology";
- focus group "Infrastructural Development";
- focus group "Digital Governance and Communication";
- focus group "Healthcare";
- focus group "Centuries-old Traditions"
- working group "Cooperation with IOM (International Organization for Migration) on the project "Community Recovery".

***a number of events were held***, namely:

within the framework of cooperation with the NGO "Center for Society Research" (CEDOS Analytical Center) on expert support for conducting public consultations during the process of developing the Strategy-2030 and the Action Plan for its implementation (the project "Trust through Participation: Informing and Increasing the Capacity of Communities", implemented with the support of the USAID Project "Democratic Governance in Eastern Ukraine" (DG East)):

- a facilitated meeting with young entrepreneurs to discuss challenges and opportunities for business development in the Kropyvnytskyi Urban Territorial Community and to develop ideas for the Strategy-2030 and the Action Plan for its implementation;
- a meeting with representatives of youth organizations in cooperation with the Department of Youth and Sports of the Kropyvnytskyi City Council to discuss the main challenges in involving youth in decision-making processes, main activities and programs in which the youth of the Kropyvnytskyi Urban Territorial Community participate;
- a meeting with students of higher education institutions at the Business Support Center of the Kropyvnytskyi Urban Territorial Community to discuss the formulation of a potential strategic perspective for the development of the community, its vision, and the generation of ideas for priority projects for the development of the Kropyvnytskyi Urban Territorial Community;

within the framework of the project "Research of the Impact and Contribution of Civil Society in the Process of Recovery and Development of Communities", organized by the "Republic" Institute with the support of the Black Sea Trust for Regional Cooperation:

- forum "Partnership for a Better Future: Community Restoration and Strategic Development", organized by the All-Ukrainian Initiative "Active Community" of the All-Ukrainian Public Organization "Republic Institute" in Kirovohrad region and the Department of Economic Development of the Kropyvnytskyi City Council, with a discussion of the involvement of stakeholders in the process of developing the Strategy-2030 and the Action Plan for its implementation; opportunities for expanding and improving digital governance; development of tourism potential as a component of the Strategy-2030; application of public participation tools in the development and implementation of the Strategy-2030.

within the framework of the Second City Forum for Civil Society Development "Strong Together" with the participation of representatives of public organizations, local authorities and activists:

- taking into account new challenges and opportunities for the development of civil society, the involvement of active residents in decision-making processes, openness of government and the principles of a gender approach in the processes of forming and implementing local policy in the Strategy-2030 and the Action Plan for its implementation.

within the framework of the project "Recovery and Strengthening of Community Capacities (HREF)", implemented by the International Organization for Migration, with the financial support of the German Development Bank KfW on behalf of the Federal Ministry (BMZ):

- a training and a series of meetings of the working group "Cooperation with IOM on the project "Recovery and Support to Communities" to identify priority projects of the Action Plan for the implementation of the Strategy-2030 in the areas of recovery and reconstruction of infrastructure, mental health support and psychosocial support, providing training and raising awareness to strengthen capacities in reducing risks of human trafficking, exploitation, gender-based violence and violence against children, and strengthening civil society.

as part of a survey of residents of the Kropyvnytskyi Urban Territorial Community about the needs of information and digital technologies implementation in all spheres of life, conducted by the Information Technology Department of the Kropyvnytskyi Urban Territorial Community.

Thus, the Kropyvnytskyi urban territorial community is moving from short-term development planning to long-term planning, which fully corresponds to both its interests and the principles of state regional policy in the field of strategic planning.

## II. HISTORICAL DEVELOPMENT OF THE KROPYVNYTSKYI URBAN TERRITORIAL COMMUNITY

The city of Kropyvnytskyi, previously known as Yelysavethrad and Kirovohrad, was founded in 1754 as the fortress of St. Elizabeth, built on the right bank of the Ingul River on the lands belonging to the Zaporizhian army. Even then, the strategic importance of the future city was clear. Therefore, the fortress was built on the mountainous bank of the Ingul; in turn, the city was being built on the left bank of the river. Unlike the fortress, the city did not perform any military functions and developed solely due to its attractive geographical location.

Thus, in the second half of the 19th and early 20th centuries, Kropyvnytskyi, then Elisavethrad, experienced the so-called "golden era" of its development, characterized by the rapid economic, cultural and social development of the city. In particular, the city became an important trading center, especially after the construction of the railway (1868), which contributed to the development of industry, including machine building and processing of agricultural products. An important step on this path was the creation of the enterprise of the English Elworthy brothers in 1874, who opened a warehouse of agricultural machinery and tools and a workshop for their repair. A few years later, in 1881, the enterprise was transformed into a factory for the production of agricultural machinery and other equipment, turning Elisavethrad into a famous center of mechanical engineering. The further development of the city's industrial complex was facilitated by the development and expansion of a powerful railway junction connecting the city with the seaports of Odessa.

During the period of the city's chairmanship of Alexander Pashutin (mayor from 1878 to 1905), Yelysavethrad was actively developing, acquiring a European appearance with a developed infrastructure. The city had a water supply system (1893), electric trams (1897), a telephone exchange, a telegraph, and other objects of social and household infrastructure. At the end of the 19th century, a public library functioned in the city, and up to 20 educational institutions worked, including the first (1870) secondary education institution in the city - the Yelysavethrad Zemstvo Real School.

With the creation of the first professional theater (1882), which became an important cultural center of the region, the development of Ukrainian professional theatrical art began. Known today as the "Theater of the Coryphaeus", the cultural space had a huge impact on the development of Ukrainian drama and cultural life, with which the names of prominent figures of Ukrainian culture such as Marko Kropyvnytskyi, Ivan Karpenko-Karyi, Mykola Sadovskyi, Panas Saksaganskyi, and Maria Zankovetska are associated.

The names of a whole galaxy of cultural, historical, sports, etc. figures are associated with Kropyvnytskyi, including the writer and publicist Volodymyr Vynnychenko, writers and playwrights Ivan Karpenko-Karyi and Yuriy Yanovskyi; musician Henryk Neuhaus, composer Yuliy Meitus, avant-garde artist Oleksandr Osmyorkin, philologist, scientist, teacher, literary critic Ivan Romanchenko, and many others.

During the technical reconstruction of industry during the Soviet Union, Kirovohrad (at that time) was transformed into an important industrial center and a center of light and machine-building industry with an orientation towards agriculture. Powerful industrial plants were put into operation, in particular for the production of agricultural machinery: "Chervona Zirka" (now - JSC "Elvorti"), the Taratuta plant; hydraulic pumps - "Hydrosyla", radio components - "Radii", dispensers - LLC "Plant of Dosing Machines", electric typewriters - "Druk mash" and others. The city was changing intensively, and the number of its inhabitants doubled.

Since the beginning of Ukraine's independence, the city's economy has been reoriented with a focus on the development of private enterprises, including the construction of new industrial facilities, the development of new infrastructure, the construction of new residential and public buildings, the development of the trade sector, etc.

During its historical development, the city changed names: until 1924 - Yelysavethrad, from 1924 to 1934 - Zinovievsk, from 1934 to 1939 - Kirovo, from 1939 to 2016 - Kirovohrad,



from July 2016 - Kropyvnytskyi. In 1939, the Kirovohrad region was formed and the city of Kropyvnytskyi (then Kirovohrad) became the regional center.

Modern Kropyvnytskyi is a city of regional significance, rich in its historical and cultural heritage, and has significant industrial, economic, and scientific and technical potential.

### III. DESCRIPTION OF THE MAIN TRENDS AND PROBLEMS OF SOCIO-ECONOMIC DEVELOPMENT

#### 3.1 GEOGRAPHICAL LOCATION, ADMINISTRATIVE-TERRITORIAL DIVISION

Geographically, Kropyvnytskyi Urban Territorial Community is located in the central part of Kirovohrad region, as well as Ukraine, and borders Velykoseverinivska Rural Territorial Community in the north; Ajamska Rural Territorial Community in the east; Pervozvanivska Rural Territorial Community in the south; Sokolivska Rural Territorial Community in the west and Katerynivska Rural Territorial Community in the northeast.

Kropyvnytskyi Urban Territorial Community was established in accordance with the Order of the Cabinet of Ministers of Ukraine “About approval of administrative centers and approval of territories of territorial communities of Kirovohrad region” dated 06/12/2020 No.716-p. Kropyvnytskyi Urban Territorial Community includes two administrative-territorial units, namely the city of Kropyvnytskyi and the urban-settlement of Nove. Kropyvnytskyi is the administrative center of Kirovohrad region with a total area of 103 km<sup>2</sup> within current administrative boundaries. The urban-settlement of Nove, which became part of the Kropyvnytskyi Urban Territorial Community, is geographically located to the east of the city of Kropyvnytskyi with a total area of 4.7 km<sup>2</sup>. The city of Kropyvnytskyi is divided into two administrative districts, namely: Podilskyi and Fortechnyi.

In order to establish the boundaries of the city of Kropyvnytskyi and create a full-fledged living environment, favorable conditions for the territorial development of the city of Kropyvnytskyi, ensuring the effective use of the potential of its territory while preserving natural landscapes and historical and cultural heritage, by decision of the city council dated 05/14/2024 No.480, a land management project was approved to establish (change) the boundaries of the city of Kropyvnytskyi, Kirovohrad region, with the inclusion of the lands of the settlement of Nove in the city boundaries, according to which the total area of the city will be 11.33 thousand hectares. The sequence of further legal regulation of the new boundaries of the Kropyvnytskyi Urban Territorial Community will provide for the approval of the decision with the Kirovohrad Regional Council, the Cabinet of Ministers of Ukraine and the Verkhovna Rada of Ukraine, including the implementation of other measures provided for by the current legislation of Ukraine.

The distance from the city to other administrative-territorial units of Ukraine, including internal and external transport infrastructure facilities, the state border, etc., by road is:

- to Kryvyi Rih – about 120 km; to Mykolaiv – 180 km; to Dnipro – 245 km; to Cherkasy – 130 km; to Lviv – 690 km; to Kyiv – 300 km;
- to Boryspil International Airport – 290 km; to Odessa International Airport – 320 km; to D. Haltskyi Lviv International Airport – 700 km;
- to the seaports of the Odessa region – 340 km; to the river ports of the Danube cluster – 550 km;
- to Chisinau International Airport – 490 km; to Krakow International Airport – 1000 km;
- to the state border with Moldova at the checkpoint "Palanka - Mayaki - Udobne" - 360 km; with Romania at the checkpoint "Porubne" - 640 km; with Poland at the checkpoint "Smilnytsia" - 800 km.

In general, the attractive geographical location of the community creates the necessary prerequisites for the development of road, rail and air transport, as well as active migration of the population both within the country and abroad.

## **3.2 NATURAL RESOURCES POTENTIAL**

### **3.2.1 Landscape features of the relief, soil characteristics**

The territory of the Kropyvnytskyi Urban Territorial Community lies in the center of the Kirovohrad region, which, according to physical and geographical zoning, belongs to the transitional zone from the southern forest-steppe zone to the northern steppe on the banks of the Ingul and Sugokleya river network.

According to geobotanical zoning, the territory belongs to the steppe zone of the Bug-Dnipro district of mixed-grass-cereal steppes, bayrak forests and vegetation of granite outcrops. In particular, mixed and deciduous forests and forest-steppes prevail in the north of the region; steppe areas lie in the south. The northern part of the East European Plain is represented by hornbeam (on watersheds), birch-fir (along bayraks) oak forests, sometimes with sudo-oak forests; in the south, dry bayrak birch-fir and black maple oak forests prevail.

The geographical location has led to the presence of fertile black earth soils, among which ordinary and southern ones on loess rocks prevail. Within the territory of the community, degraded black earths prevail; around - powerful medium-humus black earths with a humus content of slightly more than 5.5% and low-humus with a humus content of about 5.0%. Thus, the fertility assessment by the agricultural production group of the specified soils ranges from 73-80 points, which corresponds to a high yield of about 18.76 - 20.56 c/ha.

In terms of the ability to migrate and accumulate pollutants, the geochemical landscapes of the northeastern region are capable of self-purification; in turn, the territories of the southwestern region have a low ability to self-purify.

The consequences of a high degree of land plowing are soil degradation and desertification. Not only biological diversity is lost, but also water bodies, in particular small rivers. The soil and reclamation zone of the community territory provides for the introduction of sparse irrigation and mass measures to combat water erosion by retaining water in the soil and using it to increase crop production.

The engineering and geological conditions for developing the community's territory are of medium and high complexity, mostly due to the possibility of subsidence of loess soils, risks of landslides, karsts, and flooding.

### **3.2.2 Hydrological and climatic conditions; water resources**

The territory of Kirovohrad region, in particular the Kropyvnytskyi community, is mostly flat, lying within the zones of sufficient water in the north and insufficient water in the south. According to the water management zoning, the territories of Kirovohrad region belong to the basins of the Southern Bug and the Dnipro. In particular, the hydrographic network of the Kropyvnytskyi community, which belongs to the basin of the Southern Bug River, its left tributary of the Ingul River, has a rather low density: 1 km of rivers per 5 km<sup>2</sup> of area.

Kirovohrad region is poorly supplied with water resources that do not meet the needs of the population and sectors of the economy because they are unevenly distributed, which affects the need for additional water withdrawal from the Dnipro River basin and the use of water from an extensive network of artificial ponds and reservoirs.

There are 20 surface water bodies in the territory of the Kropyvnytskyi Urban Territorial Community, including 4 rivers, 6 streams and 10 rivulets. The main source of water supply for the community is the groundwater of the Kryvyi Rih artesian basin and the surface waters of the Ingul River basin and its tributaries. The total area of the river basin is 322.78 hectares with a volume of 3,227.8 thousand m<sup>3</sup>.

The Ingul River is a medium-sized river, the largest water artery of the community, flowing through the center of the city of Kropyvnytskyi from north to south. In the lower reaches, the Ingul is multi-water with high stone banks, cut by ravines, where wide flats are formed, overgrown mainly with reeds; the mouth is very wide in places. Other rivers flowing

through the territory of the community are defined as small, in particular the right tributaries of the Ingul: Gruzka, Sugokleya; the left tributary of the Ingul - Biyanka.

By hydrochemical composition, surface waters are mostly hydrocarbonate-calcium with an average hardness coefficient range of 2.5-6.0. The hydrogeological structure refers to the massif of the Ukrainian Shield with the existing area of the Kryvyi Rih artesian basin, which makes it less favorable for the formation of groundwater reserves. Water supply by local runoff in a year of average water content per person is about 0.9 thousand m<sup>3</sup>, in a year of low water content - it decreases to 0.2 thousand m<sup>3</sup>. The total water supply per inhabitant of the Kirovograd region is 48.5 thousand m<sup>3</sup>.

The need to implement the principles of basin management determines the prerequisites and directions for creating a modern mechanism for the use, protection and reproduction of water in the territories of communities of the Kirovohrad region, which will correspond to the most effective international practice and will make it possible to implement the state policy strategy aimed at preventing the depletion of water resources and achieving and maintaining good water quality.

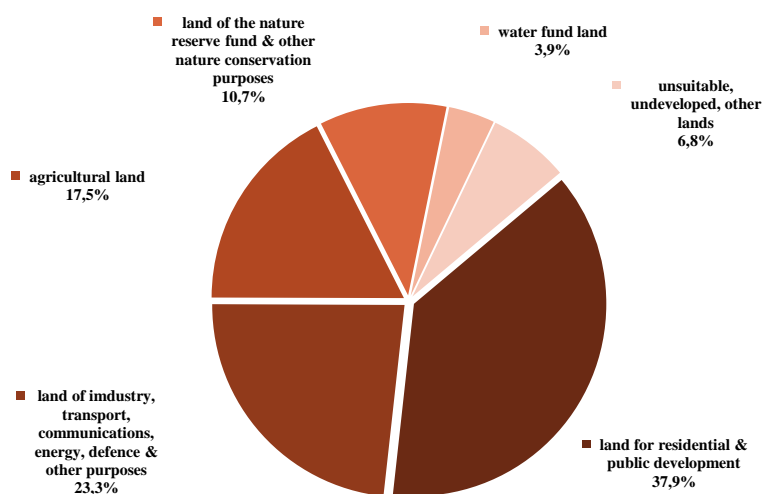
According to agroclimatic zoning, the territory of the community is located in the zone of temperate continental climate with a hydrothermal coefficient from 0.7 to 1.0, which indicates an arid or slightly arid climate with a favorable and moderately comfortable bioclimate with well-defined seasons. The average annual precipitation is 499 - 582 mm, including the most precipitation observed in July, the least - in October.

The territory of the region is under the influence of the western transfer of air masses of temperate latitudes; the steppe zone of the community is under the influence of continental air masses from the east. The climate of the Kirovohrad region is also characterized by dangerous weather phenomena, such as heavy rains, hail, ice, dust storms, etc. A common phenomenon in the steppe zone is dust or black storms and droughts, which cause great damage to the economy by reducing or completely destroying the crop.

### 3.2.3 Land resources

The structure of the land fund of the city of Kropyvnytskyi consists mainly of land for residential and public development (3.9 thousand hectares); land for industry, transport, communications, energy, defense and other purposes (2.4 thousand hectares); agricultural land (1.8 thousand hectares); land of the nature reserve fund and other nature conservation purposes (1.1 thousand hectares); water fund land (0.4 thousand hectares); unsuitable, undeveloped, other lands (0.7 thousand hectares).

**Chart**  
**Structure of the land fund of the Kropyvnytskyi Urban Territorial Community**



\* based on data from the Kropyvnytskyi City Council

The area of the urban-settlement of Nove is 0.5 thousand hectares. There is a need for a detailed inventory and structuring of the database of lands according to their purpose, including the incorporated territories of Nove and the Ajam industrial zone, in order to streamline land relations and identify investment-attractive greenfield sites and brownfield real estate objects.

As of 07/01/2024, the number of valid land lease agreements concluded by the Kropyvnytskyi City Council with business entities amounted to 2261 agreements. The main items of revenue to the local budget from land transactions were land rent and the sale of land plots at auction. In particular, revenue from land payments in the local budget for the period from 2021 to 2023 increased by 32.1% from 158.9 million UAH to 209.9 million UAH.

### **3.2.4 Minerals**

The resource potential of the Kropyvnytskyi Urban Territorial Community is inseparable from the resources of the region. The geological structure of its territory is determined by its location on the area of the Ukrainian Crystalline Shield and its structural unit of the Kirovograd tectonic block. The minerals of the Kropyvnytskyi Urban Territorial Community are represented by the following deposits:

- The Kirovograd (Sukhokliivske) granite deposit, located in the north of Kropyvnytskyi, contains biotite pink-gray granite, which is used to produce rubble and crushed stone for construction work, as well as for heavy concrete aggregate;
- The Balashivsk deposit of secondary kaolins, sand, and sandy-clay rocks used in the construction industry is located in the northwest of Kropyvnytskyi;
- Uranium ore deposits (the largest uranium ore deposits in Ukraine are located in the Kirovograd region), in particular Michurynske, which is exploited on the southern outskirts of Kropyvnytskyi; the Lelekivske deposit, which is not being developed, is the most promising for development and requires detailed geological study;
- Kirovograd deposit of drinking groundwater suitable for domestic drinking water supply, in particular: Balka Bazarna section (Kholodni Klyuchi water intake) with reserves of 4.8 thousand m<sup>3</sup>/day; Lelekivska-I section with reserves of 7.5 thousand m<sup>3</sup>/day; Sugokleiska section with reserves of 2.5 thousand m<sup>3</sup>.

### 3.3 ENVIRONMENT AND RECREATION

#### 3.3.1 Environmental situation

##### *Atmospheric air*

The technogenic pollution load of the territory of the Kropyvnytskyi Urban Territorial Community is high due to the concentration of a large number of industrial enterprises, the location of main transport highways, high economic development of lands, sufficient population density, general pollution of the natural environment, and high impact of the territory on anthropogenic processes.

Important indicators that characterize the state of air in the community are the volumes of emissions of harmful substances into the atmospheric air from stationary and mobile sources, and their dynamics.

##### **Table**

**Main indicators of atmospheric air pollution from stationary sources by types of economic activity in the Kropyvnytskyi district**

Types of economic activity	2022			2023		
	Emissions, t	Weight structure, %	Share in total emissions of the region, %	Emissions, t	Weight structure, %	Share in total emissions of the region, %
agriculture, forestry and fisheries	1,013.4	34.37	60.19	1,024.5	29.57	59.89
mining and quarrying	55.7	1.89	6.87	95.7	2.76	9.33
processing industry	1,488.5	50.48	28.86	1,929.1	55.67	50.82
supply of electricity, gas, steam and conditioned air	186.6	6.33	67.49	209.0	6.03	69.09
wholesale and retail trade; repair of motor vehicles and motorcycles	15.5	0.53	57.20	32.2	0.93	69.10
transport, warehousing	96.4	3.27	41.13	104.7	3.02	33.86
real estate transactions	0.6	0.02	5.77	0.8	0.02	6.02
professional, scientific and technical activities	2.3	0.08	100.00	2.8	0.08	100.00
public administration and defense	29.0	0.98	58.70	36.5	1.05	23.01
education	4.3	0.15	9.39	2.3	0.07	5.82
healthcare and social assistance	56.4	1.91	51.41	27.5	0.79	30.02
<b>Total</b>	<b>2,948.7</b>		<b>35.08</b>	<b>3,465.1</b>		<b>46.22</b>

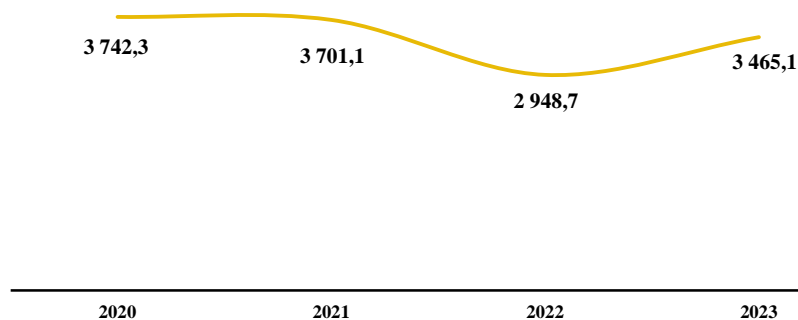
\* based on data from the Main Statistical Office in Kirovohrad region, Regional Report on the State of the Environment of Kirovohrad region in 2022, 2023

The volumes of pollutant emissions from stationary sources of pollution into the atmospheric air by enterprises, institutions and organizations are determined by conducting an inventory of stationary sources of pollutant emissions into the atmospheric air, types and volumes of pollutant emissions into the atmospheric air by stationary sources, and dust and gas purification equipment at enterprises - business entities.

At present, the level of atmospheric air pollution is quite high. During the years of the full-scale invasion of the Russian Federation into Ukraine, the volume of emissions of pollutants into the atmospheric air by stationary sources has increased significantly (by 17.5%). The largest emissions according to the results of 2023 were observed in the processing industry (55.7%) and agriculture, forestry and fisheries (29.6%). Taking into account the high urbanization of the Kropyvnytskyi Urban Territorial Community, population density and concentration of powerful industrial facilities, the share of emissions of the Kropyvnytskyi district in the total volume of the region reaches almost half of all emissions of pollutants (46.2%). In some industries, this weight is even greater, in particular in wholesale and retail trade (69.1%), electricity, gas, steam supply (69.0%), agriculture, forestry and fisheries (59.9%), processing industry (50.8%).

**Chart**  
**Dynamics of pollutant emissions into the atmosphere of the Kropyvnytskyi district, t**

\* data from the Main Statistical Office in Kirovohrad region



The dynamics of emissions since 2020 has had a positive downward trend, although it can be assumed that such a decrease in pollution is associated with a certain reduction in economic activity: firstly, during the quarantine restrictions of the spread of the coronavirus infection COVID-19 in 2020 and partially in 2021, as well as during the full-scale invasion in 2022.

**Table**  
**Dynamics of pollutant emissions by unit indicator**

\* based on data from the Main Statistical Office in Kirovohrad region

	Emissions from stationary sources			
	2020	2021	2022	2023
Emissions, tons, incl.	3,742.3	3,701.1	2,948.7	3,465.1
per 1 km <sup>2</sup> , kg	38.5	38.1	30.3	35.6
per person, kg	0.87	0.86	0.69	0.81

According to the results of 2023, the total volume of emissions began to increase, which was also reflected in individual indicators, in particular, emissions per 1 km<sup>2</sup> of territory increased to 35.6 kg and per inhabitant to 0.81 kg. The weight structure of the main types of pollutants includes suspended solid particles (28.6%), carbon monoxide (25.8%), methane (18.8%), nitrogen compounds (12.8%), sulfur dioxide and other compounds (7.8%) and others.

The largest pollutant of atmospheric air from mobile sources in the community is road transport, including transit transport. According to the Main Statistical Office in Kirovohrad region, based on data on the final use of fuel by road transport, the dynamics of pollutant emissions from mobile sources was as follows: 2019 - 43.5 thousand tons; 2020 - 38.5 thousand tons; 2021 - 40.6 thousand tons.

Among the main pollutants of atmospheric air in the community are LLC "Kirovograd Building Materials Plant No.1", PJSC "Kropyvnytskyi Oil Extraction Plant", LLC "Prydniprovskyi Oil Extraction Plant", LLC "Gradoliya OEP", LLC "Ukrpromtara", LLC "Kapro Oil", KP "Teploenergetik", LLC "Falcon Agro Group", LLC "Kirovohradpostach".

Air pollution factors are in a constant dynamic state and depend on many components. The policy aimed at reducing emissions should be aimed at implementing measures by enterprises and organizations to ecologize production through the improvement and updating of technological processes, machines and equipment, modernization of existing and application of innovative methods of the production process, introduction of modern innovative cleaning technologies and the latest modern effective dust and gas cleaning equipment, etc.

### ***State of water resources***

In terms of water resources, Kirovohrad region is one of the least well-off regions in Ukraine. The region's water supply sources are surface waters of the Dnipro and the Southern Bug river basins and groundwater of the Ukrainian Crystalline Shield basin.

In order to meet recreational, economic and household needs and for irrigation, the water fund of the Kropyvnytskyi Urban Territorial Community is represented by an extensive network of the Ingul River and its tributaries, as well as the Novomykolaiv Reservoir, located on the

Ingul River with a total area of 256.7 hectares, and the Lelekiv Reservoir, located on the Gruzka River with a total area of 12.5 hectares.

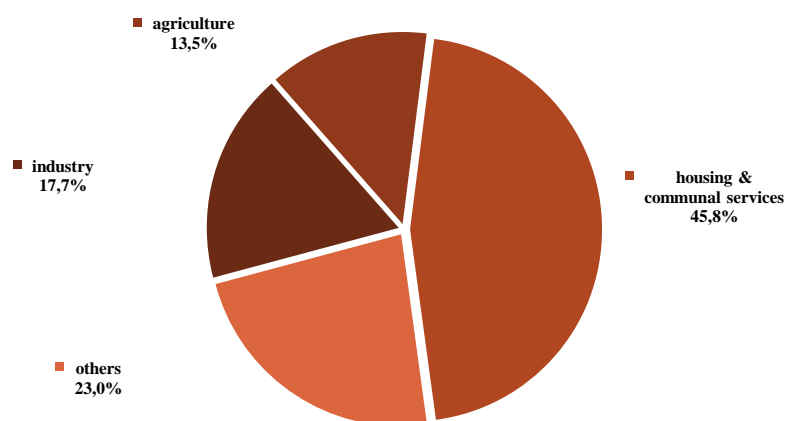
In addition, water resources of ponds and other water bodies are used for technical water supply of enterprises, irrigation and water supply of agricultural lands, fish farming, meeting cultural and household needs, ensuring anti-erosion purposes and other needs. The biggest problem of the community's ponds is their low water level, silting, waterlogging, overgrowth, unsatisfactory condition of hydraulic structures and earthen dams (weirs).

According to the monitoring of surface water bodies of the Regional Office of Water Resources in Kirovohrad region (water intake on the Ingul River of the city of Kropyvnytskyi), based on the results of physical and chemical measurements of surface waters, the hydrochemical state of the water is at a satisfactory level, with minor seasonal changes in water quality indicators. The values of the dissolved oxygen content in the water were within optimal values. Although there is a high turbidity of river waters of more than 500 g/m<sup>3</sup>. The current problem of the territory is water erosion of soils. Due to the presence of ponds, the river network is heavily silted and overgrown with reeds, in places it dries up or turns into a wetland.

The sanitary condition of the Ingul River is affected by return waters from industrial enterprises and household consumers. According to the results of chemical and microbiological measurements of drinking water at the water intake points of Kropyvnytskyi, according to the research of the regional utility and production enterprise "Dnipro-Kirovohrad", for 2024 the water quality deviates from the relevant standards, is at a satisfactory level with minor seasonal changes, namely: chemical and sanitary and bacteriological indicators of surface sources are within the reference intervals; some indicators of underground sources exceed the standards, in particular hardness, the presence of sulfates, and dry residue.

Water use from surface sources prevails and accounts for 89% of total water withdrawal; 11% remains for underground sources. Water resources are mainly consumed for production needs (57.3%), drinking and sanitary-hygienic (35.3%), irrigation needs (6.3%), and other needs (1.0%).

**Chart**  
**Weighted structure of water use by main types of activity**



\* based on data from the Regional Report on the State of the Environment of the Kirovohrad Region in 2022

The discharge of return water into surface water bodies from general drainage is about 86.2%, of which 9.9% is treated according to regulations, 39.6% is water that does not require treatment, and 50.5% is polluted, insufficiently treated water.

The water supply and sewage system of the Kropyvnytskyi Urban Territorial Community is serviced by the regional utility and production enterprise Dnipro-Kirovohrad. In particular, the sources of centralized water supply are the Dnipro-Kirovohrad district piped water system with a capacity of 45-50 thousand m<sup>3</sup>/day and the Kholodni Klyuchi underground water intake with a capacity of 2.5-4.0 thousand m<sup>3</sup>/day. The reserve water intake "Lelekivsky" operates in the mode of lowering the groundwater level with discharge into the Ingul River. Water waste is transported to the main sewage pumping station, which pumps them to sewage treatment plants with a capacity of 60.0 thousand m<sup>3</sup>/day for mechanical and biological treatment. The treated



wastewater undergoes a further treatment process in biological ponds and is discharged into the Ingul River.

The storm sewer system is 33 km long, which is only 11% of the total length of Kropyvnytskyi roads (302.8 km). The existing network requires significant improvement in capacity and greater coverage of the territory, in particular in places prone to constant flooding - geographically low-lying areas.

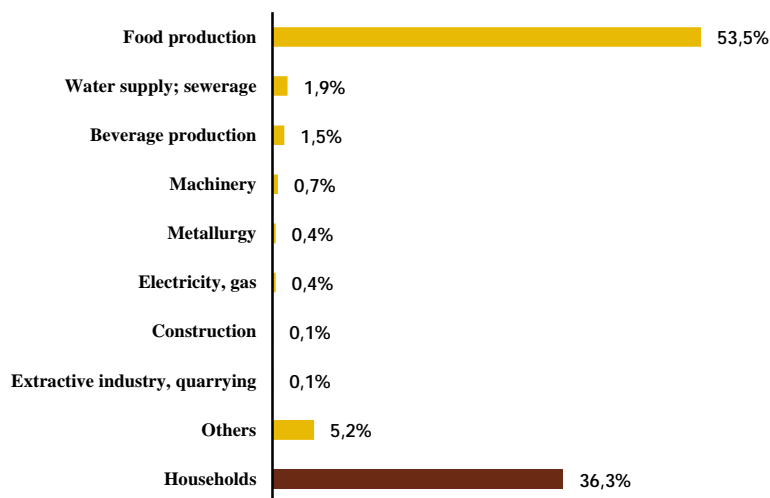
Water users, primarily housing and communal enterprises, are faced with the problem of reconstructing water supply and sewage networks, the technical deterioration of which has reached significant levels of loss of fresh water during its transportation. Among the main polluters of water resources operating in the community are RUPE "Dnipro-Kirovohrad", ME "Teploenergetik", ME "Kirovohrad Regional Phthisiopulmonary Medical Center of the Kirovohrad Regional Council".

### **Waste**

Waste management is one of the most pressing problems in the community in terms of negative impact on the environment and its components. The situation is complicated by the lack of an effective waste management system at the regional level, which causes their accumulation in significant quantities at disposal sites and leads to anthropogenic load, in particular, pollution of land, water bodies, atmospheric air, etc. The need to develop and implement a regional waste management plan in the Kirovohrad region for the long term is becoming increasingly important.

In the process of carrying out economic activities, enterprises and organizations generate about 63.7% of the total volume of waste generated; households - 36.3%. The main sources of waste generation in the community in the sectoral structure of economic activities are enterprises in the processing industry (53.5%), and the sphere of municipal and household services (1.9%).

**Chart**  
**Structure of waste generation**  
**by type of economic activity**

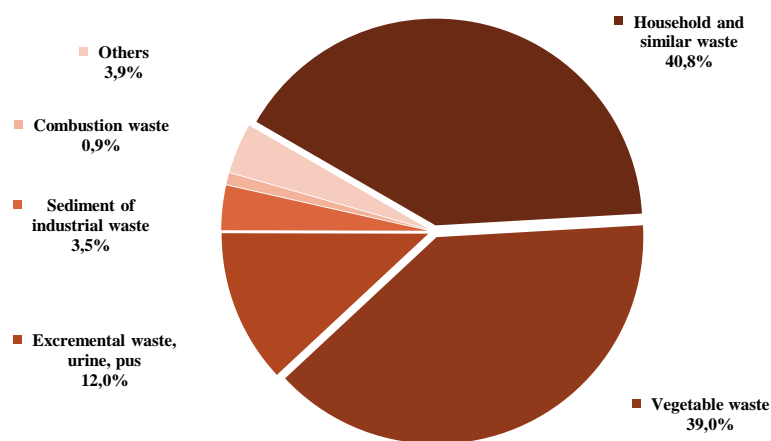


\* based on data from the Regional Report on the State of the Environment of the Kirovohrad Region in 2022

Household and similar waste with waste of plant origin constitute a significant share of total waste generated (79.8%), about 19.1% of which is incinerated for energy and thermal processing.

### Chart Waste generation structure

\* based on data from the Regional Report on the State of the Environment of the Kirovohrad Region in 2022



Among the enterprises that are the main accumulators of industrial waste in the community are the following: RUPE "Dnipro-Kirovohrad" (sludge from treated municipal (city) wastewater); ME "Teploenergetik" (sludge formed from water clarification).

Household waste collection is carried out by container (mainly multi-storey buildings) and containerless (private sector) methods. There is no waste landfill on the territory of the Kropyvnytskyi Urban Territorial Community; instead, there is one certified landfill within the city limits - a waste disposal site with a total area of 18.87 hectares, the occupancy of which is about 80%. The landfill is in satisfactory condition, therefore, work is being carried out related to the sanitation of the territory to increase the sanitary zone and further reclamation of the territory using modern technologies.

In order to reduce emissions of harmful substances into the atmosphere generated in the waste of the existing landfill, in 2019, the implementation of a project to build a complex engineering structure with a biogas collection system for a household waste landfill for the production of electricity was launched, which protected the landfill from spontaneous combustion and the spread of pungent odors and generated electricity that was supplied to the power system at a "green tariff".

### ***Radiation background***

The results of measurements of the natural radiation background, created by the radiation of natural radionuclides and cosmic radiation, have stable dynamics. During 2024, no information was received about the exceedance of radioecological factors. According to the Kirovohrad Regional Center for Disease Control and Prevention, the radiation background in the Kropyvnytskyi Urban Territorial Community ranges from 0.07 to 0.12 mkR/h, which does not exceed the natural background indicator typical for the Kirovohrad region. In general, the radiation situation in the community remains stably normal.

### **3.3.2 Nature Reserve Fund; Ecological Network**

The nature reserve fund represents areas of land and water space, natural complexes and objects that have special environmental, scientific, aesthetic, recreational and other value and are allocated to preserve the natural diversity of landscapes, the gene pool of the animal and plant world, maintain the overall ecological balance and ensure background monitoring of the natural environment.

In accordance with the Law of Ukraine "About the Nature Reserve Fund of Ukraine", nature reserves are protected as a national heritage, for which special regimes of protection, reproduction and use have been established, which are an integral part of the world system of natural areas. The development of the system of nature reserves is an important prerequisite for ensuring sustainable development of both the country and the regions.

The nature reserve fund of the Kropyvnytskyi Urban Territorial Community is represented by unique and best-preserved natural territories and objects. The protected areas include 6 objects of local importance with a total area of 128.65 hectares according to the register of the state cadastre of territories and objects of the NRF of the Ministry of Environmental Protection and Natural Resources of Ukraine.

**Table**  
**Structure of territories and objects of the NRF of the Kropyvnytskyi Urban Territorial Community**

No.	Nature reserve object	Year of creation	Total area, hectares	Name of the enterprise, institution - land user (landowner), under whose jurisdiction the NRF object is located
1	Green pine forest in the area of Lisoparkova Street - a landscape reserve of local importance	2009	30.00	ME Green Economy Trust of the KCC
2	Kovalivskyi - a park-monument of landscape art of local importance	1972	8.60	ME Landscaping of the KCC
3	Cosmonauts Park - a park-monument of landscape art of local importance	1972	4.57	ME Green Economy Trust of the KCC
4	Victory Park - a park-monument of landscape art of local importance	1972	39.50	ME Landscaping of the KCC
5	Arboretum (50 years of October) - a park-monument of landscape art of local importance	1972	42.70	ME Park of Culture and Recreation
6	Cossack Island - a park-monument of landscape art of local importance	2018	3.28	ME Landscaping of the KCC
<b>Total</b>			<b>128.65</b>	

\* based on data from the Ministry of Environmental Protection and Natural Resources of Ukraine

- **Green pine forest in the area of Lisoparkova Street** – a landscape reserve of local importance, with a total area of 30.0 hectares, located in the north of the city with the length of the forest park zone to the bank of the Ingul River. The landscape reserve is an object of preservation, protection and restoration of a forest massif of natural origin with flora and fauna typical for this formation and maintaining the overall ecological balance of the region.

- **Kovalevskyi** – a park-monument of landscape art of local importance, with a total area of 8.6 hectares, located in the north-eastern part of the city center of Kropyvnytskyi within residential areas. The park belongs to the objects of public space of the community (Park of Culture and Recreation) and has aesthetic, educational, environmental and health-improving significance; it is an object of preservation, reproduction and rational use of about 30 species of tree and shrub plantations.

- **Cosmonaut Park** – a park-monument of landscape art of local importance, with a total area of 4.57 hectares, located on the right bank of the Ingul River, which is an object of environmental conservation of tree and shrub plantations.

- **Victory Park** - a park-monument of landscape art of local importance, with a total area of 39.5 hectares, located within the central part of the city, bordering the Sugokleya River in the west. Protective activities are carried out on the territory of the park regarding representatives of flora and fauna, including species listed in the Red Book of Ukraine.

- **Arboretum (50 years of October)** - a park-monument of landscape art of local importance, with a total area of 42.7 hectares, located in the west of the central part of the city. The park has aesthetic, educational, environmental and health-improving importance with a significant dendrological collection of various types of trees and shrubs.

- **Cossack Island** - a park-monument of landscape art of local importance, with a total area of 3.28 hectares, located in the city center, bordering the Ingul River in the west. The park is an area with artificial vegetation with a habitat for individual plant and animal species.

The small area of the nature reserve fund of the Kropyvnytskyi Urban Territorial Community indicates a rather low reserve index, which is only 1.15%. Compared to the reserve index of the Kirovohrad region, which was 4.15% according to the results of 2023, and the general reserve index of nature reserves of Ukraine, which was 6.77%, the Kropyvnytskyi Urban Territorial Community lags significantly behind.

The reserve indicator is a significant environmental and social indicator, the increase of which contributes to maintaining the ecological balance of ecosystems and the ecological stability of territories. In particular, in accordance with the EU Biodiversity Strategy until 2030, approved on 05/20/2020, it is planned to expand the territories and increase the number of protected land objects to 30%; according to the indicators of monitoring the achievement of the goals of the State Strategy for Regional Development for 2021-2027, the reserve indicator should be 15%.

**Table**  
**Main indicators of the**  
**territory's conservation**  
**status**

\* calculations based on data from the Ministry of Environmental Protection and Natural Resources of Ukraine

Indicator	Area, thousand hectares	Kropyvnytskyi community			Kirovohrad region		
		2021	2022	2023	2021	2022	2023
Total area of the Kirovohrad region, thousand hectares	2,458.80						
Total area of the Kropyvnytskyi community, thousand hectares	11.33						
Area of the natural reserve fund of the region, thousand hectares					101.41	101.52	101.95
<b>Reserve coverage index of the region, %</b>					<b>4.12</b>	<b>4.13</b>	<b>4.15</b>
Area of objects of the community's nature reserve fund, thousand hectares		0.13	0.13	0.13			
<b>Community conservation indicators, %</b>		<b>1.15</b>	<b>1.15</b>	<b>1.15</b>			

Since 2021, the expansion of the areas of the nature reserve fund of the Kirovohrad region has been very slow; the increase was about 0.5%. In turn, the area of the nature reserves of the Kropyvnytskyi Urban Territorial Community has remained unchanged since 2018; no new objects of the nature reserve fund have been registered.

Certain areas of special value for environmental protection are included in the Emerald Network. The purpose of preserving the Emerald Network areas is to ensure the protection of habitats and species listed in the Resolutions of the Bern Convention, which is a prerequisite for the creation of the Emerald Network area and the conservation of which is implemented through a biogeographical approach, which involves the identification of areas of long-term conservation of species and habitats within biogeographical regions.

The territory of the Kropyvnytskyi Urban Territorial Community is located within the steppe biogeographic region, through which the territories of the Emerald Network pass from the north and northeast through the center of the city of Kropyvnytskyi to the south, namely:

- the upper Ingul River valley, which was included into the Emerald Network in August 2018 under identification number UA0000304 with a total area in the Kirovohrad region of 18,734.18 hectares;
- the valley of the middle Ingul River, which was included into the Emerald Network in August 2018 under the identification number UA0000305 with a total area in the Kirovohrad region of 31,029.07 hectares.

The territories and objects of nature conservation lands of the Kropyvnytskyi Urban Territorial Community are included in the regional scheme of the ecological network of the Kirovohrad region. The nature reserve fund is a component of the community's natural and recreational resources, which have significant prospects for creating a territorial and recreational complex that will combine recreation areas and the appropriate infrastructure of an educational, aesthetic, scientific and environmental nature conservation orientation.

The most promising areas may be health, educational, scientific, and historical and cultural tourism, both regional (domestic) and international, including active recreation (green tourism, sports tourism, etc.) and historical and ethnographic tourism.

### 3.4 DEMOGRAPHICS AND CHARACTERISTICS OF LABOR RESOURCES

#### 3.4.1 Demographic situation

The city of Kropyvnytskyi is the administrative center of Kirovohrad region and its largest settlement. After the creation of the Kropyvnytskyi Urban Territorial Community in 2020 and the incorporation of the Nove to its administrative-territorial borders, the total population of the agglomeration increased.

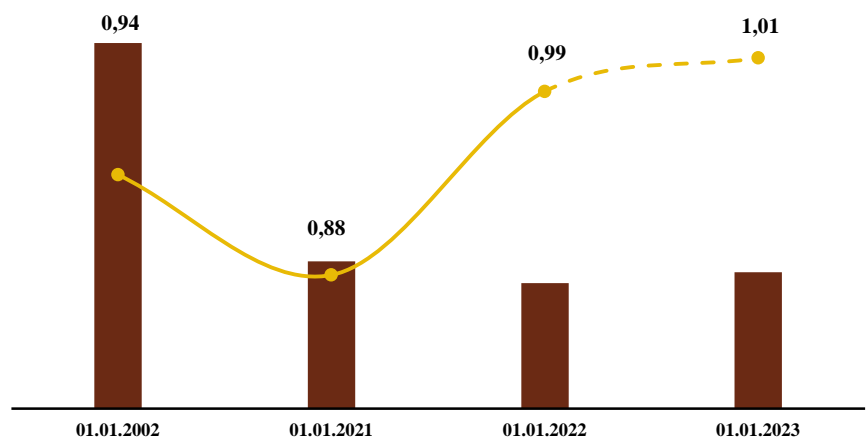
**Table**  
**Population dynamics**

	Population, people			
	01.01.2002	01.01.2021	01.01.2022	01.01.2023
<b>Kropyvnytskyi Urban Territorial Community</b>	262,543	231,162	228,007	229,584
<i>reduction (-), %</i>	-5.6	-12.0	-1.4	0.7
Kropyvnytskyi city	262,543	222,695	219,676	
Nove		8,467	8,331	
<b>Kirovohrad region</b>	1,133,052	920 128	903,712	
<i>reduction (-), %</i>		-18.8	-1.8	

\* based on data from the Main Statistical Office in Kirovohrad region, Kropyvnytskyi City Council

For the period since the last state census in December 2001, the reduction in the population within the current administrative-territorial borders of the Kropyvnytskyi Urban Territorial Community was 12.0%, although in the region this indicator was significantly worse and amounted to 18.8%. This is due to the status of Kropyvnytskyi as a regional center and the existing developed infrastructure, better than in other settlements of the region. In particular, in 2021, the reduction in the population of the region also occurred faster than in the Kropyvnytskyi Urban Territorial Community. The full-scale invasion caused uncontrolled population movement, both within the region and the country, and abroad. Part of the residents of the Kropyvnytskyi Urban Territorial Community left its borders, while at the same time there was a migration movement of internally displaced people (IDP) into the territory of the community. And if the dynamics of IDP movement can be tracked if they are registered, it is quite difficult to determine the exact size of the existing population of the community taking into account such movements. It is obvious that the negative consequences of the war will strengthen the existing trend of depopulation, as well as accelerate the processes of natural population reduction. In general, the overall basic rate of population reduction for the period from 2002 to 2023 was about 12.6%.

**Chart**  
**Rate of growth/decrease in the population of the Kropyvnytskyi community**



\* based on data from the Main Statistical Office in Kirovohrad region, Kropyvnytskyi City Council

It is assumed that due to the greater number of IDP arriving in the territory of the Kropyvnytskyi Urban Territorial Community, the migration increase outpaced the population reduction rate and affected the growth of the population in the community by 0.7%. As of May

2023, the number of registered IDP in the community was 25,998 people. Although according to the estimated data there was an increase, the population density of Kropyvnytskyi in 2023 slightly decreased compared to the previous period by 4.0% to 2,026 people/km<sup>2</sup>, primarily due to the incorporation of the settlement of Nove with a fairly low urbanization to the territorial borders of the city.

**Table**  
**Dynamics of population**  
**movement coefficients**

\* based on data from the Main Statistical Office in Kirovohrad region

		coefficient of natural movement	migration rate	total population movement coefficient
<b>Kropyvnytskyi</b>				
	2019	-6.9	-2.1	<b>-7.0</b>
	2020	-9.4	-2.0	<b>-11.4</b>
	2021	-13.1	-0.6	<b>-13.7</b>
<b>Kirovohrad region</b>				
	2019	-9.7	-3.6	<b>-13.3</b>
	2020	-11.4	-2.6	<b>-14.0</b>
	2021	-14.8	-3.2	<b>-18.0</b>

In the pre-war period, there was a negative trend in the gradual increase in the coefficients of natural population decline, both in the community and in the region, although the rate of decline in Kropyvnytskyi was slower. It can be assumed that the significant growth rate is partly related to the spread of the COVID-19 coronavirus infection in 2020-2021. In general, the coefficient of natural movement shows the overall indicator of population reproduction, in particular, in this case it indicates a significant excess of mortality over birth rate and its dynamic growth. In the absence of official statistical data on birth rate and mortality during the war years 2022-2023, it is impossible to calculate the indicated coefficients. But it is obvious that the death of people during hostilities, the increase in morbidity will significantly affect the increase in mortality and the increase in the negative value of the coefficients.

In addition, the negative consequences of the war, including the mobilization policy, will increase the imbalance in the sex-age structure of the population, which in turn will lead to an increase in the weight of the age category of the population "60 years and older", reducing the share of the most active childbearing age category and increasing the burden on the active working population.

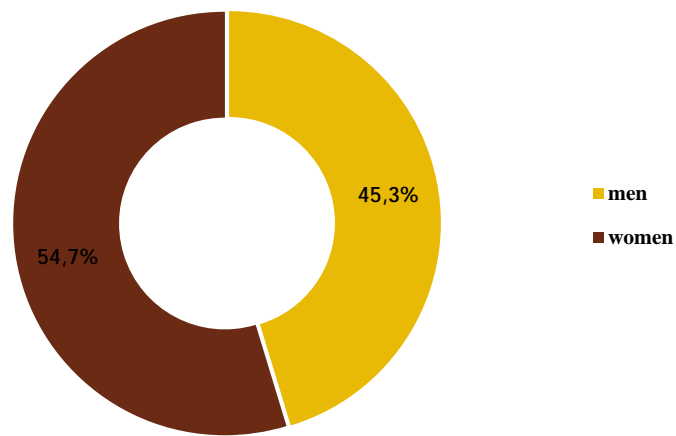
**Table**  
**Weight structure of**  
**population age groups, %**

\* according to the report on the research project "Development of a population forecast for the Kropyvnytskyi Urban Territorial Community until 2032" of the M.V. Ptukha Institute of Demography and Social Research

Age groups	Kropyvnytskyi	Kropyvnytskyi community without IDP	IDP
	01.01.2002	01.01.2023	01.01.2023
under 16 years old	16.8	15.4	21.7
16 - 59 years old	65.5	60.9	59.3
60 years and older	17.7	23.7	19.0
including women 15 - 46 years old	29.1	24.2	29.9

In particular, the weight of the age group "under 16" in the overall population structure of the community has noticeably decreased by 8.3%, which is evidenced by the trend of declining birth rates; however, the share of residents of the age group "60 years and older" has increased by 33.9%, which indicates a rapid aging of the population. The age structure of IDP differs from the overall structure of the community, which is mainly due to the migration of women with children to safer places and the low mobility of the elderly.

**Chart**  
**Gender structure of the**  
**population of the**  
**Kropyvnytskyi Urban**  
**Territorial Community**



\* based on data from the Main Statistical Office in Kirovohrad region

The gender distribution of the population of the Kropyvnytskyi Urban Territorial Community did not differ significantly from the distribution of the population of the Kirovohrad region. Namely, 46.2% of men lived in the region, slightly more than in the Kropyvnytskyi community; women - 53.8%. The indicated weights should be adjusted based on the results of 2022 and 2023, taking into account the negative consequences of the war on the demographic situation and the publication of official statistics.

According to the results of the population forecast of the Kropyvnytskyi Urban Territorial Community until 2032, carried out by the M.V. Ptukha Institute of Demography and Social Research, under the optimistic scenario of the end of the war in 2024, delayed childbearing will be made up, which will contribute to a rather sharp increase in the birth rate with a total indicator of about 1.6 children per woman. Within the framework of the realistic forecast of the end of the war in 2025, the birth rate will gradually reach 1.3 children per woman.

### 3.4.2 Labor market

In recent years, the policy of developing the labor market and labor resources has been aimed at eliminating hidden unemployment (reducing the "detinization" of the labor market) and ensuring full productive employment, introducing incentive measures to create new jobs, supporting entrepreneurship for the purpose of self-employment of the population, and improving sectoral programs aimed at increasing employment in priority sectors of the economy.

The global COVID-19 coronavirus pandemic has had a significant negative impact on the development of the labor market both in the world and in Ukraine, including a reduction in employment, an increase in the number of unemployed, a decrease in the real income of self-employed persons, including due to losses in income of individual entrepreneurs. The full-scale war exacerbated the negative consequences of the pandemic and contributed to the stabilization of the gap between demand and supply in the labor market in most cases due to a decrease in business activity of business entities, on the one hand, and a reduction in the number of job seekers, on the other.

**Table**  
**The relationship between supply and demand in the labor market**

Types of economic activity	Load per vacancy		
	2021	2022	2023
Agriculture, forestry and fisheries	1.5	1.4	1.1
Mining and quarrying	1.0	0.9	0.6
Processing industry	1.5	1.9	1.2
Supply of electricity, gas, steam and conditioned air	1.5	1.2	0.8
Water supply; sewage, waste management	1.1	1.2	0.7
Construction	1.9	3.3	1.5
Wholesale and retail trade; repair of motor vehicles and motorcycles	2.5	3.0	1.5
Transport, warehousing, postal and courier activities	1.5	1.7	0.9
Temporary accommodation and catering	1.7	2.3	0.7
Information and telecommunications	2.7	6.2	5.1
Financial and insurance activities	9.8	19.8	1.2
Real estate transactions	2.3	2.1	0.9
Professional, scientific and technical activities	2.3	3.6	2.8
Administrative and support service activities	2.5	2.4	1.0
Public administration and defense; compulsory social insurance	4.0	5.4	□2.8
Education	0.6	0.9	0.4
Healthcare and social assistance	1.4	1.1	0.6
Arts, sports, entertainment and recreation	0.9	1.1	0.4
Provision of other types of services	2.4	2.3	1.3
<b>Total</b>	<b>2.1</b>	<b>2.2</b>	<b>1.4</b>

\* based on data from the Kirovohrad Regional Employment Center

The load factor shows the number of applicants for one vacant position. In particular, in 2023, the overall gap between demand and supply narrowed. The load decreased, although certain types of economic activity were characterized by a high shortage of personnel (education; art, sports, entertainment; extractive industry; healthcare); and a high shortage of vacancies (financial and insurance activities; information and telecommunications; public administration; scientific and technical activities). The share of male job seekers fell by 82.4% in 2023 compared to 2021; the gender structure according to the results of 2023 is as follows: 76.5% - women; 23.5% - men; among the registered unemployed: 81.1% - women, 18.9% - men.

**Table**  
**Age structure of job seekers, %**

Age range	2021	2022	2023
under 35 years old	26.0	25.1	26.2
36 - 44 years old	28.3	29.8	32.9
45 years and older	45.7	45.1	40.9

\* data from the Kirovohrad Regional Employment Center

There is a trend of changing the age structure of residents looking for work, namely, the share of the age group "36 - 44 years" is increasing, replacing younger and older applicants. This may be partly due to the average age in the community, which was 41.5 years in pre-war 2021, including 38.5 years for men and 44.0 years for women.

Among the professional categories in demand, the market needs skilled workers with tools (25.1%); workers in maintenance, operation of equipment and machines (17.8%); professionals (15.9%), namely: engineers, doctors, agronomists, teachers, public procurement specialists, etc.; workers in the trade and services sector (11.3%).

**Table**  
**Unemployment rate of the working-age population, %**

	□2019	2020	2021
women	12.0	12.8	13.2
men	10.7	13.5	14.1
<b>overall unemployment rate</b>	<b>11.3</b>	<b>13.2</b>	<b>13.7</b>

In the absence of official data from the State Statistics Service of Ukraine due to the suspension of the labor force survey after the full-scale invasion, it is impossible to assess changes in the labor market, in particular the unemployment rate in 2022–2023. Based on



information on the existing supply load on the labor market, it can be assumed that the situation will mostly worsen.

**Table**  
**Structure of registered unemployed and vacancies by main types of economic activity, 2023**

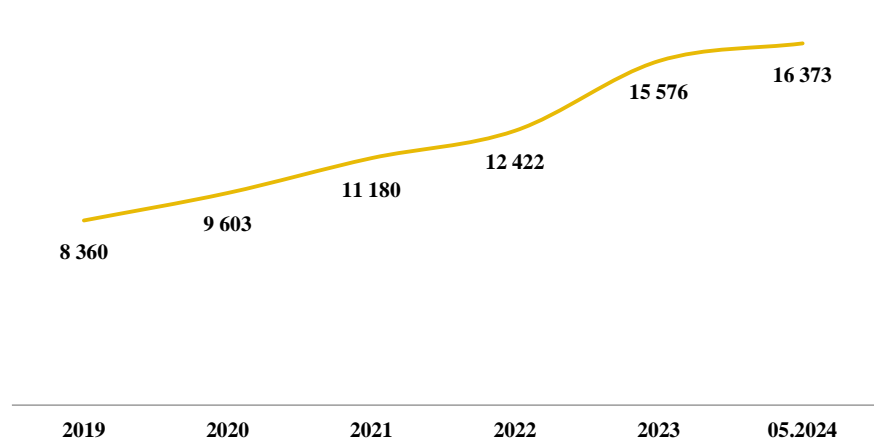
\* data from the Kirovohrad Regional Employment Center

Types of activities	registered unemployed, %	registered vacancies, %
agriculture	24.4	6.3
public administration	18.2	5.2
trade and repair of vehicles	16.8	7.9
processing industry	9.2	13.3
transport	6.2	14.3
healthcare	5.6	□3.1
education	4.8	10.0
mining industry	1.8	10.0

There is a tendency for a feedback loop between available vacancies and applicants for such vacancies; in particular, there is no balance between supply and demand, which indicates an unstable situation on the labor market and unsatisfied needs of employers and job seekers.

**Chart**  
**Dynamics of average monthly salary, UAH**

\* based on data from the Main Statistical Office in Kirovohrad region (2019-2021); online job search portal Work.ua (2022-2024)



The average monthly salary is gradually increasing; which can be explained by the presence of more popular professions on the market in order to meet the needs of certain sectors of the economy, including covering the existing labor shortage, and by the increase in the minimum wage in the country. According to market data from the Work.ua Internet portal as of May 2024, the highest salary in the city of Kropyvnytskyi was offered in the construction sector (23,267 UAH), medicine and pharmaceuticals (23,375 UAH), agriculture (22,800 UAH); the lowest - in the service sector (13,616 UAH), retail trade (14,547 UAH), telecommunications and communications (14,652 UAH).

The policy of supporting employment in the labor market is aimed at stimulating active employment and the development of self-employment, in particular, among the main tools we can highlight: involving the unemployed in public and other temporary jobs; undergoing vocational training, including in vocational education centers; vocational training of combatants and persons with disabilities as a result of war; retraining, training or advanced training under training vouchers; microgrants for creating or developing one's own business, including for veterans and second spouses, etc.

Discussion and resolution of the most pressing problems on the labor market in the Kropyvnytskyi Urban Territorial Community and issues related to wages are carried out by the working group on compliance with labor legislation at the Kropyvnytskyi City Council. In particular, information and explanatory work is carried out on de-shadowing of the labor market, namely the importance of official employment, compliance with the appropriate level of wages, holding the "Best Employer" competition, measures for the integration of IDP and relocated businesses, etc.

### 3.5 INFRASTRUCTURE DEVELOPMENT

#### 3.5.1 Transport infrastructure

Kropyvnytskyi Urban Territorial Community is geographically located in the central part of Kirovohrad region and Ukraine. According to the "List of public roads of state importance", approved by the resolution of the Cabinet of Ministers of Ukraine dated 12/15/2023 No.1318, the road and transport infrastructure is represented by roads of international, national, territorial and local importance, namely:

- international highway M13 (Kropyvnytskyi - Platonove (to Chisinau)) in the southwest direction, bypassing Kropyvnytskyi with a ring road from the north, along the European route E584, which runs from Poltava to the Romanian city of Slobozia;
- national highway H14 (Oleksandrivka – Kropyvnytskyi – Mykolaiv) from north to south, passing through the center of Kropyvnytskyi;
- national highway H23 (Kropyvnytskyi - Kryvyi Rih - Zaporizhzhia) from the eastern direction, heading to the city center of Kropyvnytskyi;
- territorial road T1201 (Kropyvnytskyi - Kanizh - Novomyrhorod), which bypasses the village of Nove and heads to the center of Kropyvnytskyi from the west along the European route E50, which begins in Ukraine on the border with Slovakia at the Uzhhorod checkpoint and goes through the cities of Mukacheve, Stryi, Ternopil, Khmelnytskyi, Vinnytsia, Uman;
- territorial road T1205 (Dovzhansk - Krynychne) from the eastern direction, crossing the ring road around the eastern part of Kropyvnytskyi;
- territorial road T1221 (Kropyvnytskyi - Rivne) from the southwest, which crosses the ring road around the southern part of Kropyvnytskyi;
- local roads that provide transport connections between districts and microdistricts of the community with other neighboring territorial communities.

The community's railway connection with other cities of Ukraine and abroad is provided by passenger trains from the main railway station Kropyvnytskyi; in order to connect territorially remote areas of the community and settlements of neighboring communities, suburban electric trains operate through small railway stations. In particular, the railway connection between Nove with Kropyvnytskyi is provided by the operation of the Lelekivka railway station. The capacity of the main railway station of Kropyvnytskyi is weak, most passenger trains make transit movement through the territory of the community. The nearest powerful railway junction is located in the city of Znamyanka, about 40 km from Kropyvnytskyi, with a high capacity for freight and passenger transportation.

Aviation transport infrastructure is represented by the presence of the Kropyvnytskyi airport, located in the northeast of the city with one runway 1300 m long with the possibility of building an additional strip that will meet modern international requirements; two helicopter pads; a hangar and administrative and household buildings. In order to develop the aviation transport industry and fully restore the airport's capacity, the Kirovohrad Regional Council created the municipal enterprise Kropyvnytskyi International Airport, the development of which has been slowed down since the beginning of the full-scale invasion. The lands of the airport territory, the ownership of which belongs to the state, were transferred for permanent use to the Ukrainian State Flight Academy, the State Air Traffic Services Enterprise of Ukraine "Ukraerorukh", and the State Enterprise "ARZ" (Ministry of Defense of Ukraine). In order to ensure the operation of passenger and cargo air transport, training of vehicle drivers, technical maintenance of air transport, etc., the international joint-stock aviation company "URGA", certified by the European Association of Regional Airlines ERA, operates in Kropyvnytskyi. The initial stage of restoring the airport's capabilities for 2022-2023 provided for the implementation of work related to the development of a feasibility study for the reconstruction of the airfield complex of the Kropyvnytskyi International Airport.

The internal transport network of the Kropyvnytskyi community consists of electric and automobile passenger transport, which is provided by the activities of the municipal enterprise

and private carriers on a contractual basis. In particular, the municipal enterprise "Electrotrans" of the Kropyvnytskyi City Council is the leader in providing transport services in the community, serving passengers on trolleybuses and buses. The number of trolleybus routes for the period from 2021 was reduced by 25.0% from 10 to 8 in 2024 in accordance with the schedule of urban electric transport using 32 units of vehicles. The total length of the trolleybus network is 52.5 km, the energy supply of which is carried out by 6 traction substations.

Regular passenger transportation on public bus routes is carried out in 12 directions. Other bus routes (22 directions) are provided by private carriers in accordance with the contractual terms of regular transportation. The total length of bus routes is 270.9 km. Measures for special regular transportation provide for routes from April to October for the purpose of transporting people to gardening societies with reimbursement of the cost of such transportation to private carriers.

**Table**  
**Main indicators of urban**  
**transport provision**

\* data from Kropyvnytskyi City Council

Urban passenger transportation	2021	2022	2023
Paid passengers, %	14.8	27.0	27.1
Passengers in preferential category, %	85.2	73.0	72.9
Reimbursement of the cost of preferential transportation (Electrotrans Enterprise), UAH million	117.53	113.47	146.93
Reimbursement for transportation to gardening companies (private carriers), UAH million	0.87	0.88	1.26

Despite the fact that the share of passengers in preferential categories has decreased since the beginning of the full-scale invasion by 14.4% since 2021, its weight remains significant for the formation of the budget for reimbursement of the cost of such preferential transportation. In particular, reimbursement to the municipal enterprise "Electrotrans" increased by 25.0% for the period from 2021 to 2023. Among the main reasons for this growth are: a significant increase in prices for fuel and maintenance, for current repairs and components, and the expansion of preferential categories of the population that use free bus travel passes by including internally displaced people in the list. The share of passengers in paid categories, in turn, gradually increased by 83.1% over the period under study.

To meet the social needs of people with disabilities and groups with reduced mobility, measures have been foreseen to implement: a) the "Social Taxi" program, the services of which were used by 2,076 people with disabilities according to the results of 2023; b) ensuring the transportation of children with reduced mobility by a specialized bus (1,010 routed were carried out in 2023); c) the use of two specialized vehicles for the transportation of people with limited mobility in wheelchairs.

Due to a number of internal and external factors negatively affecting the transport industry, including macroeconomic, financial and credit, social, political, including risks associated with war, the pace of renewal of the vehicle fleet of private carriers significantly lags behind modern market needs for high-quality and safe provision of passenger transportation services. Competitive selection of private carriers is carried out on the basis of the availability of the necessary complex of technical and technological services for storage, technical control, maintenance and repair of vehicles, medical examination of drivers, road safety service that meets regulatory requirements and legislative acts.

Some municipal vehicles are equipped with GPS navigation devices and video surveillance cameras, which allows for increased safety and control over the work of drivers and conductors. In order to provide safe transportation services, it is necessary to replace the trolleybus contact network (about 14.7 km) and replace and repair traction substations.

In accordance with the list of tasks aimed at solving problems related to seamless mobility and interregional integration, in accordance with the provisions of the National Transport Strategy of Ukraine for the period until 2030, approved by the Resolution of the Cabinet of Ministers of Ukraine dated 05/30/2018 No.430-p, the community faces the following main tasks:

- increasing the share of electric transport in providing regular urban transportation, in particular, bringing the share of electric transport in domestic traffic to 75% by 2030;
- introduction of new technologies and intelligent transport systems to improve the quality of transport services, information systems about the services provided, introduction of an electronic and integrated automatic fare payment system.

Suburban, intercity and international passenger transport services are carried out at the Kropyvnytskyi bus stations No.1 (located on Oleksandrivske highway in the northeast of the city) and No.2 (located in the city center).

The main indicators of freight transportation indicate a significant share of such transportation volumes and freight turnover in the total volume of the region.

**Table**  
**Main indicators of freight transportation**

<b>Kropyvnytskyi</b>	<b>2020</b>	<b>2021</b>
Transportation volume, thousand tons	3,013.2	1,632.3
Freight turnover, million tkm	424.7	363.0
<b>Kirovohrad region</b>		
Transportation volume, thousand tons	□643.6	9,783.1
Freight turnover, million tkm	651.5	1,035.6
<b>The city's share in the total area of the region</b>		
Share of transportation, %	64.9	16.7
Share of freight turnover, %	65.2	35.1

\* data from the Main Statistical Office in Kirovohrad region

In general, the Kropyvnytskyi Urban Territorial Community has an attractive, well-developed transport network, formed by the crossing of significant highways of international, national, territorial and local importance and the presence of railway junctions, which contribute to the development of passenger and freight transportation. In turn, the attractive geographical location and accessibility and mobility of transport affect the active movement of the population, both within the region and the country, and abroad.

### 3.5.2 Housing and communal services

#### *Housing management*

The main goal of the community's housing and communal services is to fully meet the needs of the population in all types of housing and communal services, create comfortable living conditions, properly maintain and effectively use municipal property, carry out major repairs and reconstruction of landscaping facilities, build street lighting networks, improve the technical condition of the water supply network, reduce energy consumption and introduce energy-saving technologies, resolve animal welfare issues, improve the environmental situation, etc.

The city's vital activity is provided by enterprises - providers of housing and communal services, whose activities are coordinated by the Head Department of Housing and Communal Services of the Kropyvnytskyi City Council. Deterioration of the technical condition of the housing and communal services sector, in particular the aging of the housing stock; wear and tear of internal building and engineering networks of heat supply, water supply and sewage; deterioration of the street and road network, street lighting networks; deterioration and reduction of the area of green spaces, especially those that have reached their age limit - an incomplete list of the main problems that require urgent solutions.

The multi-apartment housing stock includes 1,035 residential buildings in the territory of the Kropyvnytskyi Urban Territorial Community, 669 of which are equipped with centralized heating (568 buildings are managed by the housing and communal services), 175 are equipped with elevators in a total of 547 units (165 buildings, in which 504 elevators are managed by the housing and communal services), 31 buildings belong to the outdated housing stock (29 buildings are managed by the housing and communal services). There are no emergency and unusable buildings in the territory of the community. The housing stock in the amount of 821 residential buildings is serviced by housing and communal services. 30 residential buildings are serviced by the association of housing and construction cooperatives, 152 buildings are self-

serviced by the condominium association, 39 houses in Nove are serviced by LLC "Gudex VPS". Thus, a competitive environment has been created among providers of services for the management and maintenance of apartment buildings and adjacent areas on a contractual basis with co-owners. About 60% of the housing stock requires major repairs; including 78.8% of water and sewage networks, 59.1% of heating networks.

Within the scope of the authority to carry out current repairs in accordance with the list of services for the management of apartment buildings, in recent years, service providers have carried out current repairs of roofs; cold water supply networks; heat supply networks; drainage and storm sewer networks; power supply networks, electrical panels and circuit breakers; entrance doors to entrances and entrances themselves. Estimates for services for the management of apartment buildings do not provide for the possibility of directing expenses to capital works. In accordance with the requirements of current legislation, funds paid by residents for the service for the management of an apartment building cannot be used for capital repairs. A separate account must be opened to carry out the specified works in accordance with the decision of the general meeting of residents.

An effective way out of the current situation is to implement motivational measures to create associations of co-owners of apartment buildings for the purpose of effective management and maintenance of the housing stock. Only about 14% of the total number of apartment buildings are condominiums that have been created in the community. Among the main measures to continue to stimulate co-owners to create condominiums, the following can be distinguished: 1) joint financing of capital repairs of structural elements of residential buildings, in particular with newly created condominiums; 2) reimbursement of part of the loans (interest, principal amount) for the purchase of energy-saving equipment and the implementation of energy-efficient measures, including within the framework of the comprehensive program "Great Thermal Modernization"; 3) partial reimbursement of the cost of independent sources of electricity purchased during the war; 4) consultations and seminars on the creation, operation and functioning of condominiums; their benefits for residents, etc.

Maintenance of the elevator stock of apartment buildings managed by the Housing and Utilities Department is carried out by the ME "PMK Gerkon" of the city of Kropyvnytskyi. The general technical condition of the elevator stock is unsatisfactory; 495 elevators have reached their standard service life. The problem of worn-out elevator stock negatively affects the lives of people with limited physical abilities, including low-mobility groups, disabled people, women with children, the elderly and other categories. One of the ways to solve the problem of modernization of the elevator stock may be the introduction of a system of savings accounts for co-owners of apartment buildings in order to reduce the financial burden and joint financing from the local budget.

### ***Road infrastructure***

The technical condition of the road surface of the access roads to multi-storey buildings (internal courtyard roads, driveways) is unsatisfactory; the level of physical wear is about 78%. Access roads are one of the components of the community's transport system, therefore, to ensure comfortable access to buildings and preserve the network in the community, during road restoration works, current repairs of internal courtyard roads in adjacent territories are carried out, work to improve the surface, as well as special works that take into account the need for repairs or comprehensive replacement of outdated underground communication networks; installation of additional rainwater drainage systems; arrangement of places to improve the level of mobility of people among low-mobility population groups; restoration of sidewalks; arrangement of parking spaces, etc.

The total length of the roads of the territorial community is 549.54 km, of which 212.04 km are asphalted, 337.50 km are gravel and other surfaces. The area of the road surface is 3.30 thousand m<sup>2</sup>, of which 1.30 thousand m<sup>2</sup> are asphalted, and 2.00 thousand m<sup>2</sup> are gravel and other surfaces.

The transport and operational condition of the vast majority of roads does not meet modern requirements and needs improvement, taking into account the increase in traffic intensity and the development of the freight transportation industry and, as a result, the increase in loads, especially on thin-layer road surfaces. Certain sections of roads, in particular those providing access to the most remote areas of the city and individual social facilities, are dangerous and require major and current repairs. Thus, work is constantly being carried out on the territory of the community to repair (current, major) the roadbed of local roads.

To ensure the movement of vehicles and pedestrians over obstacles of different levels, artificial constructions are in Kropyvnytskyi, including 18 automobile bridges, 16 pedestrian bridges, and one overpass. Because of deterioration of structural elements, artificial constructions require modernization and major repairs. ME "Misksvitlo" of the Kropyvnytskyi City Council carries out work on the current repair and maintenance of traffic light facilities in the city.

### ***Heat supply and energy saving***

Services of production, transportation and supply of thermal energy for all groups of consumers in the community that are connected to the centralized heating system are provided by ME "Teploenergetik". The heat supply fund consists of 22 boiler houses and the Kropyvnytskyi TPP with a total length of main and distribution heating networks of 164.5 km. Heat is supplied by direct connection to buildings; the technical condition of boiler and heating networks is characterized by significant physical and moral wear and tear, including physical wear of heat-generating equipment reaching about 72%. The energy efficiency of most residential buildings is very low; thermal energy losses reach about 60% due to the low heat-shielding properties of individual structural elements of buildings; in particular, the structure of thermal energy losses is as follows: through walls - 42%, through windows - 16%, through the roof - 7%, through the basement - 5%, air exchange - 30%.

In order to provide high-quality centralized heating services in the community, work is being carried out on the maintenance and servicing of heating networks, major repairs of equipment, etc. And measures are being implemented to promote the installation of individual heating systems and thermal modernization of buildings. In order to substantiate the economic feasibility and necessity of designing and building new, expanding and modernizing existing sources of heat energy and heating networks, a draft Heat Supply Scheme for the city of Kropyvnytskyi was developed, which was approved by the Order of the Ministry for Communities and Territories Development of Ukraine dated 06/08/2024 No.531 "About Approval of the Heat Supply Scheme for the City of Kropyvnytskyi", and approved by the Decision of the City Council dated 07/04/2024 No.2055.

Within the framework of the energy management system, energy consumption by budget-funded buildings is monitored; in particular, savings in thermal energy consumption amounted to 22.4% (2023/2022), natural gas - 40.0%. According to the results of 2023, 18 energy service agreements with the implementation of the ESCO mechanism of all types of work on comprehensive thermal modernization of buildings were completed.

In conditions of martial law and damage to critical energy infrastructure, within the framework of international technical assistance (USAID, UNICEF), during 2023, the material and technical base of the ME "Teploenergetik" KCC was replenished with six modular boiler systems, thirty electric generators (two of them were purchased at the enterprise's expense), materials and equipment necessary for the operation of the heat and water management, as well as a specialized emergency recovery vehicle with equipment, two excavator loaders and one loader.

### ***Landscaping***

Landscaping activities include the development and implementation of effective and comprehensive measures to maintain the territory of the Kropyvnytskyi Urban Territorial Community in good condition, its sanitary cleaning, preservation of public facilities, work on

restoration, proper maintenance and rational use of territories, protection and organization of improvement facilities, taking into account the specifics of their use.

The length of the outdoor street lighting network is 534 km, the structure of the lamps of which consists mainly of energy-saving LED lamps by 96.4%. Maintenance in proper technical condition of the outdoor lighting network and the corresponding infrastructure, in particular cable lines, brackets, supports; maintenance of technical means of traffic regulation and restoration of road markings, repair of automatic and telemechanical control panels, etc., is carried out by the ME "Misksvitlo" of the Kropyvnytskyi City Council. The main priority of the enterprise's activities is to provide outdoor lighting for roads, internal courtyard roads and driveways, parks, squares, public areas that do not have built networks, and to continue measures to introduce modern energy-saving technologies throughout the network at all light points, as well as to provide the road network with technical means of traffic regulation, in particular the functioning of 69 operating traffic light objects, including 13 of which are equipped with sound signals for the visually impaired.

Maintaining the community's landscaping in good condition, including maintenance and repair of street and road network facilities, artificial constructions, small architectural structures, maintenance of private sector streets and sidewalks, timely manual and mechanical cleaning, systematic garbage removal, elimination of landfills, arrangement of public transport stops with modern complexes, etc., is carried out by the ME "Universal 2005" of the Kropyvnytskyi City Council.

The green zone of the Kropyvnytskyi Urban Territorial Community is represented by public facilities (public space) with a total area of 670.85 hectares, including 8 parks, 5 parks-monuments of landscape art of local importance, 20 squares, 2 forest parks with a total area of 222.7 hectares. Work on the current repair and maintenance of green and nursery facilities in good condition is carried out by the ME "Blagoustriy" of the Kropyvnytskyi City Council" and private enterprises involved on a contractual basis. Long-term comprehensive measures are needed to select the assortment, update existing plantings, create new squares, green zones of residential areas using sustainable species and forms of woody and shrub plants.

There is no waste landfill within the territorial boundaries of the community and the region. The municipal waste dump is located on an area of 18.87 hectares, the occupancy of which is about 80%, and which is in satisfactory condition. Comprehensive waste management measures in the community are carried out by LLC Ecostyle. In order to ensure the effective functioning of the dump, work is being carried out related to the sanitation of the territory to increase the sanitary zone and further reclamation of the territory using modern technologies. In order to limit and prevent the negative impact of waste on the environment, LLC Ecostyle has installed a waste sorting line MSPK-50 at the waste dump with a capacity of 80.0 thousand tons/year, which has been functioned since 2016.

In order to reduce emissions of harmful substances into the atmosphere generated in the waste of the existing dump, in 2019, the implementation of a project to build a complex engineering system with a biogas collection system for a solid household waste for the production of electricity was launched, which protected the place from spontaneous combustion and the spread of pungent odors and generated electricity that was supplied to the power system at a "green tariff".

Waste collection is carried out using container (mainly multi-storey buildings) and container-free (private sector) methods.

The maintenance of 17 cemeteries (including 8 operating cemeteries, including the cemetery in Nove; 8 closed cemeteries; the memorial complex on Fortechne Valy) with a total area of 227.482 hectares is carried out by the ME "Ritual Service - Specialized Municipal and Household Services Complex" of the Kropyvnytskyi City Council", namely cleaning, garbage removal; removal of tree overgrowth; systematic cleaning of containers and removal of garbage from the territory of cemeteries; other work related to the maintenance of cemeteries.

### 3.5.3 Postal services and communications

The sphere of postal services and communications is represented, first of all, by the activities of the JSC "Ukrposhta", which has an extensive network in the community. Over the past few years, a large-scale project has been implemented at the branches to computerize postal departments and automate services, which allows providing a wider range and serving a larger number of clients, including remote areas and territories. There are 22 stationary postal branches in the city of Kropyvnytskyi, and one stationary branch in Nove, which provide a full range of Ukrposhta services. There are no mobile branches in the community.

The main private representative of the logistics and communications industry is the NOVA group of companies (Nova Poshta), which is a leader in the field of logistics, financial and IT services, the infrastructure of which provides for the presence of an extensive network of branches in the territory of the Kropyvnytskyi Urban Territorial Community, the functioning of a sorting terminal and depot in order to provide fast and high-quality service in conditions of constant growth in the volume of shipments. Meest company is a leader in providing international delivery services, as well as other postal and transport services within the country.

Thanks to the construction of new base stations and the modernization of existing equipment, in recent years the 4G coverage network has been expanded and the quality of communication in existing territories has been improved, which makes it possible to use the advantages of the Internet, modern mobile technologies for entrepreneurship, education, online communication, etc. The 4G network of mobile operators Kyivstar, Vodafone, Lifecell covers the entire territory of the Kropyvnytskyi Urban Territorial Community, including the territory of Nove.

### 3.5.4 Social security

The needs and interests of the territorial community in the field of social protection of the population, including the provision of social services, are met by the Department of Social Policy of the Kropyvnytskyi City Council, which includes the Department of Social Protection of the Population of Podilskyi District, Fortechnyi District and departments on separate directions, in particular the Department of Social Assistance, Department of work with war veterans, ATO participants and their family members, Department of issues of organizing the provision of social services, Department of issues of serving citizens who suffered as a result of the Chernobyl disaster, Department of work with internally displaced people.

The main tasks of the Department of Social Policy of the Kropyvnytskyi City Council include: a) implementation of state policy in the field of social protection of the population in the city; b) monitoring and verification of the provision of social support during the provision of state social benefits, compensations, targeted use of state and local budget funds directed to this purpose; c) supervision and control in the field of assignment (recalculation) and payment of pensions and application of pension legislation; d) carrying out information and explanatory work on social issues; e) development and organization of implementation of local targeted and comprehensive programs and measures to improve the situation of socially vulnerable segments of the population; and others.

During 2023, the department accepted 18,840 applications for the appointment of various types of social benefits and compensations, in particular 3,243 applications for the provision of housing subsidies, 1,473 applications for the provision of benefits for payment of housing and communal services. As of 07/23/2024, the department registered 23,721 internally displaced people, including 9,604 men, 14,117 women, 12,820 people of working age, 4,271 pensioners, 5,237 children, 1,393 people with disabilities. The Council on Internally Displaced People is functioning under the Executive Committee of the Kropyvnytskyi City Council. The Department for the Organization of the Provision of Social Services ensures the maintenance of the register of providers and recipients of social services, which includes 7 institutions of municipal ownership.



**Kropyvnytskyi City Center for Social Services** provides a wide range of social services for people belonging to vulnerable groups of the population or in difficult life circumstances. The center is fully staffed with highly qualified personnel to provide emergency (crisis) intervention services; information; counseling; mediation; representation of interests; social prevention; social adaptation; social support for families/individuals in difficult life circumstances, and social support for families raising orphans and children deprived of parental care; social integration and reintegration. According to the results of 2023, 2,386 people received social services, including 29 families/individuals covered by the social support service, of which 21 families/individuals were removed from social support, 12 of which achieved a positive result.

**MI "Kropyvnytskyi City Territorial Center for Social Services (Provision of Social Services)"** KCC provides social services to individuals or families who belong to vulnerable groups of the population or are in difficult life circumstances. The center is fully staffed with highly qualified personnel to provide home care services; social adaptation; in-kind assistance; sign language interpretation; physical support for persons with disabilities who have musculoskeletal disorders and use wheelchairs, with intellectual, sensory, physical motor, mental and behavioral disorders. To address the issue of providing social transport services, the "Social Taxi" service has been created. In 2023, the territorial center provided social services to 4,126 people, including in-kind assistance services (2,238 people), home care (1,054 people), social adaptation (834 people), sign language interpretation (55 people), and social services for physical support for people with disabilities who have musculoskeletal disorders and use wheelchairs, with intellectual, sensory, physical, motor, mental and behavioral disorders (18 people).

**Department for the Protection of Children's Rights of the Kropyvnytskyi City Council** performs the following tasks: a) ensuring compliance with the requirements of the legislation on establishing guardianship and care of children, their adoption, placement in family-type orphanages, foster families; b) exercising control over the conditions of maintenance and upbringing of children in institutions for orphans and children deprived of parental care; c) providing measures to implement state policy on providing housing for orphans, children deprived of parental care, persons from their number and forming an appropriate housing fund; d) carrying out measures aimed at overcoming child neglect and homelessness; e) organizing the registration of preschool and school-age children; f) providing practical and methodological assistance, consultations on issues of social protection of children, preventing children from committing offenses; g) representing and ensuring the rights and interests of children, etc. The department is taking measures to bring into proper condition residential premises for the residence of orphans, children deprived of parental care, and persons from their number, and to provide them with residential premises from the primary and secondary markets for permanent living. At the beginning of 2022, the department registered 382 children, among whom 84 have housing on the right of ownership, 82 have housing on the right of use, 216 children do not have housing and 232 children are registered as citizens who need improved housing conditions. A social hostel works on the territory of the community, designed for 40 people of the specified categories of children.

**MI "Kropyvnytskyi City Center for Comprehensive Rehabilitation and Provision of Social Services for Persons with Disabilities"** KCC provides rehabilitation and social services to persons with disabilities who have reached the age of majority and have been disabled since childhood, aged 18 to 35, children with disabilities, children under three years of age (inclusive), who belong to the risk group for disability, in order to maximize the realization of their personal potential, adaptation and integration into society, their parents or legal representatives. The Center provides the creation of conditions for reducing and overcoming physical and/or mental, and/or intellectual, and/or sensory disorders, preventing such disorders, correcting developmental disorders, forming and developing basic social and everyday skills; providing services for early and/or social, and/or psychological, and/or physical, and/or medical, and/or psychological-pedagogical, and/or physical-sports, and/or labor rehabilitation (habilitation) in

accordance with their needs. As of 07/01/2024, the Center is not registered in the Register of Providers and Recipients of Social Services, does not provide social services, but provides rehabilitation services. As of 01/01/2024, the Center registered 159 children, who were provided with 184 rehabilitation services in 2023.

**Kropyvnytskyi City Center for Registration and Temporary Accommodation of Homeless Persons** carries out activities taking into account the individual needs of homeless people and the implementation of innovative methods of working with the specified categories of people, and ensures the provision of social services in the field of representation of interests, provision of shelter, information and consultation. The capacity of the Center is 30 beds. The main tasks of the Center are to identify and maintain records of homeless people; to promote the formation of positive public opinion about homeless people; to assist in obtaining free legal assistance, processing documents, obtaining registration of the place of residence/stay; to assist in employment; to provide temporary shelter with provision of clothing, shoes, food; to create conditions for carrying out sanitary and hygienic measures, etc.; to assist in strengthening/restoring family and socially beneficial ties. In 2023, the Center provided social services to 87 people.

**MI "Kropyvnytskyi City Center for Prevention and Combating Violence" KCC** was created to provide comprehensive assistance and social services to individuals/families, including internally displaced people, who have suffered from domestic and/or gender-based violence, in particular sexual violence, and those related to the armed conflict. The center includes four structural units, namely: a shelter for victims of domestic violence and/or gender-based violence; a day center for socio-psychological assistance to victims of domestic violence and/or gender-based violence (with a crisis room); a mobile team for socio-psychological assistance to victims of domestic violence and/or gender-based violence; a 24-hour "Helpline" service. Short-term or 24-hour stay for up to 20 days at the day center is ensured by the presence of a crisis room designed for 5 people with children. The Center provides social services for providing shelter, emergency (crisis) intervention, counseling, representation of interests, and information; organizes and supports mutual aid groups for victims, conducts seminars and trainings for them; conducts social and preventive and information work. As of 01/01/2024, 19 women, 7 of whom with minor children, applied to the crisis room. In 2023, 19 social services for crisis and emergency intervention, information, counseling, and representation of interests were provided to victims.

**Kropyvnytskyi City Social Dormitory for Orphans and Children Deprived of Parental Care** is an institution for temporary accommodation of orphans and children deprived of parental care, aged 15 to 18 years and persons from among orphans and children deprived of parental care, aged 18 to 23 years. The hostel provides social services of supported living; social integration and reintegration. In 2023, the institution provided social services to 60 people.

**MI "Kropyvnytskyi City Dormitory No.1"** and **MI "Kropyvnytskyi City Dormitory No.2"** are institutions for temporary residence of internally displaced people/families, as well as persons/families who found themselves in difficult life circumstances due to damage caused by fire, natural disaster, catastrophe, hostilities, terrorist act, armed conflict, temporary occupation. Dormitories provide social services to persons/families temporarily residing in them, namely, information; counseling; provision of shelter; representation of interests; social integration and reintegration. In 2023, 138 social services were provided.

### 3.5.5 Health status

In recent years, the demographic situation in the Kropyvnytskyi Urban Territorial Community has shown a trend of depopulation, a decrease in natural reproduction, and an increase in migration. The dynamics of natural population movement can be analyzed using birth and death rates.

**Table**  
**Main indicators of natural population reproduction**

\* based on data from the Main Statistical Office in Kirovohrad region

		birth rate	mortality rate	population reproduction rate
<b>Kropyvnytskyi</b>				
	2019	7.4	14.3	<b>-6.9</b>
	2020	6.8	16.2	<b>-9.4</b>
	2021	□6.6	19.7	<b>-13.1</b>
<b>Kirovohrad region</b>				
	2019	6.8	16.4	<b>-9.6</b>
	□2020	6.5	17.9	<b>-11.4</b>
	2021	6.1	20.8	<b>-14.7</b>

In the pre-war period, mortality and birth rates were inversely related: the birth rate gradually decreased, while mortality increased, which indicates a threatening trend of natural population decline in the community. It is obvious that during the war, in particular in 2022-2024, the negative indicator of natural population reproduction will only worsen.

**Table**  
**Structure of major diseases, 2021**

\* based on data from the Main Statistical Office in Kirovohrad region

<b>Share of deaths by main causes of death, %</b>	
Diseases of the circulatory system	57.5
Neoplasm	9.8
Respiratory diseases	8.3
COVID-19 virus	6.6
Digestive diseases	2.9
Others	14.8

In the structure of disease prevalence according to the results of 2021, as in previous periods, the main weight was occupied by diseases of the circulatory system, the share of deaths from which amounted to more than half of all deaths. The share of deaths from neoplasms, respiratory and digestive diseases did not change significantly. Instead, the COVID-19 virus was included in the structure of major diseases due to its rapid spread among the population in 2020-2021 and damage to internal human organs, which became a challenge for the existing healthcare system.

In order to slow down the spread of socially significant diseases among the population, such as hypertension, coronary heart disease, oncology, tuberculosis, diabetes, etc., there is a need to implement measures to promote a healthy lifestyle and raise awareness among citizens of responsibility for their health, its preservation, including timely disease prevention. Military actions that have exacerbated the negative impact on the demographic situation, unfavorable environmental conditions, and unstable socio-economic processes significantly worsen the health of the population.

On the territory of the city of Kropyvnytskyi, as a city - regional center, medical care for residents of the Kropyvnytskyi Urban Territorial Community, in particular internally displaced people, military personnel, war veterans, members of their families, members of the families of deceased war veterans, members of the families of deceased Defenders of Ukraine are provided by medical institutions and enterprises of various forms of ownership and subordination. Medical care is provided in 7 municipally owned health care institutions, 8 health care institutions jointly owned by territorial communities of villages, towns and cities of the region, in a number of private medical institutions (over 50 units), which work and provide medical services on the territory of the Kropyvnytskyi Urban Territorial Community.

Given the extensiveness of the medical infrastructure, healthcare facilities serve not only the community population, but also residents of the surrounding areas and the entire Kirovohrad region. All 7 municipally owned healthcare facilities operate under the state medical guarantees program in accordance with signed agreements with the National Health Service of Ukraine.

**MNE "Central City Hospital" of the Kropyvnytskyi City Council**" - a multi-profile cluster healthcare institution that provides secondary (specialized) medical care services in inpatient and outpatient settings, comprehensive rehabilitation care and palliative medical care

services. The structure of the enterprise includes a polyclinic and round-the-clock hospitals with 255 and 195 beds. In the conditions of martial law and the development of priority areas in the healthcare sector, the enterprise opened a rehabilitation department with 30 beds with the provision of specialized medical care.

**MNE "City Emergency Hospital" of the Kropyvnytskyi City Council"**- a cluster healthcare institution that provides secondary (specialized) medical care services, including emergency urgent and planned medical care for the adult population with a total bed capacity of 300 beds. The enterprise continuously provides 24-hour emergency inpatient surgical, obstetric and gynecological care, emergency medical care for patients with acute cerebrovascular disorders. One of the new areas of the enterprise is inpatient and outpatient rehabilitation care for patients with acute cerebrovascular disorders and injuries of the musculoskeletal system.

**MNE "Children's City Hospital" of the Kropyvnytskyi City Council"**- a healthcare institution that provides inpatient and outpatient services of secondary (specialized), palliative medical care and rehabilitation for children. The bed capacity is 80 places for providing inpatient medical care for children.

Three hospitals in the city have joined the powerful network of healthcare facilities in the Kirovohrad region.

**MNE "Polyclinic Association" of the Kropyvnytskyi City Council"**- a healthcare institution that provides primary, secondary (specialized) outpatient medical care services to the adult population, including mobile palliative care and medical rehabilitation, with a day hospital bed capacity of 210 beds.

In addition, primary health care in the community is provided by the Center for Primary Health Care No.1 (which includes 10 general practice family medicine outpatient clinics), the Center for Primary Health Care No.2 (which includes 8 general practice family medicine outpatient clinics), and the MNE "General Practice – Family Medicine Outpatient Clinic". These institutions also provide psychological assistance to the population.

### 3.5.6 Culture and tourism development

The network of cultural institutions subordinate to the Department of Culture and Tourism of the Kropyvnytskyi Urban Territorial Community includes 6 art schools, 20 branch libraries of the city's centralized library system, 3 museum institutions, and the municipal institution "Kropyvnytskyi Cultural and Leisure Center", which includes the Maslyanykyvky House of Culture and creative groups.

**City centralized library system** of the Kropyvnytskyi Urban Territorial Community consists of 20 branch libraries, including the Volodymyr Panchenko Central City Library, the Leonid Kutsenko Central City Library for Children. The book collection of the network as of 01/01/2024 is 308,177 copies of publications and materials, having decreased by 7.2% compared to 2022 (331,896 copies).

In the context of modern development of cultural spaces based on libraries with new standards of providing educational, cultural, and leisure services, implementation of modern creative projects, accessibility to information technologies and the possibility of receiving administrative services, etc., the development of innovative library services is becoming increasingly important in society. In particular, among the newest forms in recent years, the following have been introduced in the institutions of the library network:

- exhibition events using XR technologies (extended reality), including 3D (three-dimensional space), VR (virtual reality), AR (augmented reality) techniques;
- expansion of the book collection within the framework of the project "Polish Shelf in Ukraine", implemented by the Book Institute in Poland and the Ukrainian Book Institute;
- innovative psychological interaction measures for children aged 4-6 years old to develop critical thinking, teach communication, and transition from individual activity to group interaction, which helps children adapt to new life circumstances;

- activities to develop critical thinking for seniors;
- measures to integrate internally displaced people into community life in order to meet their needs, cognitive reading interests, develop creative potential, and combat negative emotions, thoughts, and feelings through art therapy;
- coworking studio for learning English and working in a spoken English club;
- consultations on computer technologies, in particular the functional use of the "Action.Digital Education" project to strengthen digital and media literacy and digital skills among the population;
- functioning of clubs for the formation of national consciousness and spiritual development, as well as activities for national and patriotic education;
- lectures and master classes on local history, law, ecology, family relations, working with children and youth, and the elderly.

**Kirovohrad Regional Universal Scientific Library named after D. I. Chizhevsky** – a modern megacultural center for holding numerous scientific, literary, and artistic events: presentations, meetings, club meetings, co-working spaces, concerts, film screenings, etc. with unique rare publications of the 16th-20th centuries, including manuscripts, old prints, miniatures, reprints, and facsimile editions, collections with a total library fund of 783,472 copies.

**Kirovohrad Regional Library for Youth named after E. Malanyuk** – information, cultural and educational, methodological and advisory, scientific and research center of library services for youth and young people. The library fund as of 01/01/2024 amounted to 103,976 copies, decreasing by 2.9% from 107,056 copies as of 01/01/2023.

**Kirovohrad Regional Library for Children named after T.G. Shevchenko** – a center for providing information and cultural and recreational services to preschool children and students of junior, middle and senior school age with a total book collection of about 145 thousand copies.

In order to involve the population and guests of the community to local public domain of national, local and world historical and cultural heritage, museum network institutions are located on the territory of the community.

**Municipal institution "Central Ukrainian Regional Museum of Local Lore"** - with museum collections, numbering about 68,500 items of the main fund and 33,500 of the scientific and auxiliary fund, which include collections related to the historical development and culture of the region from ancient times to the present day, and the nature of the region. Among the branches of the institution located in the city is the Memorial Museum of Mark Kropyvnytskyi - a residential building of the late 19th century.

**Municipal institution "Museum of Arts of the Kirovohrad Regional Council"** - a cultural space for exhibiting museum objects of the fund collection, including works of sacred art, art of the 18th - early 20th centuries, artists-compatriots, prominent figures of Ukrainian fine arts, objects of decorative and applied art, old prints, archeology, everyday life, monumental art, holograms of artifacts, medals and coins, etc.

**Museum complex of the Ukrainian State Flight Academy**, the purpose of which is to form an interest in aviation, promote aviation achievements, respect for the history of the industry and personalities who have made a personal contribution. The complex includes an aviation museum, Kozhedub Square, Aviators' Alley, Air Navigation Square, a museum composition of historical local history, and a Ukrainian-Norwegian partnership club.

Among other museum institutions operating in the community are: the municipal institution "Literary and Memorial Museum of I.K. Karpenko-Karyi of the City of Kropyvnytskyi", the municipal institution "Art and Memorial Museum of O.O. Osmyorkin", the municipal institution "Kropyvnytskyi Museum of Musical Culture named after K. Szymanovskiy", the People's Memorial Museum named after G.G. Neuhaus and the Memorial Room of Yuliy Meitus (at the Music School No.1 named after G.G. Neuhaus), the People's Memorial Museum of Y.S. Meitus (at the municipal institution "Music School No.2 named after Y.S. Meitus of the city of Kropyvnytskyi"), Museum Room of the History of Education of the Kirovohrad Region (at the Kirovohrad Regional Institute of Postgraduate Pedagogical Education

named after Vasyl Sukhomlynskyi), Archaeological Museum named after Ninel Bokiy (at the Volodymyr Vynychenko Central Ukrainian State University), Arseniy Tarkovsky Museum (at the Municipal Collegium Lyceum), Fire and Technical Exhibition-Museum (at the Department of the State Emergency Service of Ukraine in the Kirovohrad Region), Museum of Medicine (at the Kirovohrad Medical College named after E.Y. Mukhin), Museum of Battle Glory of the 3rd Separate Special Purpose Regiment named after Prince Svyatoslav the Brave, Peter Ossovskyi's Picture Gallery "World and Fatherland" (at the Museum of Arts), Museum of the History of the Elvorti Plant, Gallery "Yelisavethrad", etc.

The community's primary art education network includes Music School No.1 named after G.G. Neuhaus, Music School No.2 named after Y.S. Meitus, Music Schools No.3 and No.4, Children's Art School named after O.O. Osmyorkin, and Children's Art School.

**Municipal institution "Kropyvnytskyi Cultural and Leisure Center"** is located in the city, among the outstanding groups of which one can single out the city professional brass band, the folk amateur choir "Veteran", the municipal chamber choir "Eleftheria", the folk music ensemble "Stepogray", the folk amateur song and dance ensemble "Gorlytsia", the exemplary amateur choreographic ensemble "Olena", the small-scale theater "Municipal Theater of Satire"; the institution also includes the Maslyanykivka Culture House, which is a center for cultural recreation and activities of creative groups in the microdistrict.

In addition, the development of cultural life is supported by the activities of the Kirovohrad District House of Culture, the Kirovohrad Regional Center of Folk Art, the Kirovohrad Regional Philharmonic, the Kirovohrad Academic Regional Ukrainian Music and Drama Theater named after M.L. Kropyvnytskyi ("Theatre of Corypheus").

In accordance with the resolution of the Cabinet of Ministers of Ukraine dated 07/26/2001 No.878, the city of Kropyvnytskyi is included in the list of historical inhabited cities of Ukraine (foundation year 1754). The territory of the Kropyvnytskyi Urban Territorial Community is home to a significant number of cultural heritage sites of both national and local importance, which are described in the Historical and Architectural Reference Plan of the City of Kropyvnytskyi with the definition of the boundaries and modes of use of protection zones and historical areas, developed by the Ukrainian State Institute of Cultural Heritage in 2022.

According to the list of cultural heritage monuments of national importance of the Kirovohrad region, included in the state register of immovable monuments of Ukraine, there are 7 objects located on the territory of the community.

**Table**  
**List of cultural heritage**  
**monuments of national**  
**importance included in the**  
**state register**

\* according to the State Register of Immovable Monuments of Ukraine of the Ministry of Culture and Strategic Communications of Ukraine

Name of the monument	Type of monument	Decision to take into custody	Security number
Palace building (1848)	architectural monument	Resolution of the Cabinet of Ministers of Ukraine dated 05/24/2024 No. 608	110008
Military School (1848)	architectural monument	Resolution of the Cabinet of Ministers of Ukraine dated 05/24/2024 No. 608	110009
Manege (1848)	architectural monument	Resolution of the Cabinet of Ministers of Ukraine dated 05/24/2024 No. 609	110010
Staff Corps (1848)	architectural monument	Resolution of the Cabinet of Ministers of Ukraine dated 24.05.2024 No. 610	110011
Residential building (1800)	architectural monument	Resolution of the Cabinet of Ministers of Ukraine dated 05/24/2024 No. 611	11002
Greek Church (1812)	architectural monument	Resolution of the Cabinet of Ministers of Ukraine dated 24.05.2024 No. 612	110013
Pokrovsk Church (1875)	architectural monument	Resolution of the Cabinet of Ministers of Ukraine dated 05/24/2024 No. 613	110014

There are 655 monuments of immovable cultural heritage in the city, which are registered and included in the list of cultural heritage monuments of local importance.

**Table**  
**List of cultural heritage sites**  
**of local importance**

\* according to data from the  
Kropyvnytskyi City Council, 2022

Type of attraction	Number
architecture and urban planning	577
monumental art	42
history	25
archaeology	7
landscape art	4
<b>Total</b>	<b>655</b>

The specified list of monuments of local importance requires adjustment in order to organize objects that have already been registered or were not detected during the research (since they no longer exist), as determined in the historical and architectural reference plan of the city of Kropyvnytskyi or have lost the subject of protection, or such historical monuments that are subject to decommunization. According to the order of the head of the Kirovohrad Regional State Administration dated 01/29/2020 No.102-p, the list of newly discovered monuments was updated, including 279 architectural objects and 12 urban development objects. In accordance with the research specified in the historical and architectural reference plan, this list of monuments should be adjusted to identify objects that have already been registered or were not detected during the research, and objects that have lost the subject of protection during repairs and reconstructions.

The national list of elements of intangible cultural heritage that occur on the territory of the community according to the state register of the Ministry of Culture and Strategic Communications of Ukraine includes:

- culture of preparing Ukrainian borscht (security number 022.nks; industry – customs, rituals, celebrations, knowledge and practices relating to nature and the Universe, traditional crafts; traditional cuisine; geographical location – throughout the Kirovohrad region; order for inclusion in the list dated 10/13/2020 No. 2182);
- preparation of the Ukrainian traditional dish "Golubtsi" (security number 066.nks; industry - customs, rituals, celebrations; knowledge and practices related to nature and the Universe; traditional crafts; traditional cuisine; geographical location - throughout the Kirovohrad region; order for inclusion in the list dated 05/04/2023 No. 234).

Among the list of newly discovered elements of intangible cultural heritage with a range of modern life in the community, weaving and pottery are highlighted in the field of traditional crafts.

A large number of cultural heritage sites of national and local importance, objects and territories of the nature reserve fund, places of recreation and leisure, cultural institutions and powerful industrial facilities, as well as an extensive network of hospitality industry facilities, etc. contribute to the development of the tourism industry and creative industries in the community. The development of the activities of the community's tourist information center (TIC) contributes to the promotion of the Kropyvnytskyi Urban Territorial Community as an attractive tourist destination by establishing communication, informing and consulting tourists and other tourism industry entities, as well as promoting and advertising tourist and recreational resources and other "tourist magnets" of the community. In particular, the online portal "Tourist Kropyvnytskyi" has been developed for this purpose.

In recent years, in order to improve the state of tourist navigation in Kropyvnytskyi, information signs with QR codes and audio guides have been installed near the main tourist sites; information and tourist pylons with appropriate digital coding. In connection with the full-scale invasion, the Kropyvnytskyi TIC has introduced the provision of additional services to internally displaced people in order to create conditions for their adaptation and recovery, as well as their integration into the social life of the Kropyvnytskyi Urban Territorial Community. In addition, two powerful locations in Kropyvnytskyi have been included in the updated map of "tourist

magnets" of the State Agency for Tourism Development of Ukraine, namely the Theater of Coryphei and the Ethnolaboratory "Baba Yelka".

Since 2019, revenues from the tourist tax to the local budget have increased significantly, in particular, the growth was 120.0% from 0.5 million UAH in 2019 to 1.1 million UAH according to the results of 2023.

Despite the powerful cultural, recreational and natural resource potential of the community, the tourism industry is currently not sufficiently developed and has insufficient impact on increasing the competitiveness of the territory within the framework of its socio-economic and cultural development.

### **3.5.7 Physical culture and sports; youth policy**

There is a network of physical education, health and sports facilities that carry out relevant activities on the territory of the Kropyvnytskyi Urban Territorial Community:

- 4 comprehensive children's and youth sports schools of the Kropyvnytskyi City Council with Olympic and non-Olympic sports, including for people with disabilities (invasport), in which 2,100 children participate;
- 2 regional specialized children's and youth sports schools of Olympic reserve (gymnastics, swimming, weightlifting, baseball, boxing, athletics, softball, football);
- Regional Comprehensive Children's and Youth Sports School "Nika", Rehabilitation Children's and Youth Sports School for the Disabled "Invasport", Kirovohrad Regional School of Higher Sports Mastery.

The development of football in the community is supported by the activities of the Zirka football club, founded in 1911, and the functioning of the children's and youth football school of the Zirka Football Club Academy, the purpose of which is to improve sportsmanship and create a reserve of football teams. There are also 8 private football clubs (the most popular sport in the children's segment) in the community and there is a branch of the MI KCYSSH No.2.

The total number of children involved in physical education and sports in the community is about 4.1 thousand people, which is about 16% of the total number of school-age children. Athletes from the community demonstrate high results at regional, all-Ukrainian and international competitions, as evidenced by a large number of Masters of Sports of Ukraine, Masters of Sports of Ukraine of international class, Honored Trainers of Ukraine and Honored Workers in the Field of Physical Culture and Sports.

In order to attract a wide range of people to mass sports and promote a healthy lifestyle, the Kropyvnytskyi City Center for Physical Health of the Population "Sport for All" organizes and holds sports competitions, physical culture and sports mass events. The community's network of sports facilities includes 552 facilities, including 11 football fields, 2 stadiums, 72 gyms, 95 rooms for physical culture and sports work, a swimming pool, an ice skating rink, and 366 sports grounds, 173 of which are located at the place of residence and in places of mass recreation of citizens, including 15 grounds with artificial turf.

On the basis of general education institutions, vocational and technical education institutions, professional pre-university and higher education, an extensive network of sports clubs, sections, and clubs works to meet the physical culture, health and sports needs of pupils, students and teaching staff; the annual Gymnasium among students of general education institutions and the Universiade among students of vocational, pre-university and higher education institutions are regularly held.

Youth policy provides for a consolidated cross-sectoral approach to create conditions for self-realization and development of the potential of youth in the Kropyvnytskyi Urban Territorial Community, increase their level of independence and competitiveness, and ensure the active participation of young people in public life.

The network of structural units of the municipal institution "Association of Children's and Youth Clubs by Place of Residence of the Kropyvnytskyi City Council" includes 15 institutions that provide services of sports sections (kickboxing, ITF taekwondo, athletic gymnastics, and



others); gym; dance and music and vocal groups and ensembles, choreographic art studios; artistic and aesthetic, art, linguistic groups.

According to the Main Statistical Office in Kirovohrad region, as of 01/01/2022, the permanent population was 216.5 thousand people, of which about 57.8 thousand people were young people aged 14-35, which is 26.7%, 48.8% of which were women/girls and 51.2% were men/boys.

The number of male and female students studying in 8 higher education institutions of the city on a full-time basis is 9,520 people, and on a part-time basis – 2,203 people. In 11 institutions of professional pre-higher education of the city, 3,598 people study on a full-time basis and 333 people study on a part-time basis.

As a result of military aggression, 40% of young people in Ukraine were affected: more than two million young people became internally displaced people and about two million young people went abroad. As of 07/12/2024, the number of internally displaced people from among young people aged 14 to 35, who are in the territory of the Kropyvnytskyi Urban Territorial Community, is 7016 people, of whom 3955 are women/girls and 3061 are men/boys. During the armed aggression of the Russian Federation against Ukraine, Kropyvnytskyi became a hospitable educational space, which hosted three higher education institutions and four vocational pre-higher education institutions that were forced to relocate from temporarily occupied territories. In the Kropyvnytskyi Urban Territorial Community, the number of male and female students of higher education institutions and vocational pre-higher education institutions studying in relocated educational institutions is 6154 people. The total number of student youth in the Kropyvnytskyi Urban Territorial Community is 21,808 people.

The Youth Council under the Executive Committee of the Kropyvnytskyi City Council includes 16 representatives of youth public organizations of the community and student self-government. The main goal of cooperation is to strengthen communication and participation of young people in the formation of youth policy. At the same time, there has been a significant increase in the level of participation of young people of Kropyvnytskyi in public life: a number of successful volunteering practices have been implemented; local projects to meet the economic, social, cultural, and environmental needs and interests of young people; close cooperation with international financial organizations has been initiated, i.e. the youth of the community is ready for united action in the face of change and learning of new competencies.

One of the important areas of work remains the organization of community service - socially useful paid work in the interests of the territorial community, which is organized with the aim of additional motivation to work, material support for schoolchildren and student youth. In 2023, 250 people were involved in community service, including 102 girls and 148 boys, and wages were paid in the total amount of 769.9 thousand UAH. In 2024, the amount for the implementation of community service is 1,209.5 thousand UAH, which will cover approximately 300 teenagers.

It is worth noting the importance of supporting gifted and talented student youth. For 2021-2023, the mayor's scholarships were assigned and paid for a total of 183.0 thousand UAH. For 2021-2023, 23 students became mayor's scholarship holders, of whom: 14 girls and 9 boys, who live in the Kropyvnytskyi Urban Territorial Community and study full-time at institutions of professional pre-higher and higher education. In order to encourage gifted and talented youth, search for and support youth initiatives, draw public attention to the achievements of youth, promote and support volunteer projects, and create conditions for systematic interaction between youth and local government bodies, the annual competition "Young Person of the Year" was launched with relevant nominations in the spheres of life of the Kropyvnytskyi Urban Territorial Community.

### **3.5.8 Educational and scientific potential**

The network of multifunctional educational institutions of the Kropyvnytskyi Urban Territorial Community includes:

- 38 general **secondary education institutions (SEI)** (including 18 gymnasiums, 17 lyceums, on the basis of the concept of "continuous learning"; Kropyvnytskyi Educational and Rehabilitation Center of the Kropyvnytskyi City Council; primary school; special school No.1 of the Kropyvnytskyi City Council). The total number of children receiving general secondary education is 25,808 people (13,083 boys, 12,725 girls). Other SEI located in the community: Central Ukrainian Scientific Boarding Lyceum of the Kirovohrad Regional Council; Private General Secondary Education Institution "Kropyvnytskyi Gymnasium" Private Bilingual School "Academy"; Primary General Education Children's Academy "Smart Vulyk School". 34 children receive education in private institutions, 570 students in the boarding lyceum. All SEIs are equipped with computer classes with access to the Internet. In addition, SEIs expand an educational network of specialized classes aimed at forming students' scientific, cultural and professional competencies, which will ensure their further self-improvement and self-realization.

- 38 municipally owned **preschool educational institutions** (7,072 children, of which 3,595 are boys, 3,477 are girls); preschool groups at 6 secondary education institutions (249 children, of which 133 are boys, 116 are girls); 1 state-owned institution (National Police of Ukraine) (106 children, of which 61 are boys, 45 are girls); 3 private preschool educational institutions: preschool educational institution "Umbrella Garden" (86 children, of which 51 are boys, 35 are girls); preschool educational institution "Giraffe Montessori School" (50 children, of which 29 are boys, 21 are girls); Children's Academy "Smart Vulyk" (36 children, of which 17 are boys, 19 are girls). In accordance with the needs of citizens, various types of preschool educational institutions have been created in the city: kindergartens, nurseries, nurseries of combined and compensatory types, in particular 1 sanatorium-type for children with early manifestations of tuberculosis infection, with minor and fading forms of tuberculosis; 1 kindergarten for children with musculoskeletal disorders; 2 institutions for children with visual impairments.

- **Kropyvnytskyi Interschool Resource Center**, which enrolls about 7,000 students, provides the study of individual subjects of the invariant component and the functioning of three stationary and one mobile safety classes, in particular fire, mine, technogenic and first aid.

- **3 Inclusive Resource Centers (IRC)**, which employ special education teachers, practical psychologists, speech therapists, and rehabilitation teachers, ensure the rights of children with special educational needs (SEN) and provide methodological support for inclusive education. In particular, educational institutions ensure the rights of children with SEN to receive quality education, create conditions for inclusive education, ensure unhindered access for persons with disabilities, and specially equip public spaces, etc.

- **5 afterschool education institutions (AEI)** and 20 afterschool education centers carry out their activities with the aim of promoting the development of children's creative abilities, in particular, 571 groups on the basis of these institutions (military-patriotic, scientific-technical, research-experimental, ecological-naturalistic, tourist-local history, artistic-aesthetic, physical culture-sports, health-improving and other areas).

- **City Center for Professional Development of Pedagogical Workers**, which fully meets the needs of the community in continuous innovative education of teachers, their professional development, their learning of new competencies and obtaining advanced knowledge.

During of a full-scale invasion, the issue of creating a safe educational space has become a priority for educational institutions of all levels. In particular, during the war years 2022–2024, the community equipped 58 shelters for general secondary education institutions with a capacity of 13,144 places; 50 shelters for secondary education with a capacity of 6,988 places; 4 shelters for secondary education with a capacity of 245 places. 44 of the simplest shelters require current and major repairs in order to increase their capacity to cover the needs of at least 50% of the total

number of students. In addition, in order to meet the requirements of fire prevention measures, 70% of all educational institutions are equipped with automatic fire alarms.

28 SEI have modern gyms, which contribute to the improvement of physical health and the formation of mental competencies and physical abilities. Educational institutions are provided with high-quality nutrition; a system of permanent procedures based on HACCP principles has been implemented in all caterings.

In order to strengthen the national-patriotic education of children and youth in the community, relevant thematic educational activities are being held aimed at strengthening spiritual, moral, and civic-patriotic attitudes, national identity, and the formation of a conscious civic position.

Among the priority areas for the development of extracurricular education, a project has been implemented to transform the specialized extracurricular education institution "Center for Scientific and Technical Creativity "Cascade" into a comprehensive extracurricular education institution - the Center for National and Patriotic Education of Student Youth "Ingulska Sich", which carries out national and patriotic, informational and methodological, organizational and mass, educational, military and sports, health, excursion, local history and tourism activities with the student youth of the Kropyvnytskyi Urban Territorial Community.

The network of **vocational education institutions** located in the community provides training in various professions and includes: State Educational Institution Regional Center of Vocational Education named after O.S. Yegorov; State Institution of Vocational Education "Kropyvnytskyi Professional Lyceum of Services and Trade", State Educational Institution "Kropyvnytskyi Higher Vocational School", State Institution "Kropyvnytskyi Training Center No.6", Kropyvnytskyi Professional Lyceum of the Kirovohrad Regional Council, Mariupol Center of Primary Vocational Training "Police Academy" of the Donetsk State University of Internal Affairs; State Institution Central Ukrainian Higher Vocational School named after Mykola Fedorovskiy, Regional Communal Training and Course Complex "Agrarnik".

The multi-profile network of **institutions of professional pre-higher education** includes: Separate division "Kropivnitskyi Engineering Professional College of the Central Ukrainian National Technical University"; Kirovohrad Cooperative Professional College of Economics and Law named after M. P. Saya of the Kirovohrad Regional Consumers' Union; Kirovohrad Medical Professional College named after E.Y. Mukhin; Kropyvnytskyi Agrarian Professional College; Kropyvnytskyi Construction Professional College; Kropyvnytskyi Music Professional College; Kropyvnytskyi Professional College of Food and Trade; Professional College at the Central Ukrainian Institute of PJSC "IAPM"; Central Ukrainian Professional College; Separate division "Cybernetic Professional College" of the Robert Elworthy Institute of Economics and Technology.

**Higher education institutions** include: Separate structural division of the higher education institution "Open International University of Human Development "Ukraine" of the Central Ukrainian Institute of Human Development; Donetsk State University of Internal Affairs; Municipal institution "Kirovohrad Regional Institute of Postgraduate Pedagogical Education named after Vasyl Sukhomlynskyi"; Robert Elworthy Institute of Economics and Technology; Kropyvnytskyi Institute of Private Higher Educational Institution "University of Modern Knowledge"; Ukrainian State Flight Academy; Private Higher Educational Institution "Kropyvnytskyi Institute of State and Municipal Administration", Central Ukrainian State University named after Volodymyr Vynnychenko; Central Ukrainian Institute of Private Joint-Stock Company "Higher Educational Institution "Interregional Academy of Personnel Management", Central Ukrainian National Technical University; Donetsk National Medical University.

A powerful extensive network of educational institutions with various areas of knowledge and specialties of various educational and qualification levels, which are used to train students, helps to provide the sectors of the economy of the Kropyvnytskyi Urban Territorial Community with highly qualified personnel on the labor market, which in turn has a positive effect on the economic development of the territory. In general, the network of multi-level educational

institutions contributes to the implementation of an innovative model of developing key competencies and professional skills of the individual within the framework of the development of the national system of "continuous education".

### 3.6 URBAN PLANNING DOCUMENTATION

The general plan is the main type of urban planning documentation at the local level, which is intended to substantiate the long-term strategy for planning and development of the territory. Territorial planning is based on the need to improve the management of territorial development of settlements on the basis of modern urban planning legislation, taking into account new socio-economic and urban planning prerequisites associated with the processes of privatization of state and municipal property, lands of settlements, etc.

The General Plan of the city of Kropyvnytskyi was developed in 1999 by the State Enterprise "Ukrainian State Research Institute of Urban Planning "DIPROMISTO". In order to ensure the protection of territories from emergencies of a technogenic and natural character, prevent excessive concentration of the population and production facilities, reduce the level of environmental pollution, protect and use territories with a special status, including landscapes, objects of historical and cultural heritage, as well as agricultural lands and forests, in 2013 the State Enterprise "Ukrainian State Research Institute of Urban Planning "DIPROMISTO" developed a zoning plan for the territory of the city of Kropyvnytskyi. Detailed plans are being prepared for the development of individual territories.

To ensure the protection and preservation of architectural, cultural and historical heritage sites, the State Institution "Institute of Cultural Heritage" developed in 2022 the Historical and Architectural Reference Plan of the City of Kropyvnytskyi, defining the boundaries and modes of use of monument protection zones and historical areas.

In connection with the decision of the session of the eighth convocation dated 05/14/2024 No. 480 on approval of the land management project to establish (change) the borders of the city of Kropyvnytskyi, Kirovohrad region, with the inclusion of the lands of Nove within the city borders, after the legal settlement of the new borders of the Kropyvnytskyi Urban Territorial Community at all legislative levels, there is a need to develop updated urban planning documentation, taking into account changes to regulatory and legislative documents, including determining the principal directions of development, planning, and other use of the territory of the Kropyvnytskyi Urban Territorial Community in its interests, considering state, public and private needs.

Taking into account the resulting socio-economic changes, the Kropyvnytskyi Urban Territorial Community will need to update the open geoinformation system in order to ensure effective management of community assets, in particular natural and land resources, engineering and transport, social, tourist infrastructure, investment potential, etc., and to establish communication between the public and the authorities, as well as update the public geoportal of the Kropyvnytskyi Urban Territorial Community for easy access to spatial information of the territory.

### 3.7 ECONOMIC POTENTIAL

#### 3.7.1 Economic Development

##### *Industrial potential*

The production and industrial potential of the Kropyvnytskyi Urban Territorial Community is represented by various branches of economic activity, as a result of which a relatively stable diversified business structure has been formed, which occupies a powerful place in the industrial complex of the Kirovohrad region and Ukraine, including in the formation and development of a stable labor market, replenishment of the budgets of all levels through the payment of taxes and other mandatory payments, and sustainable socio-economic development of the territory. Kropyvnytskyi is the most developed city of the region with a share in the total volume of sales of products (goods, services) of about 43% according to the results of 2021 and over 47% according to the results of 2022. The basis of the industrial complex of the community is the largest industrial enterprises (according to Opendatabot).

##### Mining industry (KVED B)

**Table**  
**The largest mining enterprises**

	Income (2023), million UAH.	Number of employees
<b>08.11 Quarrying of ornamental and building stone, limestone, gypsum, chalk and shale</b>		
Noxen LLC	20.93	53
<b>08.12 Mining of sand, gravel, clay and kaolin</b>		
Sonek LLC	10.45	32

##### Food industry (KVED 10)

**Table**  
**The largest food production enterprises**

	Income (2023), million UAH.	Number of employees
<b>10.11 Meat production</b>		
LLC Meat Processing Plant Jatran	1 86.64	1,248
<b>10.41 Production of oils and animal fats</b>		
Gradolia O EZ LLC	3 102.50	193
Gradolia Refining LLC	2,791.34	242
AOIL LLC	1,129.51	194
Prydniprovskyi SEZ LLC	741.80	414
PJSC Kropyvnytskyi SEZ	555.70	252
Falcon Agro Group LLC	445.86	286
<b>10.42 Manufacture of margarine and similar edible fats</b>		
Capro Oil LLC	1,796.41	362
Kirovogradprodservice LLC	2.16	18
<b>10.52 Manufacture of ice cream</b>		
POG Firm Laska	876.60	396
<b>10.71 Manufacture of bread and bakery products; manufacture of flour confectionery, cakes and short-life pastries</b>		
Kropyvnytskyi Bread LLC (*data 2024)	1.74	
<b>10.72 Manufacture of rusks and biscuits; manufacture of long-lasting flour confectionery, cakes and pastries</b>		
Prod-Invest LLC	46.98	66
<b>10.82 Manufacture of cocoa, chocolate and sugar confectionery</b>		
Three Star LLC	560.51	399
LLC KF Eastern Delicacies	386.03	433
<b>10.85 Manufacture of prepared foods and dishes</b>		
LLC FZP	364.93	399
<b>10.91 Manufacture of prepared feeds for farm animals</b>		
PE Ukrprosoya	59.07	5

**Textile production (14-15)**

**Table**  
**The largest enterprises in textile production, clothing production, leather, leather products and other materials**

	Income (2023), million UAH.	Number of employees
<b>14.12 Manufacture of workwear</b>		
Budkompleks PE	7.39	15
<b>14.13 Manufacture of other outerwear</b>		
PJSC SHF Zoryanka	77.82	291
Enterprise OCTS OI GO VOSIOU	11.30	10
Fashion Gold LLC	4.75	11
TDV SHF Ukraine	1.18	1
<b>15.12 Manufacture of travel goods, bags, saddlery and harness of leather and other materials</b>		
Milatex LLC	16.90	10

**Woodworking industry (KVED 16-18)**

**Table**  
**The largest enterprises in the manufacture of wood products, paper production and printing activities**

	Income (2023), million UAH.	Number of employees
<b>16.10 Sawmilling and planing</b>		
TDV Interresources	113.60	184
<b>16.23 Manufacture of other wooden structures and joinery</b>		
LLC Derevyany Dvor	24.4	9
<b>16.29 Manufacture of other products of wood</b>		
Sirius Trade LLC	12.07	4
Empire 21 LLC	0.5	1
<b>17.29 Manufacture of other articles of paper and paperboard</b>		
Polygraph Service LLC	7.64	14
<b>18.11 Newspaper printing</b>		
Print Media Pro LLC	13.71	6
<b>18.12 Printing of other products</b>		
Trelax Pack LLC	171.63	56
MPP Entourage A	5.32	6
Imex LTD LLC	2.00	3

**Chemical industry (KVED 20)**

**Table**  
**The largest enterprises of chemicals and chemical products production**

	Income (2023), UAH million.	Number of employees
<b>20.14 Manufacture of other basic organic chemicals</b>		
Kirovogradpostach LLC	256.54	187
<b>20.30 Manufacture of paints, varnishes and similar products, printing inks and mastics</b>		
Progress-2010 LLC	203.59	133
Hermetic LLC	10.34	32

**Pharmaceutical industry (KVED 21)**

**Table**  
**The largest pharmaceutical companies**

	Income (2023), million UAH.	Number of employees
<b>21.20 Manufacture of pharmaceuticals</b>		
Slavia 2000 LLC	18.11	10
LLC Medicinal Plants	0.87	3
LLC NVF Khoros		

**Manufacture of other non-metallic mineral products (KVED 22-23)**

**Table**  
**The largest enterprises of rubber and plastic products; other non-metallic mineral products production**

	Income (2023), million UAH.	Number of employees
<b>22.23 Manufacture of construction products of plastics</b>		
PSV Group LLC	46.21	11
<b>23.12 Forming and processing of sheet glass</b>		
Zerkalnik Factory LLC	5.63	12
<b>23.32 Manufacture of bricks, tiles and other construction products of fired clay</b>		
LLC KZBM No.1	54.68	125
LLC VKF Split	53.66	52
<b>23.61 Manufacture of concrete products for construction purposes</b>		
LLC Reinforced Concrete Products M-400	49.44	19
<b>23.63 Manufacture of ready-to-use concrete mortars</b>		
Monolit-RRA LLC	89.6	8
<b>23.99 Manufacture of non-metallic mineral products</b>		
Dobrostroy+ LLC	26.92	3

**Metallurgical industry (KVED 24-25)**

**Table**  
**The largest metallurgical production enterprises**

	Income (2023), million UAH.	Number of employees
<b>24.51 Casting of iron</b>		
Metalit PJSC	88.77	113
<b>25.11 Manufacture of metal building constructions and their parts</b>		
Kirovograd Construction Alliance LLC	74.51	46
PP Bupostach-L	27.04	11
LLC Koliymash	4.02	10
<b>25.73 Manufacture of tools</b>		
LLC Tool Plant Lezo	45.34	152
<b>25.91 Manufacture of steel drums and similar containers</b>		
Ukrpromptara LLC	76.63	31
<b>25.93 Manufacture of wire, chain and spring products</b>		
Alliance-Market Private Limited Company	193.84	18
LLC MK Metal Trade	54.56	12

**Machinery (KVED 26-30)**

**Table**  
**The largest enterprises in the mechanical engineering industry**

	Income (2023), million UAH.	Number of employees
<b>26.51 Manufacture of instruments and equipment for measuring, surveying and navigation</b>		
PJSC "NVP Radii"	417.08	702
<b>27.12 Manufacture of electrical distribution and control equipment</b>		
Hydroautomation-Installation LLC	8.51	6
TD Hydroautomatization LLC	4.53	1
<b>27.51 Manufacture of electrical household appliances</b>		
Uden-Ukraine LLC	□3.23	44
Ekoteplo UA LLC	9.95	6
<b>28.12 Manufacture of hydraulic and pneumatic equipment</b>		
JSC Hydrosila	484.65	637
PrJSC Hydrosila APM	176.34	306
PrJSC Hydropower Leda	84.03	72
<b>28.13 Manufacture of other pumps and compressors</b>		
PJSC Tsukrogydromash	25.43	87
<b>28.29 Manufacture of other general-purpose machinery and equipment</b>		
Kirovograd Plant of Dosing Equipment LLC	38.20	11
BM Systems LLC	37.83	16
LLC NVF Kit-Consulting	35.50	107
TDV Dosing machines	14.35	40
LLC APK Prostofiltry	2.74	10
<b>28.99 Manufacture of other special-purpose machinery and equipment</b>		



Technological Equipment Plant LLC	15.76	35
<b>28.30 Manufacture of machinery and equipment for agriculture and forestry</b>		
JSC Elworthy	490.71	508
Remsintez LLC	68.77	33
LLC Origin Agro	55.6	7
Agro Kar Ukraine LLC	41.98	37
Profi Stan LLC	32.70	38
TD Agro Partners LLC	26.84	8
Avalon Agro-Industrial Complex LLC	23.74	8
Agro Special Service LLC	21.78	13
Poly Plast LLC	20.26	16
Harvest Industrial Group LLC	19.48	17
Kirovogradlevatormash LLC	9.53	7
PJSC Zavod Segment	9.57	45
Agroliga Trade LLC	9.35	10
<b>29.20 Manufacture of bodies for motor vehicles, trailers and semi-trailers</b>		
LLC Plant-firm Os	1.20	4
<b>30.92 Manufacture of bicycles, baby carriages and wheelchairs</b>		
LLC Druk mash-Center	28.47	34

### Manufacture of furniture and other products (KVED 31-33)

**Table**  
**The largest enterprises of**  
**furniture and other products**  
**production**

	Income (2023), UAH million.	Number of employees
<b>31.01 Manufacture of furniture for offices and commercial establishments</b>		
Eurostand World LLC	56.97	12
POG Kropyvnytskyi UPV UTOG	53.92	77
Eurostand Export LLC	44.29	17
PMP NVF KIT	36.11	28
MK Yugos LLC	19.86	22
LLC Dec workshop	17.29	7
Bendvis LLC	13.77	4
Vargo Company LLC	13.19	4
AV4 LLC	6.05	4
POG Kropyvnytskyi UVP UTOS	2.47	25
<b>31.09 Manufacture of other furniture</b>		
Display Production LLC	51.72	22
Art-Steel LLC	29.73	18
Shelving Systems LLC	14.77	7
Eurocontainer LLC	14.34	6
<b>33.12 Repair and maintenance of industrial machinery and equipment</b>		
PE Agroremmash-Special Equipment	34.58	14
Novagro Service LLC	24.66	17
SE RZ RTO	20.26	59
Davis LLC	15.11	4
Real Service LLC	13.54	6
<b>33.14 Repair and maintenance of electrical equipment</b>		
Victoria-Feliz LLC	34.83	38
Garant Energo Repair LLC	9.02	10
<b>33.19 Repair and maintenance of other machinery and equipment</b>		
Aspite LLC	14.56	4
<b>33.20 Installation of machinery and equipment</b>		
LLC Electro-Aktiv	7.50	1

Delivery of electricity, gas and steam supply services is provided by the energy market operators of the Kropyvnytskyi Urban Territorial Community, in particular, LLC "Kirovohrad Regional Electric Power Company", PJSC "Kirovohradoblenergo", ME "Teploenergetik KCC", LLC "Centrenergo", LLC "Gas Service UA", LLC "Kropyvnytskyienergo", ME "Misksvitlo" and others. Along with this, the market for the production of alternative energy sources is

dynamically developing in the territory of the community, the demand for which is actively growing in most cases due to martial law, the destruction of the country's critical energy infrastructure and the shortage of traditional energy resources. The main producers and suppliers of alternative energy produced from renewable sources, in particular solar energy, are PE "Inkopmark-Plus" (income in 2023 - UAH 872.24 million), LLC "S.Energy Kirovohrad" (UAH 83.6 million), LLC "Energy of the Sun" (UAH 62.52 million), LLC "NVC Promin" (UAH 36.28 million), LLC "NTCVE Alternativa" (UAH 36.28 million), LLC "S.A. Energy" (UAH 23.9 million) and others.

Due to the diversified range of industrial products, the impact of negative factors related to the introduction of restrictive measures during the spread of the COVID-19 coronavirus infection was moderately felt in industrial sectors. Community enterprises took measures to stimulate an increase in production and sales volumes, provide qualified personnel, expand economic ties, etc.

The full-scale invasion, unfortunately, weakened the resilience of the industrial complex enterprises; the growth in sales volumes occurred mainly due to high inflation in 2022 for all types of goods (works, services) and a significant depreciation of the national currency. The volumes of industrial products sold by the community's enterprises per capita increased annually and exceeded similar indicators in the Kirovohrad region.

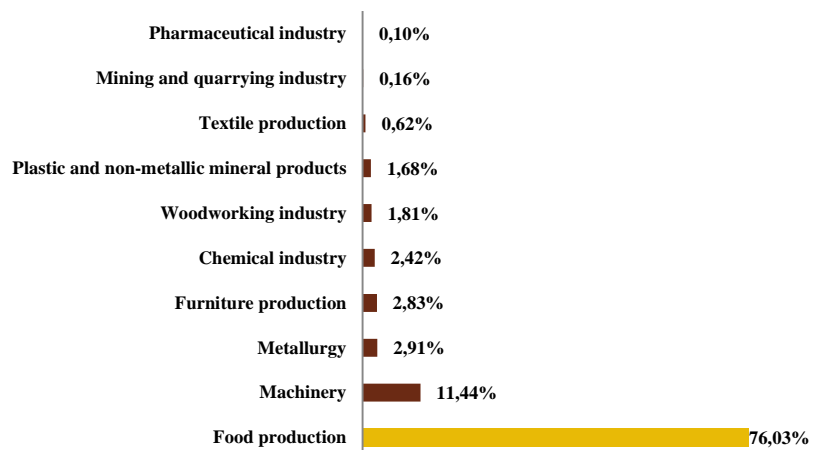
**Table**  
**Dynamics of sales volumes of industrial products**

	2019	2020	2021	2022	2023
<b>Kropyvnytskyi</b>					
Volume of products sold, UAH million	15,674.8	17,144.2	20,293.5	22,245.8	24,682.6
growth (+)/decrease (-), %	9.6	9.4	18.4	9.6	11.0
Average volume of sales of industrial products per capita, thousand UAH	66.3	73.0	87.3	100.6	105.6
<b>Kirovohrad region</b>					
Volume of products sold, UAH million	32,255.6	34,919.5	46,697.9	47 105.2	56,048.9
growth (+)/decrease (-), %	8.7	8.3	33.7	0.9	19.0
Average volume of sales of industrial products per capita, thousand UAH	33.9	37.2	50.4	51.7	62.0

\* based on data from the Main Statistical Office in Kirovohrad region, Kropyvnytskyi City Council

The share of industrial products sold by enterprises of the Kropyvnytskyi Urban Territorial Community in the total volume of the Kirovohrad region according to 2023 data was about 44%. In addition, the average volume of industrial products sold per resident of the community in 2023 exceeded the corresponding average indicator for the region by 70.3%.

**Chart**  
**Structure of sales volumes of industrial products, 2023**



\* based on data from the Opendatobot information portal

The main economic potential is provided by the activities of 142 enterprises of various branches of the real sector of the economy of the Kropyvnytskyi Urban Territorial Community. The industrial potential has a clearly expressed diversified structure with the dominance of individual branches and subbranches, in particular in the processing industry, namely in the production of food products, and mechanical engineering. Among the strategic areas of the food industry, one can distinguish the production of oil and animal fats; meat production; production of margarine and similar fats; production of cocoa, chocolate and sugar confectionery products, and others. In addition, a powerful complex of mechanical engineering enterprises is concentrated on the territory of the community, including the production of instruments and equipment for measurement, research and navigation; production of hydraulic and pneumatic equipment; production of machinery and equipment for agriculture and forestry. Among the leading enterprises, the following can be distinguished: JSC Elvorti, the group of companies Hydrosila, PJSC NVP Radii, PJSC Tsukrogidromash, LLC Kirovohrad Plant of Dosing Machines, LLC Remsintez, LLC Machine-Building Plant Koliymash and others. PJSC NVP Radii, JSC Elvorti, JSC Hydrosila are included in the list of TOP-10 personal income tax payers to the local budget. Since the beginning of 2024, 14 industrial enterprises have been identified as critically important for the economy of the Kropyvnytskyi Urban Territorial Community, including 7 machine-building enterprises. In particular, the products of the main industries are characterized by a high share of added value, a high investment component and the implementation of innovative high-tech developments.

### *Foreign economic activity*

Strengthening export potential and increasing export competitiveness of goods produced by enterprises of the Kropyvnytskyi Urban Territorial Community are becoming key tasks in the development of foreign trade activities and the formation of a strong diversified export portfolio.

**Table**

**Indicators of foreign economic activity of enterprises of the Kropyvnytskyi Urban Territorial Community**

	2018	2019	2020	2021	2022
Export, million \$	220.4	272.8	487.1	517.5	439.0
<b>export index</b>		<b>1.24</b>	<b>1.79</b>	<b>1.06</b>	<b>0.85</b>
Imports, million \$	188.4	177.5	168.1	222.1	175.1
<b>import index</b>		<b>0.94</b>	<b>0.95</b>	<b>1.32</b>	<b>0.79</b>
Trade turnover, million \$	408.8	451.5	657.0	740.7	615.0
Trade balance, million \$	32.0	95.3	319.0	295.4	263.9
<b>coverage ratio</b>	<b>1.2</b>	<b>1.5</b>	<b>2.9</b>	<b>2.3</b>	<b>2.5</b>
Export share, Kropyvnytskyi/Ukraine, %	1.1	1.4	1.9	1.5	2.0
Export share, Kropyvnytskyi/Kirovohrad region, %	42.2	38.6	53.4	50.7	50.3

\* based on data from the Kropyvnytskyi City Council, the Main Statistical Office in the Kirovohrad region

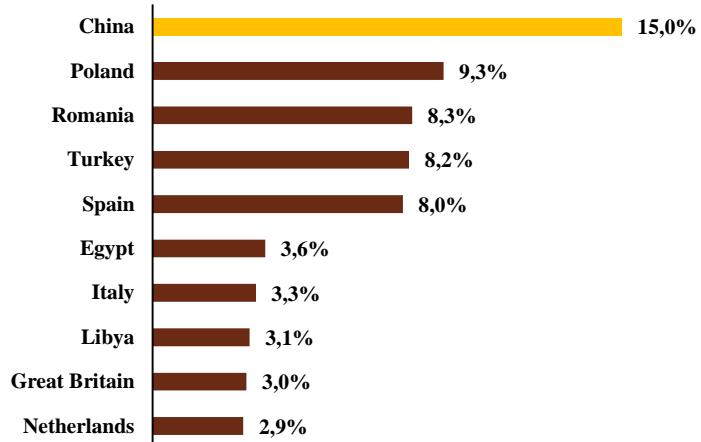
Since 2018, in the period before the full-scale invasion, there has been a dynamic increase in the volume of export of goods by enterprises of the Kropyvnytskyi Urban Territorial Community. The maximum accelerated growth in export was observed in 2020; the export index was 1.79. The largest export volumes were achieved in 2021, including due to the global implementation of quarantine easing and mitigating all restrictive measures related to the spread of the COVID-19 coronavirus infection. Due to the war, in 2022, export volumes decreased by 15.0% compared to the previous period. Despite this, export-oriented enterprises of the Kropyvnytskyi Urban Territorial Community continued to maintain their significant weight in the total exports of the Kirovohrad region and Ukraine, as well as maintain a positive trade balance. According to the results of 2023, the import-export coverage ratio was 2.5.

The commodity structure of export is represented by food industry products, in particular fats and oils of animal or vegetable origin, machinery and equipment, chemical products, wood products and furniture, etc. In turn, imports mainly consisted of fuel and oil; boilers and

machines; land transport vehicles; electrical machines; ferrous metal products; plastics and polymeric materials.

The negative consequences of the war, including the disruption of stable logistics routes, active relocation of business to safer regions, and reduction in production volumes, influenced the transformation of the geography of exports with a reorientation to neighboring countries.

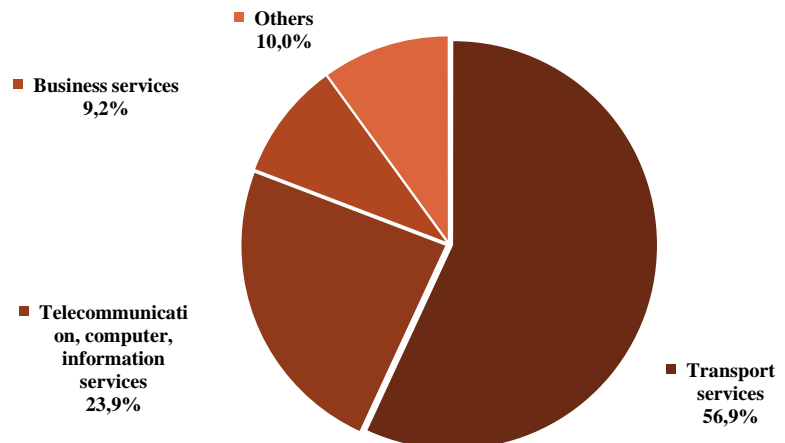
**Chart**  
**Geographical structure of export (top 10 countries)**



\* based on data from the Main Statistical Office in Kirovohrad region

While China remained the main strategic export partner, the share of the European Union's neighboring countries in total exports increased significantly, in particular Poland, Romania, Spain, Italy, the Netherlands. Trade relations with Turkey also strengthened.

**Chart**  
**Structure of services exported**



\* based on data from the Main Statistical Office in Kirovohrad region

Due to its attractive geographical location and crossing of major highways and railway hubs, the share of transport services, in particular international freight transportation, has increased to almost 57% in the structure of services exported. Telecommunications, computer and information services account for almost a quarter of total export.

It is obvious that the main reasons for the reorientation of export enterprises to expand foreign trade with European countries were: a change in logistics routes for the supply of goods, the military occupation of part of the southern and eastern regions and difficulties with shipping goods by sea; easing of customs restrictions and simplification of legislation with European countries; approximation of the legislation of Ukraine and the European Union; state regulation of restrictions and prohibitions on foreign economic activity with Russia and Belarus.

### ***Development of small and medium-sized enterprises***

The development of small and medium-sized enterprises (SMEs) is one of the main components of economic development, which ensures the creation of new jobs and increased self-employment of the population, increases revenues to the local budget, expands areas of

activity in the community, stimulates the development of competitiveness and innovation, etc. The development of infrastructure to support small and medium-sized enterprises is aimed at creating favorable conditions for doing business.

As of 01/01/2024, according to the State Tax Service of Ukraine, there were 10,310 taxpayers registered in the Kropyvnytskyi Urban Territorial Community who were on the simplified taxation and reporting system, namely legal entities and individual entrepreneurs, and paid a single tax to the local budget.

<b>Table Dynamics of changes in the number of taxpayers - "simplified taxpayers"</b>	<b>Number of taxpayers on the simplified taxation system</b>	<b>01.01.2023</b>	<b>01.01.2024</b>
	Group I	1,890	2,064
	Group II	3,102	3,455
	Group III	4,360	4,791
	<b>Total</b>	<b>9,352</b>	<b>10,310</b>

\* data from the State Tax Service of Ukraine

The number of taxpayers - "simplified" increased by 10.2% at the beginning of 2024 compared to 2023. According to the results of 2023, the single tax accounted for almost a sixth part (14.8%) of the total tax and non-tax revenues of the budget of the Kropyvnytskyi Urban Territorial Community and 16.6% exclusively from tax revenues. In quantitative terms, revenues from the single tax in 2023 increased by 34.2%, in particular from 316.8 million UAH in 2022 to 425.3 million UAH in 2023. This is due to a number of factors, in particular:

- partial dependence of fixed rates of the single tax on normatively established indicators as the tax base (minimum wage established on the first day of the reporting year for group II; subsistence minimum – for group I);
- growing economic activity and increasing sales of goods (works, services);
- relocation to the territory of the business community from temporarily occupied territories and territories with greater danger to life, as well as internally displaced persons starting their own business.

The tax debt for payment of the single tax to the local budget as of 01/01/2024 amounted to 9.07 million UAH, significantly decreasing by 41.4% compared to 2023 (tax debt as of 01/01/2023 - 15.47 million UAH).

In order to form a platform for interaction and strengthen the community ecosystem, promote the development of entrepreneurial activity and productivity of the business environment, the municipal enterprise "Entrepreneurship Support Center" - BusinessKrop-Hub was created, which carries out activities aimed at:

- information and advisory support for businesses, in particular small and medium-sized enterprises, and those who want to start their own business;
- stimulating export activities and the entry of manufactured products into new markets;
- training, retraining and advanced training of managerial personnel;
- attracting businesses to participate in state financial support programs, such as the "eWork" grant programs for business recovery and creating your own business from scratch;
- implementation of financial support measures for SMEs, including partial compensation for interest on loans or own expenses for opening your own business, etc.;
- honoring the best SME entities in the community on the occasion of "Entrepreneur Day" taking into account the results of their personal or collective contribution to community development, participation in supporting the needs of the Armed Forces of Ukraine, IDP, etc.;
- organizing trainings and workshops for SMEs on preparing project applications for participation in grant programs, including those provided by international donors.

In particular, activities aimed at developing small and medium-sized businesses in the community included conducting business seminars on the following topics: targeting, marketing, AI, grant opportunities, physiognomy, cash registers, professional burnout, self-worth; creating

and launching information chatbots; interacting with government institutions; conducting financial games; networking in the format of the forum "Creativity and Innovation in Business"; communication event "Coffee with the Government"; "Team Building" for community enterprises; providing business consultations on creating an individual entrepreneur, submitting grant applications, etc. In total, the Entrepreneurship Support Center held 72 events, in which 1,164 participants took part.

### 3.7.2 Priority economic activities and smart specialization

The smart specialization model involves identifying and stimulating the innovative development of priority industries or types of economic activity that constitute the specialization of the territory or region itself with the formation of an appropriate policy for expanding existing and creating new markets, including integration into global trade chains. The results of the effective implementation of smart specialization allow achieving broad diversification of the business environment; forming innovation clusters; expanding external relations; promoting the development of "entrepreneurial discovery" as a tool for the coordinated work of government, business, science and the public; and, as a result, activating positive long-term structural changes in the socio-economic development of the territory. The need to develop a smart specialization strategy for the community is becoming increasingly important for further defining the strategic vision for the development of the region.

The European Commission's recommendations on the disclosure of smart specialization of the territory (RIS3 Guide) are based on determining the localization (critical mass) of the main types of economic activity as priorities for the territory; formulating competitive advantages, including taking into account the innovative potential through "entrepreneurial discovery"; developing clusters and creating interregional and international communication platforms; effective innovative development based on public-private partnership.

The lack of a current smart specialization strategy for the Kropyvnytskyi Urban Territorial Community, within the framework of the development of the Strategy-2030 project, so smart specialization will be determined based on the results of a strategic analysis.

The structure of localization of the main types of economic activity is a prerequisite for determining the smart specialization of the Kropyvnytskyi Urban Territorial Community, which should ensure a systematic approach to the development of the territory, taking into account comprehensive support for entrepreneurial initiatives and stimulation of innovative development of the most competitive types of economic activity.

**Food production**, in particular, the production of oil and animal fats; meat production; production of margarine and similar fats; production of cocoa, chocolate and sugar confectionery; - a strategically important area of the processing industry, which provides a significant share of the total sales volume, including export, and the largest share of employees in the industry. In particular, the share of the food industry is about 76% in the weight structure of the total sales volume of industrial products.

**Machinery** – the main branch of heavy industry of the community, which specializes in the production of instruments and equipment for measurement, research and navigation; electrical distribution and control equipment, electrical household appliances; hydraulic and pneumatic equipment, pumps and compressors; machinery and equipment for agriculture and forestry; other general and special-purpose machinery and equipment. The share of the machine-building industry in the structure of the community's industrial complex is 11.44%.

In order to increase the production of equipment for nuclear power plants and machinery and equipment for other industries, a concept for the creation of the Radii Industrial Park has been developed, initiated by PJSC "NVP Radii". It is envisaged to implement a modern model of eco-production with efficient use of resources and the creation of new jobs for residents of the Kropyvnytskyi Urban Territorial Community and internally displaced people. The concept is based on the reconstruction and restoration of existing buildings and the construction of two

warehouse buildings on the basis of the existing plant capacities, which are currently not in use. The total area of the park will be 16 hectares with the prospect of creating about 1,500 new jobs.

**Woodworking and furniture manufacturing**, as adjacent and complementary industries for the production of complementary goods, have a significant impact on the formation of the gross regional product of the community. In the weight structure of the industrial complex, the share of industries is about 4.64%. The industrial complex of the specified industries creates a complete chain of formation of gross added value from the stage of sawmilling and planing production, production of other wooden items, and finishing with the production of furniture and its wholesale and retail sale on the market.

The significant cross-sectoral importance of the **production of chemicals** and chemical products is due to the participation of the chemical industry in the creation of commodity chains, namely in the form of final consumer goods and intermediate products to meet the needs of various sectors of the economy. The chemical industry enterprises of the community have a weight of about 2.42% in the weight structure of the total volume of goods sold in the industrial complex of the community. The role of chemical production is constantly growing, in particular in the development of advanced materials and innovative technological solutions.

Kropyvnytskyi Urban Territorial Community has an attractive central geographical location, powerful engineering and transport infrastructure, a network of road, rail and air connections connecting Kropyvnytskyi with other regions of Ukraine, the western border and sea ports, which is a prerequisite for the effective development of the **transport industry and warehousing**. Taking into account the transformation of logistics routes for delivering goods as a result of military operations, the industry has significant economic potential for the community. The share of international transport export in the total export of services of the region was 56.9%; in Ukraine - only 32.3%.

The presence of a logistics hub, including the introduction of innovative multimodal technologies in the transport industry, will allow for shortening supply chains, optimizing commodity flows, increasing the mobility of supplies, and accelerating and optimizing the provision of customs, brokerage, and other necessary services.

In today's conditions, in particular the destruction of critical energy infrastructure facilities from massive missile attacks and hostilities, in order to strengthen the energy security of the territories, there is an urgent need to develop programs for the development of the use of **alternative renewable energy sources**. In particular, enterprises functioning in the territory of the community are engaged in the production of solar electricity and its distribution into the general power grid. According to the results of 2021, the share of solar energy in the overall structure of electricity production in the country was about 6%; it is obvious that due to the need to promptly respond to energy challenges during the war, the weight of solar energy increased significantly in 2022-2023. A systematic approach to alternative types of energy efficiency and energy conservation, including the possible mass use of alternative sources of natural phenomena and heat generation from the combustion of renewable fuels (bio), will contribute to the development of the industry in the community, strengthen energy security, and reduce the negative impact of pollutant emissions into the atmosphere, water resources, and soils.

In recent years, the **information technology industry** has been forming and gradually developing in the community. Despite the fact that the weight of the industry in the total volume is small (0.54%), mostly due to the dominance of industry and trade, today the IT sector is one of the most promising in the context of the development of global integration processes and the ultra-rapid growth rate of global digitalization. In particular, the share of exports of information services in the overall export structure of the Kirovohrad region was about 24%. The share of export of computer, telecommunications and information services in the total export of Ukraine according to the results of 2022 was 40.5%. IT enterprises operating in the community paid 4% of the total single tax revenues to the local budget in 2023. The main representatives of the industry are enterprises from:

- computer programming, consulting and related activities: Join Two IT LLC (revenue 2023 –77.2 million UAH); Translatel LLC (revenue 2023 –7.37 million UAH); Intellect

Center PE (5.41 million UAH); Twin Ukraine LLC (4.94 million UAH); Soft Age Service LLC (4.78 million UAH); Yunei Software LLC (4.46 million UAH); Centrenergotrast LLC (4.19 million UAH); Sub-Group LLC (4.13 million UAH);

- data processing, posting information on websites and related activities: Onyx-Systems LLC (revenue 2023 –149.15 million UAH);
- activities in the field of wired telecommunications: LLC "ISP Storm" (income 2023 - 22.65 million UAH); LLC Imperial-Net (19.73 million UAH); LLC Storm Tel (11.26 million UAH); LLC Mktelecom (4.26 million UAH);
- software publishing: IVN Developers LLC (revenue 2023 –5.13 million UAH); IV Developer LLC (1.0 million UAH).

The available resource and human potential can be a prerequisite and basis for developing a project concept for the creation and formation of an "information technology" cluster in the territory of the Kropyvnytskyi Urban Territorial Community.

**Tourism industry** on the territory of the community is not sufficiently developed today, its contribution to the total gross product of the community is insignificant and does not sufficiently affect the competitiveness and attractiveness of the territory. Kropyvnytskyi Urban Territorial Community has a powerful cultural, industrial and natural potential, the effective economic use of which will contribute to the promotion of the community as an attractive tourist destination and the dynamic development of the tourism industry and related industries. On the territory of the community there are 7 cultural heritage monuments of national importance and 655 monuments of immovable cultural heritage, which are registered and included in the list of cultural heritage monuments of local importance, as well as the distribution area of two elements of intangible cultural heritage. The territory of the community is rich in objects of the nature reserve fund, recreational zones and territories of the Emerald Network. In addition, Kropyvnytskyi Urban Territorial Community has an extensive network of cultural and leisure institutions; a functioning tourist information center and large industrial enterprises. The share of the hospitality sector, in particular temporary accommodation (hotels, hostels, motels, etc.) and catering (cafes, restaurants, canteens, etc.) is 0.31% of the total sales.

The development of a Strategy for Culture, Tourism and Creative Industries on the effective use of the economic potential of available resources, with a focus on the development, implementation and promotion of a competitive tourism product to the consumer, will in the future contribute to the preservation and development of cultural and natural potential, diversification of economic activities, including those related to the hospitality sector, an increase in employment levels, environmental protection and an increase in the innovative potential of the community.

**Wholesale and retail trade** as a direction of stimulating the development of industrial activities and increasing the volume of industrial production, is an industry providing services for the main types of industrial activities and stimulating the establishment of new trade relations. In particular, among the main areas of wholesale trade, one can distinguish trade in grain, seeds, fruits and vegetables; food industry products (meat products, dairy products, sugar and confectionery, beverages and tobacco products); machinery and equipment (including agricultural); wood and furniture; chemical products; fuel. According to the results of 2021, the share of employees employed in the wholesale and retail trade sector was 17.7% of the total employed population; in turn, the weight of the industry was about 35.6% in the total volume of products sold (goods, services).

Although agriculture is not typical for the Kropyvnytskyi Urban Territorial Community, the city has offices of agricultural enterprises that manage their own or leased agricultural lands located outside the territory of the community. Agricultural products are raw materials with a low share of added value, mostly due to the cultivation of grain crops, legumes, oilseeds, pome and stone fruits. Therefore, in order to meet the need to increase primary and advanced processing of agricultural raw materials, as well as increase the share of finished food products with integration into interregional and global value chains, including for export purposes, the community has begun the process of creating and equipping the engineering infrastructure of an



industrial zone with the creation of the Industrial Park "Rostagroprom" with an area of 22 hectares, the main specialization of which will be the processing of agricultural products. The initiator of Industrial Park is PE "Rostock Agro Company".

According to the results of statistical and analytical information on the situation of research and innovation in terms of types of economic activity, the available resource potential of the community, the development of the necessary infrastructure, the potential of adjacent areas with priority economic sectors, the investment attractiveness of the region and the potential for increasing production with a high share of added value, the introduction of innovative high-tech developments in production, the following types of economic activity can be identified as the basis for smart specialization of the Kropyvnytskyi Urban Territorial Community:

- **food industry;**
- **machinery;**
- **transport industry and warehousing;**
- **tourism industry and hospitality development.**

### 3.8 FINANCE AND LOCAL BUDGET

Since 2015, the country has been undergoing a process of budget decentralization, the key direction of which is the formation of financially capable united communities with expanded powers and areas of responsibility and, accordingly, with the expansion of the tax base. After the creation of the Kropyvnytskyi Urban Territorial Community in 2020, the united budget consisted of the budget of the city of Kropyvnytskyi and the settlement of Nove.

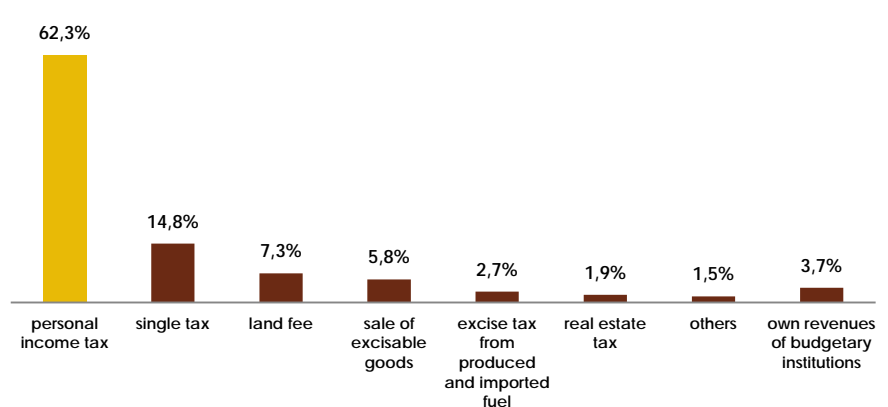
During the period from 2020 to 2023, total revenues to the local budget increased by 59.7%, in particular, increases were observed in almost all main items of tax and non-tax revenues, including the growth rate of personal income tax of 67.9%; single tax (on individuals and legal entities) - 115.9%; land payment (land tax and land rent) - 60.7%; excise tax (from retail sales of excisable goods and payments from fuel produced in Ukraine and imported on the customs territory of Ukraine) - 71.5%. In the structure of official transfers, the main weight is subventions for education; according to the results of 2023, the share of educational subventions in transfers was 83.7%.

**Table**  
**Structure of the main revenue items of the budget**

Revenue, UAH million	2020	2021	2022	2023
<b>Tax and non-tax revenues</b>	<b>1,650.5</b>	<b>1,937.9</b>	<b>2,589.9</b>	<b>2,871.9</b>
Personal income tax	1,065.6	1,257.3	1,804.0	1,789.0
Local taxes, including:	348.3	417.3	521.0	690.6
single tax	197.0	231.1	316.8	425.3
land fee	130.6	158.9	167.6	209.9
real estate tax	18.7	25.6	34.5	53.5
Excise tax, including:	143.1	163.3	160.9	245.4
sale of excisable goods	79.5	89.6	135.7	167.9
produced and imported fuel	63.6	73.7	25.3	77.5
Special fund, including:	69.3	74.3	74.4	113.8
sale of land plots	2.8	2.4	2.2	1.8
alienation of municipal property	6.1	0.8	1.0	2.5
environmental protection fund	1.9	1.0	0.9	1.3
own revenues of budgetary institutions	53.3	69.7	67.9	105.7
socio-economic development fund	0.3	0.6	2.3	2.5
<b>Official transfers</b>	<b>466.3</b>	<b>879.4</b>	<b>472.4</b>	<b>509.3</b>
educational subsidy	354.4	447.6	451.4	426.4
subventions for education expenditures	22.6	18.3	9.5	9.7
subsidies for providing housing for privileged categories	9.0	14.7		27.7
other subsidies	80.3	398.8	11.5	45.5
<b>Total income</b>	<b>2,116.8</b>	<b>2,817.3</b>	<b>3,062.3</b>	<b>3,381.2</b>

\* data from the Kropyvnytskyi City Council

**Chart**  
**Structure of main tax and non-tax revenues to the local budget, 2023**



\* based on data from the Kropyvnytskyi City Council

The main budget-forming tax is the personal income tax, the share of which in the structure of tax and non-tax revenues was 62.3% in 2023. Revenues from taxes on the economic activities of small and medium-sized businesses, in particular legal entities and individuals that are on a simplified taxation and reporting system and pay a single tax, form almost a sixth of the community budget revenues - 14.8%.

In 2023, the budget of the Kropyvnytskyi Urban Territorial Community received 3,381.2 million UAH revenues, including 3,232.8 million UAH to the general fund and 148.4 million UAH to the special fund. The implementation of the annual plan for tax and non-tax revenues of the general fund was ensured by 108.3%; the growth rate 2023/2022 was 9.6%.

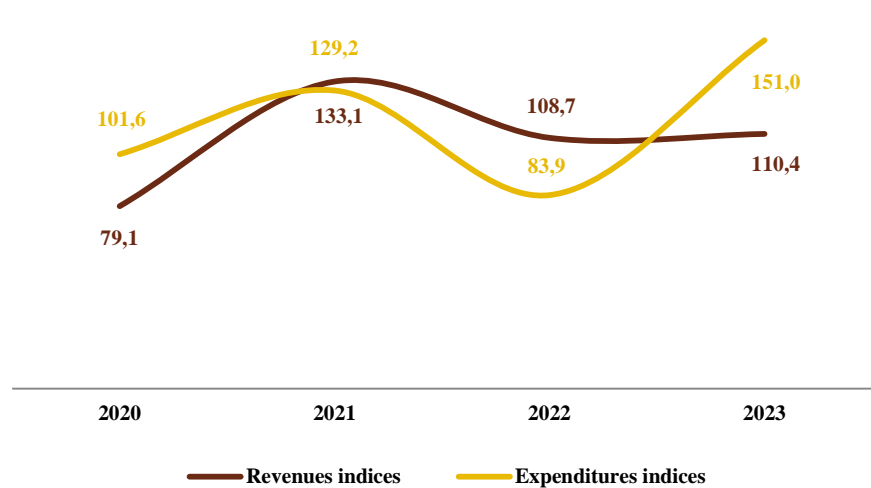
**Table**  
**Structure of the main budget expenditures**

Expenditures, million UAH	2020	2021	2022	2023
educational services	968.6	1,247.3	1,294.2	1,460.8
maintenance and development of roads	28.2	91.2	6.4	235.7
housing and communal services	232.1	575.4	259.4	407.3
social protection	76.8	190.9	211.3	330.4
medical assistance	141.1	103.0	107.8	156.4
activities of cultural institutions	24.7	1.3	32.4	40.3
physical culture and sports	6.0	34.8	27.9	37.0
public transport	144.0	68.8	108.6	22.2
other expenses	513.0	441.1	288.7	837.3
<b>Total expenses</b>	<b>2,154.8</b>	<b>2,783.8</b>	<b>2,336.7</b>	<b>3,527.4</b>

\* data from the Kropyvnytskyi City Council

Total community budget expenditures gradually increased during the reviewed period; some slowdown in spending occurred in 2022 at the beginning of the full-scale invasion, mainly due to the high uncertainty of further events and the need for economical and rational use of budget revenues under martial law. The growth in total expenditures was 63.7%.

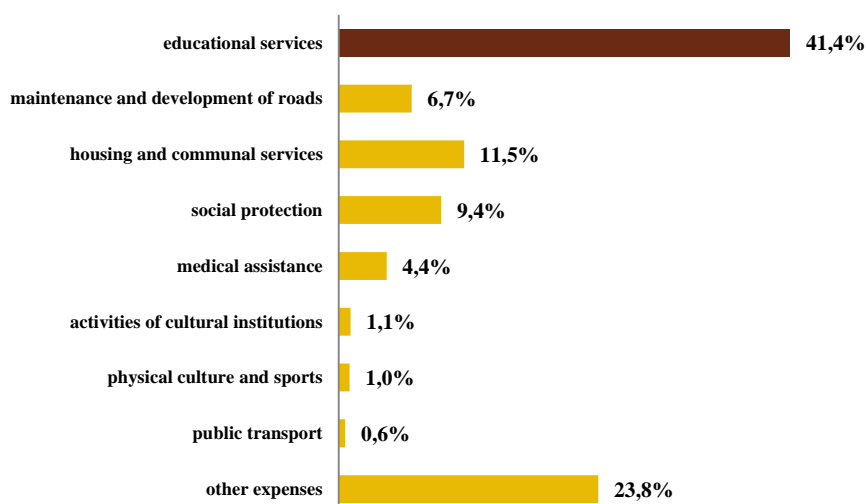
**Chart**  
**Dynamics of local budget revenues and expenditures indices, 2023**



\* based on data from the Kropyvnytskyi City Council

Fluctuations in the community budget revenues and expenditures indices (growth/reduction compared to the previous period) occur unevenly with deviations, which is explained by the emergence of budget surpluses or deficits based on the results of the relevant reporting periods.

**Chart**  
**Sectoral structure of**  
**local budget**  
**expenditures, 2023**



\* based on data from the  
Kropyvnytskyi City Council

The largest expenses in the structure of budget expenditure items are directed on educational services to ensure the work of educational institutions and proper educational process. For the period from 2020 to 2023 expenditures on educational services increased by 50.8%; in the structure of 2023, they have a share of 41.4%, including educational subventions. Expenditures on the maintenance and development of roads, the implementation of housing and communal services programs, and the provision of municipal transport services are about 18.9%.

For the 2023 reporting year, no borrowings were made to the budget of the territorial community, no local guarantees were provided; there is no local debt. Debt on medium-term treasury loans received in the past 2012-2014 is recorded in the amount of 22.9 million UAH.

In order to achieve a high level of trust of community residents to the authorities and transparency and accessibility of information about the current state of the budget and its main indicators, the structure of revenues and expenditures of the budget of the Kropyvnytskyi Urban Territorial Community, the main aspects of the budget process, and information about the main parameters of the budget are posted on a special open budget portal "Open Budget".

According to the results of the annual study assessing the financial capacity of territorial communities within the framework of the implementation of the "ULEAD with Europe" Program, the Kropyvnytskyi Urban Territorial Community received a "high" level of financial capacity for 2023.

**Table**  
**Indicators for calculating the**  
**integral indicator of financial**  
**capacity of the Kropyvnytskyi**  
**Urban Territorial**  
**Community, 2023**

Indicator	
General fund revenues per resident, UAH	12,096.5
General fund expenses per resident, UAH	11,739.2
Expenses for maintaining the administration per resident, UAH	926.3
Capital expenditures per resident, UAH	985.4
Budget subsidy level, %	-6.7
Share of administrative expenses, %	7.7
Share of budget expenditures on labor, %	48.9
Share of capital expenditures in the budget, %	14.1
Expenditures on culture, physical education and sports per resident, UAH.	324.3
Share of transfers in the revenues of the budget, %	13.5
Share of local taxes and fees in the revenues of the general budget fund without transfers, %	25.0

\* study "Assessment of the  
financial capacity of territorial  
communities by the end of 2023"

The methodology involves assessing the capacity of a community based on absolute and relative indicators with the determination of individual and threshold values of indicators based on the algorithm for calculating the integral indicator of the financial capacity of a territorial community. In particular, Kirovohrad region ranks fourth in the financial capacity rating with a

share of “high” capacity communities of 53.1%, giving ground to Kyiv, Poltava and Dnipropetrovsk regions. The general fund income and expenses per resident of Kropyvnytskyi Urban Territorial Community significantly exceed the average income in Ukraine (7,751.2 UAH) and the average expenses in Ukraine (10,369.1 UAH).

The long-term credit rating on the national rating scale of the Kropyvnytskyi community in 2021, the pre-war year, was determined by an independent rating agency at the uaA level with a "stable" outlook. With the beginning of the full-scale invasion in February 2022, the outlook was downgraded to "negative" with inclusion in the watch list (i.e. with the likelihood of a rating change due to developing events or trends that could significantly affect creditworthiness). In 2023, the outlook was upgraded to "developing" with retention in the watch list.

In the first half of 2024, the community was removed from the watchlist on the national rating scale, where it had been since the beginning of the armed aggression. The community's credit rating forecast is defined as stable, and its investment attractiveness is defined as high. This is important for institutions and organizations that assess the possibility of lending to the community's needs.

### 3.9 SAFETY INFRASTRUCTURE

Ensuring law and order for achieving a positive crime situation in the community requires cooperation between law enforcement agencies and local authorities to join forces in the fight against crime.

According to the results of 2023, there was a negative trend of an increase in the overall crime rate in the territory of the Kropyvnytskyi Urban Territorial Community by 45%, including a 79.4% increase in the number of registered especially serious criminal offenses (from 68 to 122), and a 54.6% increase in serious criminal offenses (from 522 to 807).

Within the framework of the City Program for Prevention and Combating Crime "Safe City", work was carried out on the installation and operation of 352 video surveillance cameras, including: overview cameras - 103 units; with license plate recognition - 43 units; complexes for automatic photo/video recording of violations in the field of ensuring road safety - 3 units. Improving the level of public safety and order, protecting human rights and freedoms, and combating crime require, among other things, the expansion, development, and modernization of the video surveillance and video control system, in particular at protected sites and critical infrastructure facilities; and increasing the material and technical support of the situation center.

In the territory of Nove, Hirnychy, and the microdistrict of Staraya Balashivka, 3 offices of the community police officer have been opened and provided with the necessary equipment and official vehicles. In 2024, it is planned to open another station for 4 community police officers in the microdistrict of Novomykolaivka.

To strengthen control over the state of law and order in public places, assist the work of local police divisions, implement measures to prevent and combat offenses, including countering drug crime, and increase the effectiveness of responding to threats and emergencies, the community has a city patrol consisting of 24 full-time staff at six public order enforcement points. During 2019-2021, patrols, together with police officers, identified more than 150 offenses (petty hooliganism, appearing in a drunken state in public places, drug addiction, etc.).

With the beginning of military aggression, the number of the city squad of the Kropyvnytskyi Urban Territorial Community increased to 150 full-time staff to protect public order in the locations of critical infrastructure facilities.

For individuals or families who have suffered from domestic violence and/or gender-based violence, including sexual violence related to the armed conflict, in cases where such individuals have applied together with a child, a day center for socio-psychological assistance for individuals who have suffered from domestic violence and/or gender-based violence operates in the community on the basis of the Kropyvnytskyi City Center for the Prevention and Combating of Violence. Victims can receive free legal assistance, support from a psychologist, and the services of a social worker, whose activities are aimed at overcoming or minimizing the consequences of domestic violence.

The network of civil defense shelters of the Kropyvnytskyi Urban Territorial Community includes 54 units, including 3 shelters of municipal property, 51 - belong to other private and state enterprises (organizations, institutions). The list of dual-purpose shelters and the simplest shelters includes 257 units.

There are 49 high-risk facilities on the territory of the city, of which 7 are chemically hazardous, which increase the risks of emergency situations. According to the passport of flooded territories, 14 areas of Kropyvnytskyi are in a state of constant flooding, the area of which is 408 hectares, which is due to the cessation of the Lelekivsky water intake and improper maintenance of surface waters of all types of water bodies with a high level of groundwater on the territory of the city. As of 2024, a landfill for radioactive waste and contaminated building materials after the elimination of radioactive contamination (1988) is located on the territory of the community. As part of the implementation of the project "Risk assessment and development of a remediation project (technical solution) for the storage site of inherited radioactive materials "Veselyvske deposit" in the Kirovohrad region", work has been completed on the implementation of the task of this project No. 9 "Development of a package of design documents

(technical solution) for the remediation of the "Veselyvske deposit" site", namely: the site was fenced, along which warning signs about the danger of staying were installed and 24-hour video surveillance was provided with integration into the "Safe City" video surveillance system with an appropriate response by the police units of the Main Department of National Police of the Kirovohrad region to unauthorized entry into the site by third parties. Among the causes of possible emergencies, natural factors and hydrometeorological forecasts, significant moral and physical deterioration of fixed assets, and the presence of potentially dangerous objects in the community can be distinguished.

### 3.10 LOCAL COMMUNITY AUTHORITIES

As of 07/15/2024, the Executive Committee of the Kropyvnytskyi City Council consists of 12 members/memberships, whose main task is to ensure the effective development of the Kropyvnytskyi Urban Territorial Community by making decisions and implementing them. The structure of the Kropyvnytskyi City Council as of 01/01/2024 consists of the city council staff, its executive committee, and 32 executive bodies of the city council, 16 of which have the status of a legal entity.

The staff of the executive bodies of the Kropyvnytskyi City Council is 629 employees; actually employed - 587 people, among whom more than a third have been working for 10-15 years, 146 officials - for more than 15 years. The Kropyvnytskyi City Council is characterized by a stable staff with a high educational level.

<b>Table</b>	<b>Educational level of officials</b>	<b>Number</b>
<b>Educational level of the staff of the Kropyvnytskyi City Council</b>	higher education, including	580
	two or more higher educations	119
	master's degree	94
	including a Master of State and Public Administration	35
	Candidate of Sciences	2
	Doctor of Sciences	2
	postgraduate studies	1

\* data from the Kropyvnytskyi City Council

In 2023, 10 officials entered higher educational institutions to obtain a second higher education. The priority area for the development of the city council personnel is to create an effective system of "continuous learning" (lifelong learning) in order to strengthen the competitiveness of human resources and deepen skills, knowledge, abilities and competencies. Local government officials of the Kropyvnytskyi City Council are constantly improving their qualifications. Thus, in 2023, under general professional (certificate) and general short-term programs at the Regional Center for Advanced Training of the Kirovohrad region on the ZOOM platform, 454 people improved their qualifications and received certificates. In addition, almost every employee of the city council has repeatedly participated in training under various programs on online platforms: the national online platform Diya, U-LEAD with Europe, the educational online platform "Zrozumilo", etc.

In order to build motivation among staff, develop leadership qualities, and improve their professional level and business competencies, the City Council has implemented employee incentive tools, such as: promotion, bonuses, and nomination for awards at the state, regional, and city levels for high performance.

The deputy corps of the Kropyvnytskyi Urban Territorial Community is represented by 42 people, including 28 men (66.7%) and 14 women (33.3%).

<b>Table</b>	<b>Membership in parliamentary factions</b>	<b>Number</b>
<b>Quantitative membership of parliamentary factions and groups</b>	Deputy faction of the political party "Proposyciya5"	9
	Deputy faction of the POLITICAL PARTY "SERVANT OF THE PEOPLE"	6
	Parliamentary faction of the Political Party "EUROPEAN SOLIDARITY"	6
	Deputy faction of the political party "All-Ukrainian Union "Batkivshchyna"	5
	Deputy faction of the local organization of the political party "Perspektyva Mista"	5
	Deputy faction of the Political Party "Ridne Misto"	4
	Deputy faction of the Political Party "NASH KRAY"	3
	Non-factional	4
	Deputy group "Interfaction Deputy Association "Equal Opportunities"	□4

\* data from Kropyvnytskyi City Council

To organize effective work, prepare and conduct meetings of the City Council, meetings of permanent and temporary control commissions of the City Council, deputies and officials of the



management staff are provided with the necessary technical means, including the software of the electronic voting system "Rada-V".

### 3.11 E-GOVERNMENT AND PUBLIC ASSOCIATIONS

In recent years, there has been a smooth transition from the concept of e-government, as a powerful tool related to improving the efficiency, openness and transparency of local government interaction with the public and business using advanced information and communication technologies, to an innovative model of complete digital transformation of the community, which will include digital governance. Such trends are caused by the global ultra-fast pace of development of information technologies, artificial intelligence and digital integration.

In accordance with the national project "Digital Community" of the Ministry of Digital Transformation of Ukraine, based on the results of 2023, an index of digital transformation of communities was determined, which takes into account indicators of institutional capacity, development of the Internet and CAS (Center of Administrative Services), digital education, implementation of the "paperless" regime, community's image, provision of basic public services, sectoral digitalization and implementation of individual digital projects. The digitalization of the Kropyvnytskyi Urban Territorial Community is at a highly competitive level among neighboring regional centers; the index reached 45.921.

**Table**  
**Digitalization indices of urban territorial communities**

Index elements	Kropyvnytskyi	Poltava	Cherkasy	Urban territorial communities	
				Vynnytsia	Khmelnyskyi
digital economy	2,707	5,267	4,028	3,569	4,023
digital skills	5,796	6,102	0,013	6,400	5,025
digital infrastructure	21,380	8,635	12,749	28,402	9,405
public services	8,202	8,371	10,187	16,458	13,737
E-transformation of local government	7,835	5,085	6,298	8,532	9,445
<b>Digitalization Index</b>	<b>45,921</b>	<b>33,460</b>	<b>33,275</b>	<b>63,362</b>	<b>41,634</b>

\* data from the Ministry of Digital Transformation of Ukraine

The Kropyvnytskyi Urban Territorial Community is second in a range list giving ground only to Vynnytsia, which is significantly ahead of all neighboring communities in terms of the level of implementation of information and communication technologies according to all indicators of digital development.

The development of e-democracy in the community is aimed at strengthening citizens' trust to local authorities through transparency and openness and building civil society. In particular, the community website is the main tool for informing, communicating and involving community residents in democratic procedures (<https://kr-rada.gov.ua/>). In 2023, 153 thousand visits to the site were recorded. In addition, the communication of the Kropyvnytskyi City Council, its structural divisions, and municipal enterprises is carried out through the development of pages on social networks. Since January 2023, information in the form of open data of the city council has been published on the Kropyvnytskyi Open Data Portal (<https://data.kr-rada.gov.ua/>). Information from the Portal is displayed on the Unified State Open Data Web Portal by harvesting. Kropyvnytskyi is affiliated with the International Open Data Charter.

Public access to detailed information on the volumes of revenues and expenditures of the budget of the Kropyvnytskyi Urban Territorial Community is provided on the Open Budget platform. The ASKOD electronic document management system has been launched in the community. For comprehensive information protection, protection systems for class "3" and class "1" AS have been created.

The most popular administrative, registration, social, and pension services among residents are provided on the basis of the Center for Administrative Services (CAS) of Kropyvnytskyi in the "Transparent Office" format; remote workplaces are provided in Nove. Acceleration of the

processes of providing administrative services and simplification of the mechanisms for their receipt is ensured by the unified information system of corporate interaction "Transparent Office of the City of Kropyvnytskyi". In 2023, the CAS provided 497 administrative services, 343 at remote workplaces. Including, the CAS accepted 168,214 applications from applicants and provided 172,101 consultations. In order to highlight the activities of the CAS, inform residents and businesses about the provision of administrative services, the website and pages on social networks work.

Revenues to the local budget from the provision of paid administrative services in 2023 amounted to 17.0 million UAH, including state registration of legal entities and individual entrepreneurs and public organizations - 0.7 million UAH; administrative fee for state registration of property rights of real estate - 0.8 million UAH.

Short-term digital education programs using information resources and new educational technologies aimed at increasing the level of digital skills and digital competencies in society are becoming increasingly important.

In addition to nationwide electronic services, the community has introduced electronic appeals through the official website; electronic registration of children for the first grade of general secondary education institutions, for preschool education institutions and enrollment in clubs of extracurricular education institutions, students in the 10th profile classes of the SEI, and the opportunity to remotely check the status of the electronic queue has been provided. The e-democracy platform provides the opportunity to create local petitions; participate in public budget projects; conduct public consultations; obtain information from cartographic services and other digital capabilities.

In order to effectively interact with executive bodies and community residents, and involve them in the decision-making process, the Public Budget program is being implemented to realize projects at the expense of the local budget, the amount of which is up to 1% of the general fund revenues of the local budget, excluding inter-budgetary transfers, but not less than 5 million UAH. During the period from 2017 to 2022, 93 projects were implemented in different parts of the city in various areas.

To establish a dialogue between citizens and authorities in solving various socially important problems, the web platform "Unified Platform of Local Electronic Democracy" (e-DEM), proposed by the International Charitable Organization "Eastern Europe Foundation", is used. The e-Dem is used as a platform that combines the most popular electronic democracy tools: public consultations, public budget, electronic petitions.

In order to establish effective interaction with civil society institutions on a partnership basis, to involve the public in resolving urgent issues of development of the Kropyvnytskyi Urban Territorial Community, a Public Council was established, which is a consultative and advisory body to ensure the right of citizens to participate in managing the affairs of the territorial community, to exercise public control over the activities of executive bodies, to establish effective interaction with the public, to take into account public opinion during the formation and implementation of state policy and to resolve issues of local importance. In accordance with the resolution of the Cabinet of Ministers of Ukraine dated 11/03/2010 No.996 "About ensuring public participation in the formation and implementation of state policy", the renewal of the composition of the Public Council will be carried out by the executive body six months after the date of termination or cancellation of martial law.

Establishing communication with community residents and civil society institutions, their development is ensured by creating the necessary conditions for effective interaction within the framework of the "Dialogue" program, the measures of which are aimed at strengthening inclusive and participatory management decision-making, satisfying public interests through the use of various forms of participatory democracy, strengthening national unity and patriotism, and providing additional opportunities for the implementation and protection of human and civil rights and freedoms.

Increasing the activity of public organizations can be achieved by promoting and effectively operating the online portal "Platform of Civil Society Institutes", which was launched

by the Kropyvnytskyi City Council in 2024. The platform provides the intensification of the dialogue "CSIs - authorities - public", exchange of experience, search for partners, information about city activities, and the operation of the register of CSIs of the Kropyvnytskyi Urban Territorial Community.

Various organizational and legal forms of public associations and civil society organizations are registered in the territory of the Kropyvnytskyi urban territorial community, the most common of which are public organizations, religious organizations, trade unions, creative unions, charitable organizations, condominiums and others. Among the main categories of activities of IGS, the following can be distinguished: development of civil society; volunteer activities; patriotic and educational activities; activities related to assistance to IDPs and veterans; religious and socially significant activities; education, culture, tourism; protection of human rights; children and youth; protection of animal rights, etc.

In addition, the territory of the community is experiencing dynamic development of volunteer and veteran spaces as centers of resilience of the Kropyvnytsky community: "Krophab", "Svoi", "Together We Are Strength", "Space of the Brave", etc. Their activities are aimed at protecting and assisting the Armed Forces of Ukraine and those who suffered from the war; implementing charity campaigns; conducting information and educational activities of patriotic education in society, including ensuring the comprehensive reintegration of veterans and veterans into public life. Those organizations are powerful whose activities are aimed at protecting and assisting IDP, addressing their basic needs. Organizations whose activities are related to the revival, preservation and development of national cultures, their traditions, customs, rituals, language and education, and identity are united by the Center for the Development of National Cultures "Edyna Rodyna".

A set of measures has been developed to encourage residents with distinctions and awards for their personal contribution to the development of certain areas of community life, conscientious work, significant achievements in professional activities, active participation in the education of the younger generation, ensuring law and order, participation in the defense capability of the state, peacekeeping, and charitable activities, aimed at stimulating public trust in local authorities.

### 3.12 COMMUNITY GENDER ANALYSIS

Since the beginning of the full-scale invasion in early 2022, Ukraine has faced its negative consequences, in particular in uncontrolled migration movements of the population within the country and abroad, mostly among women and children; through mobilization processes mostly among men and the replenishment of the Armed Forces of Ukraine; in the form of victims among the civilian population. The purpose of the gender analysis is to determine the level of ensuring the needs and satisfying the interests of women and men separately or their groups in the process of developing a strategic document and identifying gender gaps, gender discrimination and the causes of their occurrence in the relevant areas or sectors. It is obvious that the war will significantly exacerbate the identified gender imbalances and suspend the positive gender dynamics towards increasing gaps.

**Table**  
**Gender structure of the community population**

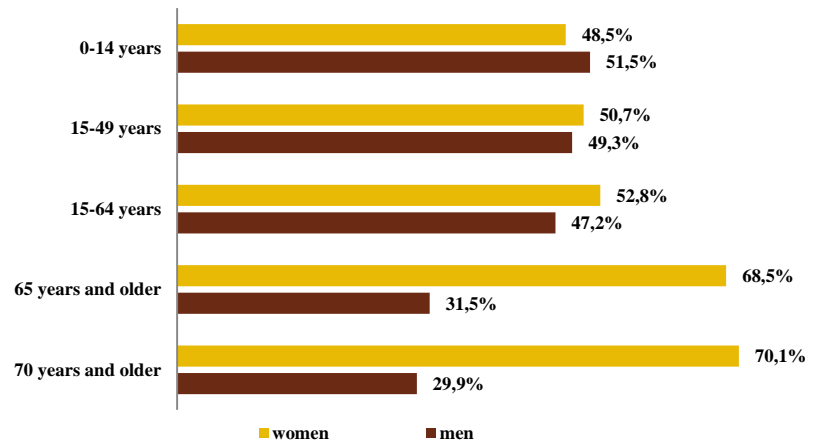
\* based on data from the Main Statistical Office in Kirovohrad region

Population distribution by gender, %	Kropyvnytskyi community		Kirovohrad region	
	2002	2022	2002	2022
men	45.8	45.3	46.0	46.2
women	54.2	54.7	54.0	53.8

There is a gender imbalance in the sex structure of the population of the Kropyvnytskyi Urban Territorial Community and Kirovohrad region, which is expressed in the predominance of women over men due to the longer life expectancy of women and early mortality among men, namely, the average life expectancy for men in 2022 was 63.9 years, for women - 73.3 years. In connection with this, the average age of the population gradually increased, in particular, the average age of men increased by 3.4% from 38.3 years in 2013 to 39.6 years in 2022; the average age of women - by 4.2% from 43.3 years to 45.1 years.

**Chart**  
**Gender distribution of the population by age**

\* based on data from the Main Statistical Office in Kirovohrad region as of 01/01/2022



There is a general trend of population aging, both among men and women. The burden on the elderly also increased by 9.8% from 214 people aged "65 years and older" per 1,000 potentially economically active population in the age range "15-64 years" in 2013 to 235 people of the corresponding age groups in 2022. The share of elderly women (age range "65 years and older") significantly exceeded the share of men in the gender structure, namely 65.9% of women in 2013 - 68.5% of women in 2022; respectively 34.1% of men in 2013 - 31.5% of men in 2022. This confirms the negative trend of population aging and high early mortality of men. Due to the hostilities for the period 2022-2024, the corresponding weight distribution will have an even greater gender gap and a higher load factor.

Before the full-scale invasion, the overall unemployment rate was higher among men, in particular in 2020 - 13.5%, in 2021 - 14.1%; in turn, among women - 12.8% in 2020, 13.5% in 2021.

**Table**  
**Gender distribution of the unemployed**  
\* based on data from the Kirovohrad Regional Employment Center

	2021	2022	2023
<b>Persons who had the status of unemployed, %</b>			
women	53.9	60.6	76.5
men	46.1	39.4	23.5

The structure of the gender distribution of the registered unemployed in 2021 had minor deviations from the gender distribution of the population of the Kropyvnytskyi community as of 01/01/2022. Hostilities, mobilization policy and the associated consequences negatively affected the overall economic situation, including the labor market, accordingly, the share of unemployed men began to decrease and amounted to only 23.5% in 2023. In contrast, the share of registered unemployed women grew rapidly during the war years of 2022-2023, in particular from 53.9% in 2021 to 76.5% in 2023.

**Table**  
**Gender distribution of the unemployed by type of economic activity**

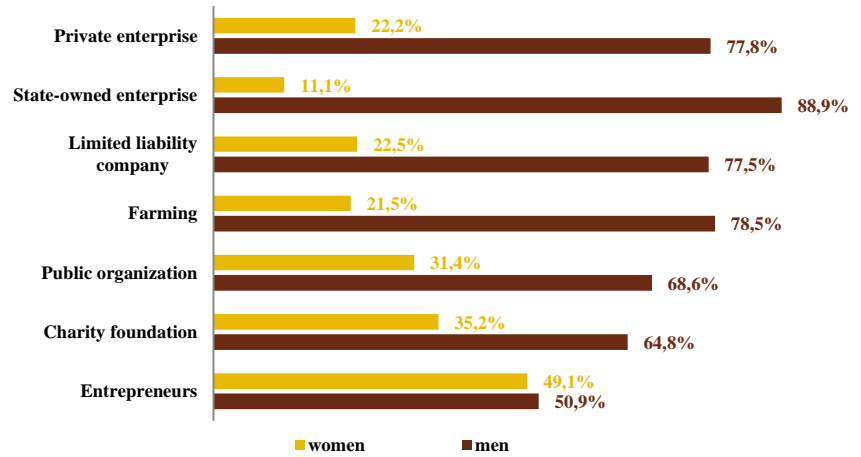
Types of economic activity	2021		2022		2023	
	women	men	women	men	women	men
Agriculture, forestry and fisheries	39.5	60.5	34.9	65.1	69.8	30.2
Mining and quarrying	51.1	48.9	19.6	80.4	37.8	62.2
Manufacturing industry	39.2	60.8	57.7	42.3	71.6	28.4
Supply of electricity, gas, steam and conditioned air	40.3	59.7	51.7	48.3	66.3	33.7
Water supply; sewage, waste management	47.4	52.6	51.2	48.8	53.3	46.7
Construction	34.4	65.6	18.2	81.8	29.6	70.4
Wholesale and retail trade; repair of motor vehicles and motorcycles	28.9	71.1	77.4	22.6	88.0	12.0
Transport, warehousing, postal and courier activities	40.7	59.3	59.3	40.7	73.0	27.0
Temporary accommodation and catering	37.7	62.3	90.8	9.2	95.2	4.8
Information and telecommunications	26.7	73.3	73.1	26.9	79.7	20.3
Financial and insurance activities	9.3	90.7	85.1	14.9	94.6	5.4
Real estate transactions	30.5	69.5	64.9	35.1	75.7	24.3
Professional, scientific and technical activities	30.7	69.3	69.7	30.3	75.3	24.7
Administrative and support service activities	28.2	71.8	54.1	45.9	61.5	38.5
Public administration and defense; compulsory social insurance	20.2	79.8	66.4	33.6	70.4	29.6
Education	60.7	39.3	74.5	25.5	81.6	18.4
Healthcare and social assistance	40.8	59.2	83.6	16.4	89.6	10.4
Arts, sports, entertainment and recreation	52.4	47.6	66.7	33.3	84.1	15.9

\* based on data from the Kirovohrad Regional Employment Center

A decrease in the share of unemployed men was observed in all types of economic activity except for mining and construction between 2021 and 2023. The imbalance towards the predominance of female job seekers has been growing dynamically and continues to increase.

**Chart**  
**Distribution of main OLFs by gender of manager**

\* based on data from the Main Statistical Office in Kirovohrad region as of 01/01/2022



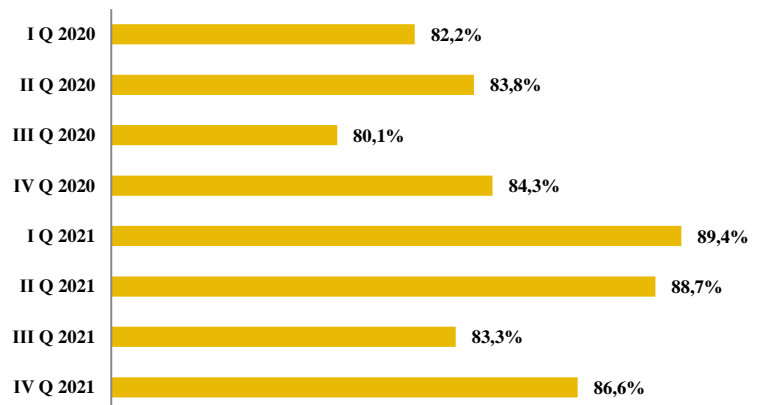
Men significantly dominated in management positions in the main organizational and legal forms (OLF) of economic activity, which created a significant gender imbalance. In turn, in self-employment, in particular in the activities of individual entrepreneurs, the gender gap was minimal. It is obvious that during the war years 2022-2024, the share of women in management positions may increase significantly, and among individual entrepreneurs an imbalance will probably be created in favor of women.

Generally, in order to realize women's managerial and entrepreneurial potential and develop their own business, it is necessary to implement activities aimed at increasing the level of knowledge and skills through trainings, master classes, promoting women's entrepreneurship among the population, and creating conditions for more active participation of women in business.

The situation on the labor market did not change significantly in 2020-2021, in particular, the ratio of the average monthly salary of women to men fluctuated on average in the range from 80% to 89%. It is impossible to state that there is a trend of women's salaries approaching men's salaries based on available data, although the basic growth rate from the first period of 2020 to the final period of 2021 was about 5.4%. That is, it can be assumed that women's salaries are still slowly approaching the level of men's salaries.

**Chart**  
**Ratio of average monthly wages of women to men, %**

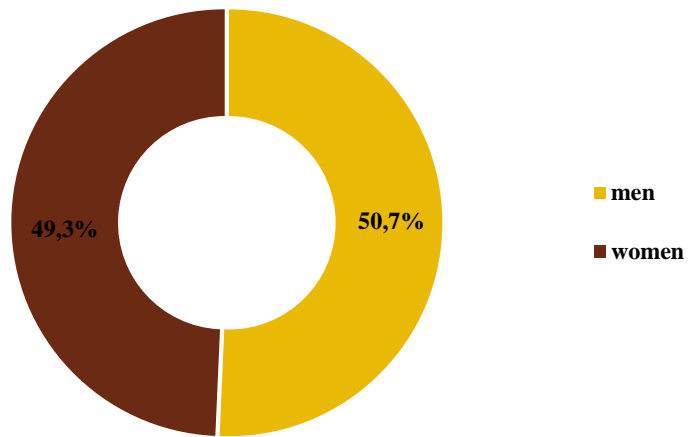
\* based on data from the Main Statistical Office in Kirovohrad region



According to the results of 2021, the ratio of women's wages to men's wages in Ukraine was 81.4%, which is lower than the corresponding indicator of Kirovohrad region, which was 86.6%. That is, the gender gap in the wages of women and men is approaching to balance. It is likely that with the increase of female labor demand during the war years, such a gender deviation may decrease or even increase in the direction of increasing women's wages, which, in turn, may lead to a new gender gap in the predominance of women's wages.

Secondary education, preschool education, and afterschool education institutions have a relative gender balance that almost coincides with the corresponding age distribution of the child population.

**Chart**  
**Distribution of education recipients by gender, %**



\* based on data from the Kropyvnytskyi City Council

The Kropyvnytskyi community's deputy corps is represented by 42 people, including 27 men (64.3%) and 15 women (35.7%), which indicates the existence of a gender gap and the need to involve women in more active participation in community governance.

The lack of a program to ensure gender equality in various spheres of public life of the Kropyvnytskyi Urban Territorial Community hinders the processes of taking into account the different needs of men and women and their impact on community development. Therefore, there is a need to promote the integration of the gender component into public policy of the community and implement measures to conduct gender analysis and develop a gender passport and community profile.

The Strategy-2030 is aimed at meeting the needs of all segments of the community in all spheres of society, including measures to implement tasks and projects cannot lead to restrictions of the rights or opportunities of persons of either gender (men or women) of any age; do not carry discriminatory features based on gender or age; and also include separate measures aimed at eliminating the imbalance between the opportunities of women and men to realize equal rights.



#### IV. RESULTS OF THE SOCIOLOGICAL SURVEY OF COMMUNITY RESIDENTS

In order to assess the main trends and problems of socio-economic development within the framework of the draft of the Development Strategy of the Kropyvnytskyi Urban Territorial Community by 2030 (hereinafter referred to as the Strategy-2030) and the Action Plan for 2025-2027 for its implementation (hereinafter referred to as the Action Plan), a sociological survey was conducted to determine the opinions of residents of the community (in particular, the city of Kropyvnytskyi, the settlement of Nove), namely representatives of the local executive authorities, its structural divisions; employees of educational, cultural, social protection institutions, municipal enterprises, including healthcare enterprises; representatives of the media and public organizations; representatives of local business; employees of higher educational institutions, as well as all interested people and active and proactive population of the community.

The survey was conducted anonymously based on developed questionnaires, with a list of questions that can be relatively divided into the following groups:

*basic information about the respondent* - age, gender, field of activity, job (work, social) status, average monthly income per resident, education and place of residence according to administrative-territorial division;

*respondent's own attitude towards living and working in the community* – preferences for living in the community, plans for possible relocation from the community and the relevant reasons for such a desire, the most pressing problems on which efforts should be focused firstly, priority areas for community development;

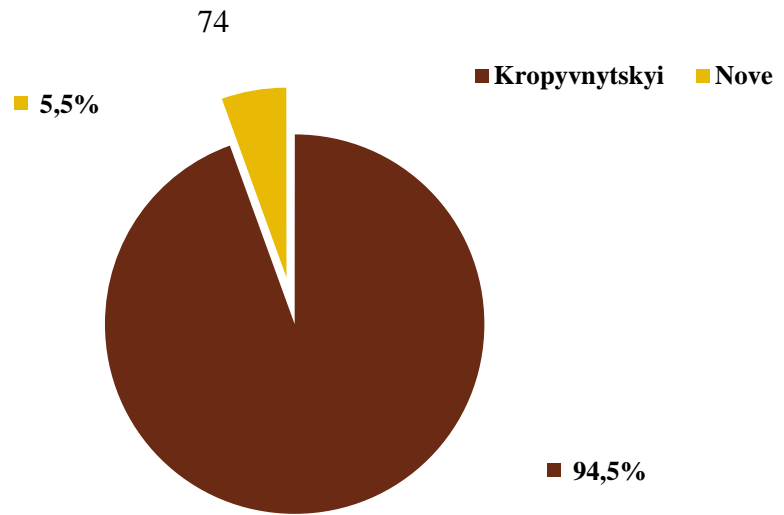
*respondent's definition of the quality of life in the community and place in it* – assessment of the provision of municipal, educational, medical, cultural, and social services, safety, attitude towards self-employment, and desire to engage in one's own entrepreneurial activity.

The survey was conducted in the form of filling out an electronic questionnaire, the link to which was published on the official website of the Kropyvnytskyi City Council and on the Facebook social network, including on the pages of structural divisions of the Kropyvnytskyi City Council; the media and public organizations and other local groups and communities; sent to interested parties by electronic means of communication; and also distributed by the method of active promotion by territorial and age targeting on the Facebook network in order to provide unhindered free access to the survey to all residents of the community who wish to participate in the research. In addition, during the targeted promotion on the Facebook page, access to free commenting and providing suggestions and remarks was open.

The survey was attended by 832 people - residents of the community - the city of Kropyvnytskyi and Nove - representatives of different segments of the population, spheres of activity and social (working) status, including representatives of the media and public organizations, business (including individual entrepreneurs), pensioners, the unemployed, students, etc. The survey was conducted in compliance with the principle of accessibility regarding the opportunity to participate in the survey of all interested parties - for collection and analysis of data and approximation of the results to their maximum representativeness.

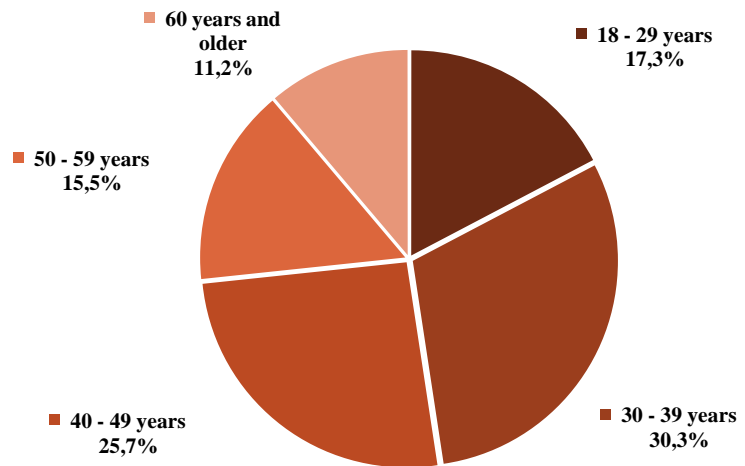
The proportion of respondents who completed the survey in the community was about 0.5-0.8% of the total population, excluding children under the age of 18.

**Chart**  
Administrative-territorial  
distribution of residents  
who participated in the  
survey, %



Generally, the survey reflects the opinions of residents of all settlements and can be considered representative in terms of the weight of participation of community residents from such settlements. The calculation of the share of respondents was carried out on the basis of approximate population data in connection with the martial law. In particular, in connection with the martial law in the country, a number of state restrictive measures were introduced, including those related to the disclosure of statistical information. According to the message published by the State Statistics Service of Ukraine, state statistics bodies suspend the publication of statistical information during the period of martial law, as well as for three months after its finishing.

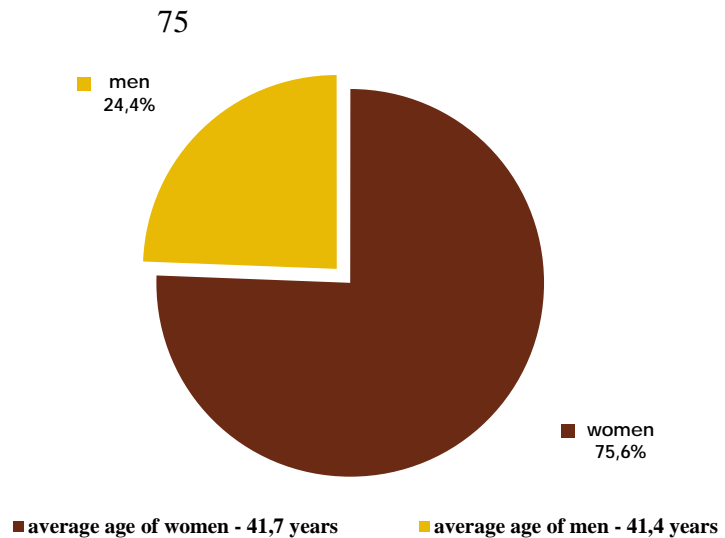
**Chart**  
Share of surveyed residents  
by age group, %



The highest activity during the survey was observed among residents of the age range 18-49 years with a total weight of 73.3%, who generate a significant part of the economically active population of the community, and can provide a significant share of the supply on the labor market of the Kropyvnytskyi Urban Territorial Community. The involvement of the younger population aged 18-29 years (the share of respondents was 17.3%) and aged 30-39 years (the share of respondents was 30.3%) in the survey indicates the presence of the potential for the formation and strengthening of the existing human capital of the community. A lower share of activity occurred among older residents: 50-59 years (15.5%) and 60 and older (11.2%).

Considering that the average age of the population as of 01/01/2022 was 41.5 years (38.5 years for men, 44.0 years for women), the activity of the majority of the working-age population in the range from 30 to 49 years is obvious.

**Chart**  
Share of surveyed residents  
by gender, %

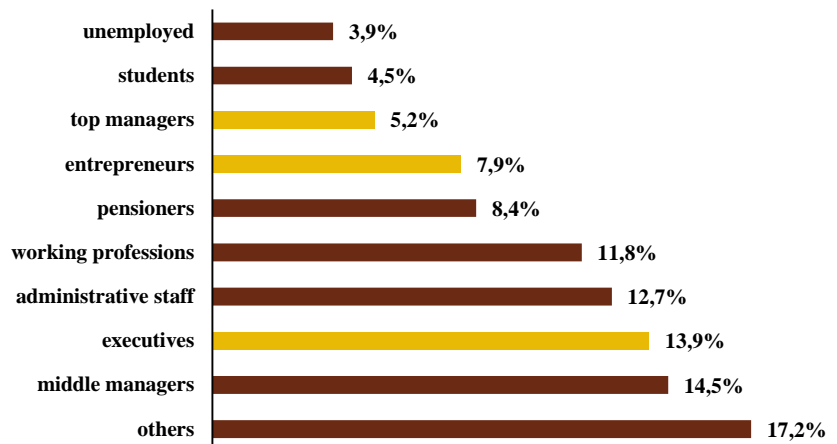


According to the gender distribution of residents, the share of men who participated in the survey was about a quarter of the total number - 24.4%; the share of women - 75.6%. According to the data of the Main Statistical Office on the distribution of the permanent population, the share of men as of 01/01/2022 was about 45.3%. It is obvious that the continuation of hostilities and martial law, mobilization processes in the state made it impossible for a larger number of men to participate in the survey, which caused the existing significant imbalance in the gender distribution of respondents. Thus, there is an obvious significant manifestation of greater activity of women compared to men, which may affect the likely bias of the survey results.

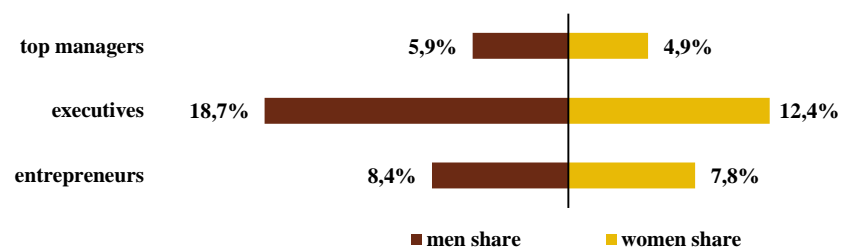
Despite this, all segments of the population participated in the survey, the majority of whom were middle managers (14.5%), executives (13.9%), administrative staff (12.7%), and representatives of working professions (11.8%).

In order to assess the ratio of men and women in management positions and in business (self-employment), a gender cross-section was made, which showed the presence of a gender gap, even taking into account rather low level of male participation in the survey.

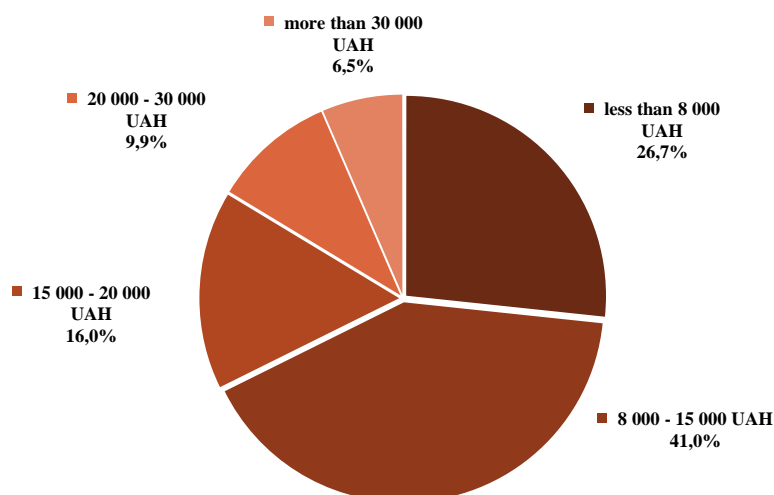
**Chart**  
Share of surveyed residents  
by job (social, work) status,  
%



**Chart**  
Sharing of residents by  
management positions and  
business (self-employment) by  
gender, %



**Chart**  
Share of community residents  
by average monthly income,  
%

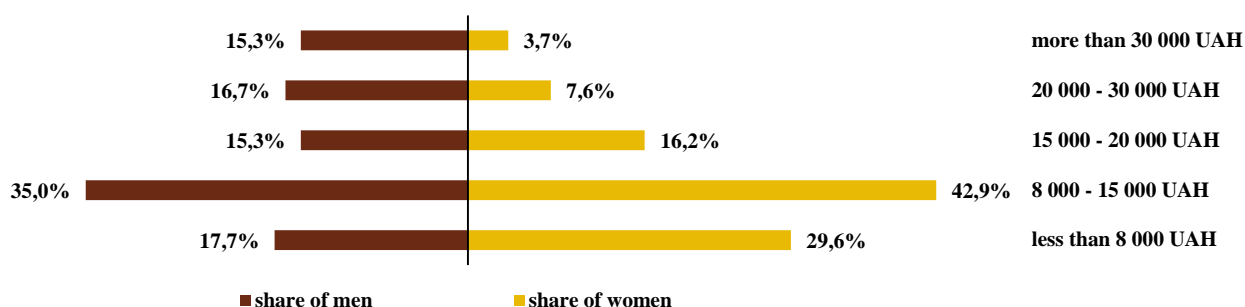


According to the survey, there is a disproportional distribution of the population's income level. About a third of residents (26.7%) noted a low level of average monthly income up to 8,000 UAH, which corresponds to or is lower than the minimum wage legally established by the Law of Ukraine "About the State Budget of Ukraine for 2024". The average monthly income in the range of 8,000–15,000 UAH is noted by a larger number of respondents – 41.0% of residents. According to:

- the data of the State Statistics Service of Ukraine, the average salary in Ukraine for the IV quarter of 2023 was 19,231 UAH;
- the data of the Pension Fund of Ukraine, the average salary (income) for 2023 was 14,308 UAH;
- the online job search and labor market analytics portal Work.ua, the average salary level according to 1,877 vacancies for the first quarter of 2024 in the city of Kropyvnytskyi was 16,000 UAH.

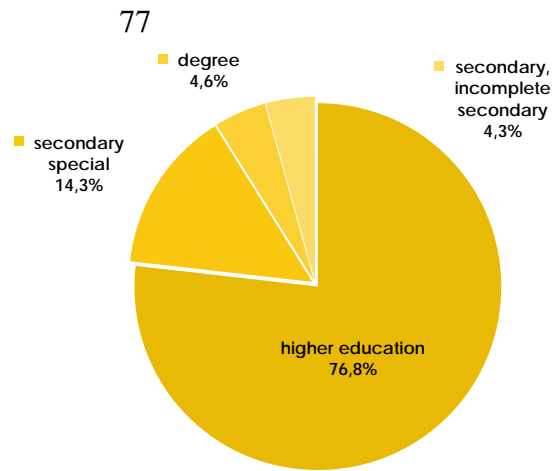
Only about 16.0% of the community's residents, according to the survey results, got into the range with an average salary level according to the sources listed above, in particular 15,000–20,000 UAH. The smallest number of respondents (6.5%) has the highest level of average monthly income of more than 30,000 UAH.

**Chart**  
Share of average monthly income of women and men, %



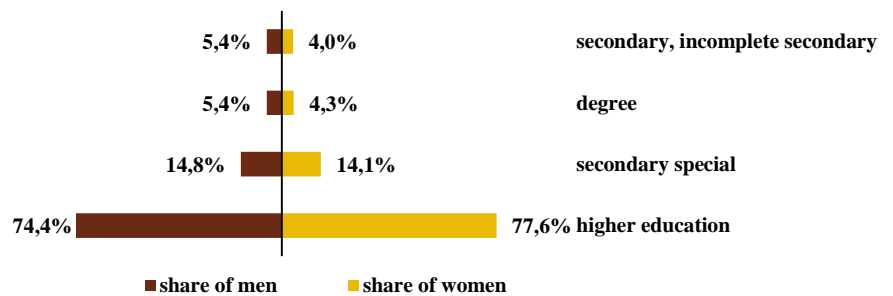
According to the latest available statistical data from the State Statistics Service of Ukraine, the salary of women in Ukraine for the IV quarter of 2021 was 81.6% of the salary of men. The distribution of average monthly income by gender confirms the fact that the level of income up to 20,000 UAH within the minimum and average monthly wages is received mostly by women, in turn, income above 20,000 UAH is earned by men with a significant advantage.

**Chart**  
Share of residents by level of education, %



The majority of residents have higher education or a scientific degree (81.4%), secondary specialized education (14.3%), which is due to the powerful educational potential of the Kropyvnytskyi Urban Territorial Community and, accordingly, the presence of an extensive network of higher educational institutions, institutions of professional pre-higher education, and vocational and technical education. The presence of powerful human capital is the main guarantee of promoting and developing socio-economic processes in the community.

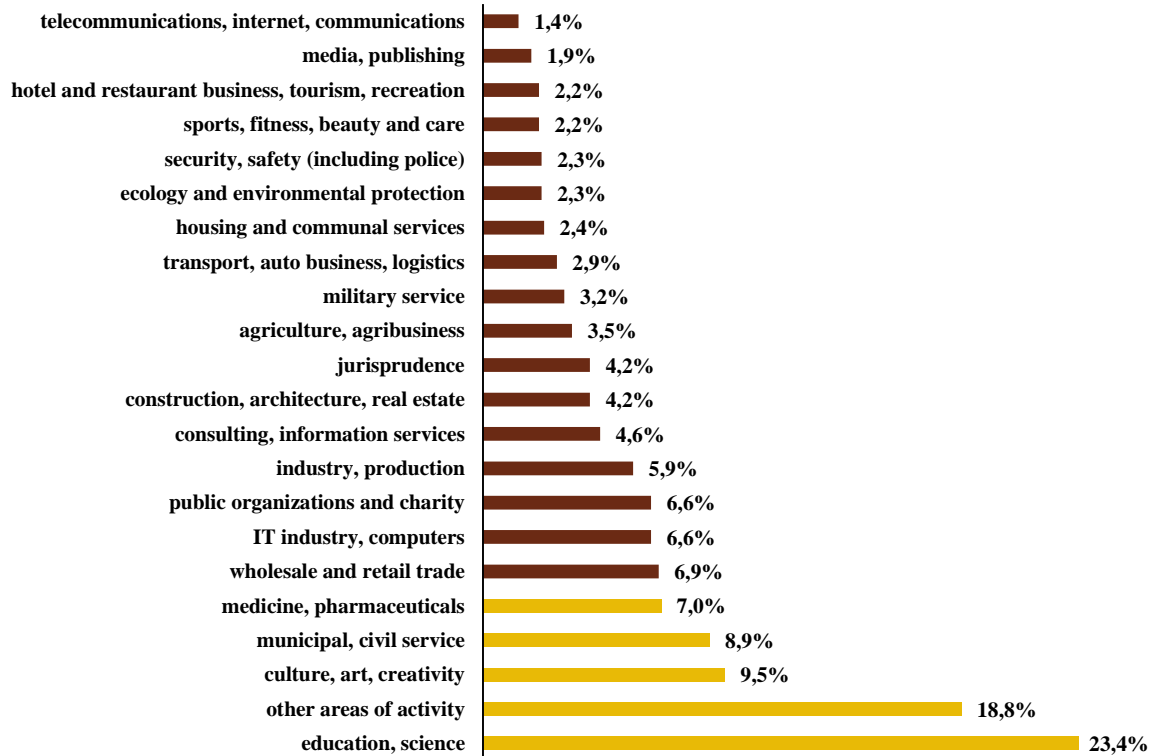
**Chart**  
Gender share of residents by level of education, %



There are no significant shifts towards women or men in terms of the level of education received, in particular, the shares of men and women with higher education, scientific degrees, secondary specialized and other levels of education do not have significant deviations. On the other hand, among the unemployed in the community there are qualified specialists with higher (56.3%) and specialized education (28.1%).

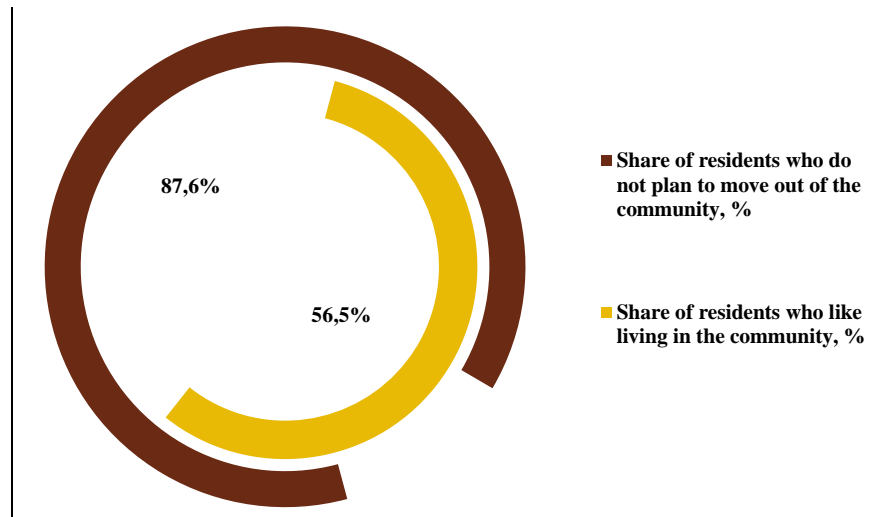
The total sample of respondents is represented by employees of the main branches of economic activity of the community. The highest activity in the survey was shown among residents employed in the fields of education and science; other (not listed) fields of activity; culture, art and creativity; municipal and public service; medicine and pharmaceuticals. The share of representatives of the field of telecommunications, Internet, communication (1.4%) and mass media and publishing (1.9%) is quite low.

**Chart**  
Share of surveyed residents by field of activity, %



When asked about residents' preferences for living in the community, slightly more than half of the residents answered positively (the share was 56.5%). A significant part of the residents (17.4%) does not like living in the territory of the Kropyvnytskyi Urban Territorial Community; another 26.1% of the respondents have not decided for themselves about their preferences; another 12.4% of the respondents plan to move to other cities of Ukraine or abroad.

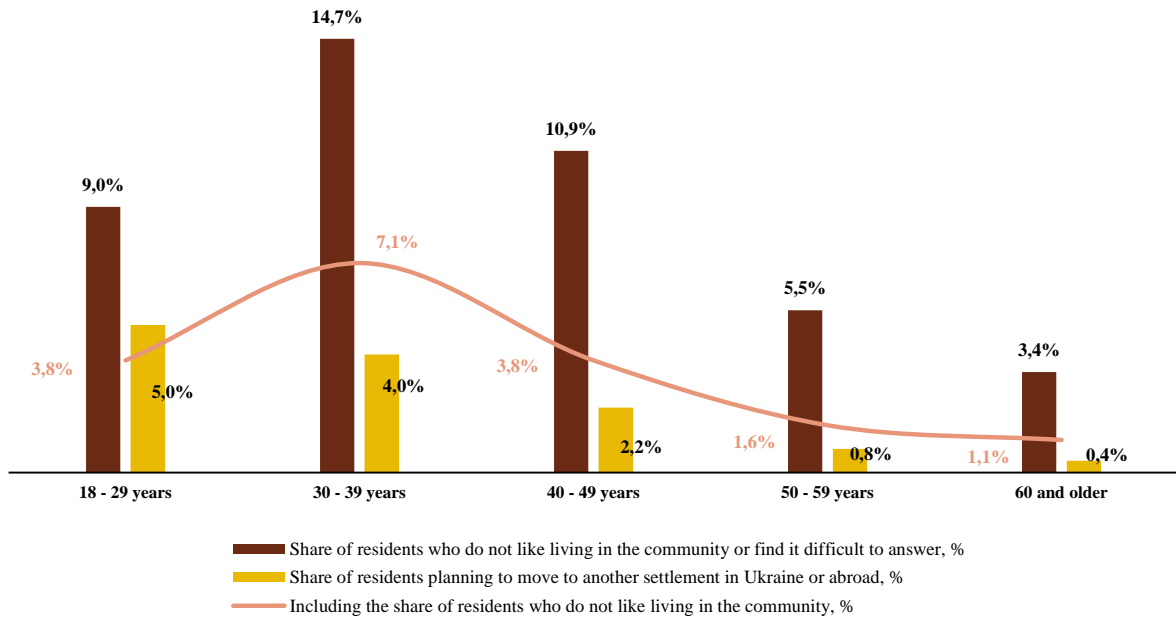
**Chart**  
Share of residents by living preferences, %



Unfortunately, such a result may indicate existing negative sentiments in society, which requires the urgent implementation of measures related to improving comfortable living conditions, including promoting stable socio-economic development and safety.

## Chart

## Share of residents by age groups regarding living preferences, %

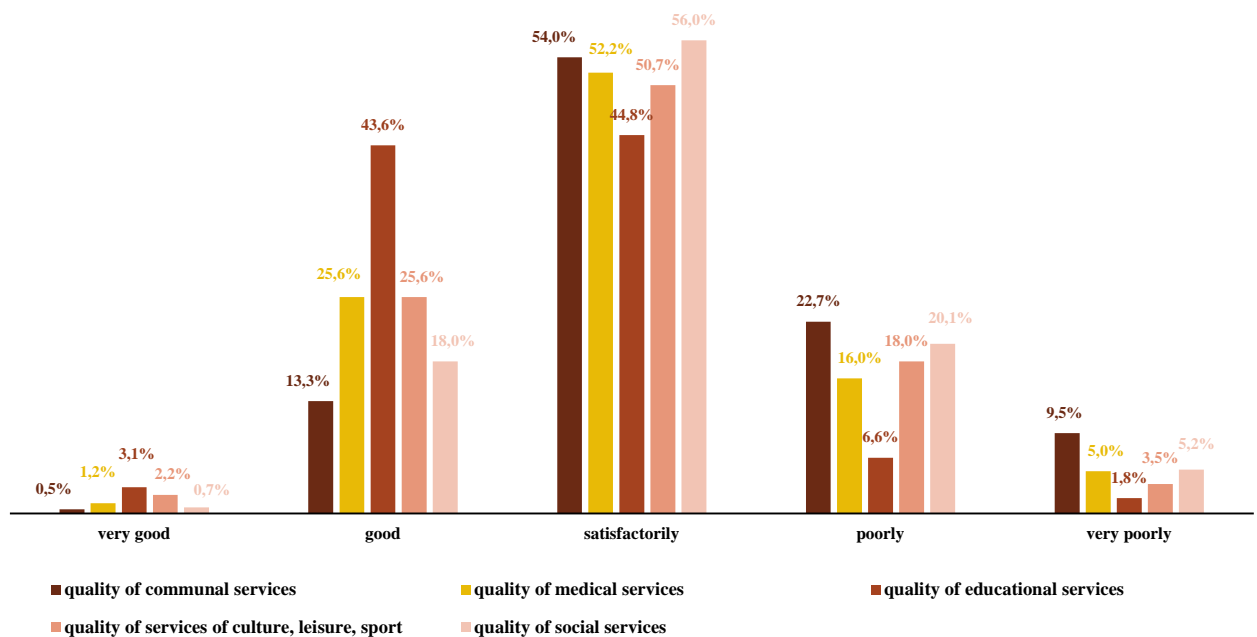


The diagram above shows the age distribution of the indicated categories of respondents, a significant share of which are residents of the most economically active population of the community aged 18-49, who should directly participate in the processes of socio-economic transformation on the path to sustainable development of the community. Some of them plan to leave the territory of the community (11.2%); some do not like living in the community (14.7%).

There is a need to address problems that affect negative sentiment in society, including those related to comfortable living conditions, prospects for one's own development, and the creation of favorable conditions for entrepreneurial activity.

## Chart

## Assessment of service quality, %



There is a rather heterogeneous structure of the assessment. Generally, the quality of the specified services (public, educational, social, medical, cultural, etc.) is assessed at the level of

"satisfactory", which can be interpreted as quite sufficient to meet the needs, conditions and requirements of the community residents. The fluctuation of the assessment "satisfactory" occurs in the range of 45-56%. The atypical surge in the assessment "good" regarding the quality of educational services (43.6%) may be due to the significant share of education and science workers who participated in the survey, and whose weight in the assessment was 14.3%.

A negative feature of the results is the significant weight of the assessments "poor" and "very poor", in particular regarding the quality of communal services (32.2%), medical services (21.0%), cultural, leisure and sports services (21.5%), social services (25.3%). The highest assessment "very good" ranges from 0.5% for communal services to 3.1% for educational services.

**Table**  
**The most pressing problems that need to be addressed, %**

<b>The most pressing problems of the community, %</b>	
unsatisfactory condition of road and transport infrastructure	59.7
unsatisfactory state of land improvement (landscaping)	56.0
corruption and administrative barriers	51.1
low quality of housing and communal services	44.1
underdeveloped tourism industry	35.2
lack of waste management measures	32.5
unavailability (expensiveness) of housing	31.1
low level of training of residents on security issues during war	29.3
lack of jobs, unemployment	28.8
unfavorable environmental protection	28.8
drunkenness, alcoholism, drug addiction	24.0
underdeveloped physical culture and health infrastructure	24.2
low quality and inaccessibility of medical services	19.8
lack of mass and local cultural events	18.3
disorderly street vending	18.1
unsatisfactory public (suburban) transport	12.3
social safety, social protection	12.0
insufficient level of business development, including self-employment	11.5
unsatisfactory police performance	10.9
low level of public safety, increased crime	7.8
low quality and inaccessibility of educational services	6.3
high level of labor migration of the population	6.6
others	4.0
undeveloped hospitality sphere	2.6

According to the list of proposed problems presented in the table, unsatisfactory state of road and transport infrastructure (59.7%), unsatisfactory state of land development (56.0%), corruption and administrative barriers (51.1%), low quality of housing and communal services (44.1%), and underdeveloped tourism industry (35.2%) have the highest specific weight according to the survey results. Other problems have lower significance indicators and are gradually ranked in the table by priority.

Compared to the existing problems facing the community, residents identified priority areas for development, which are ranked according to their importance in the table below. Creating a comfortable urban environment and improving territories is the main priority area with a total weight of 61.4%.



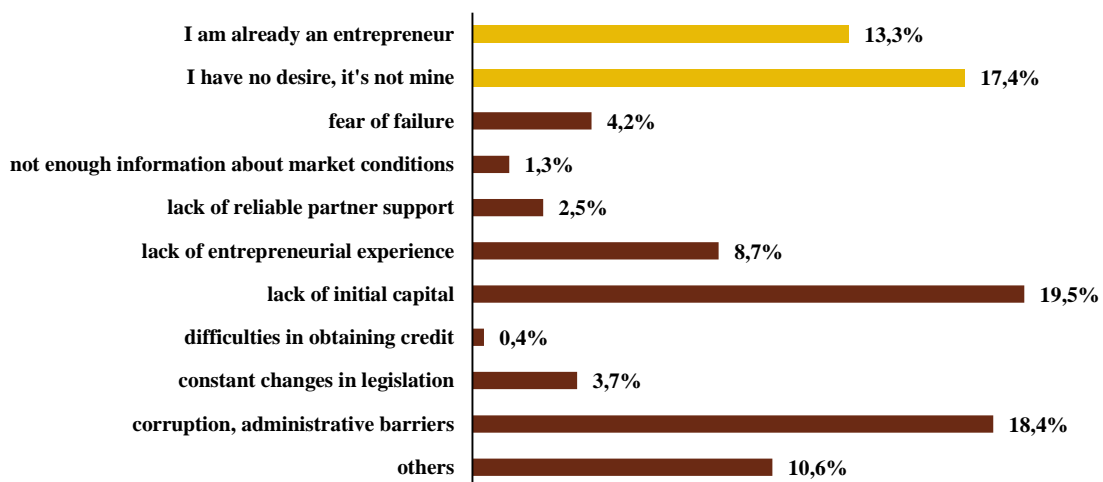
**Table**  
**Priority areas of community development, %**

<b>Priority areas of community development, %</b>	
creation of a comfortable (urban) environment and improvement of territories	61.4
industrial development and creation of new jobs	44.1
creating conditions for attracting investments	40.0
providing the population with affordable housing and creating a comfortable living environment	31.6
improving security infrastructure (shelters, bomb shelters, alerts, etc.)	29.3
creation of social and infrastructure facilities (water supply, energy, etc.)	25.8
providing affordable and high-quality medical care	23.9
support for small and medium-sized businesses	19.0
tourism and recreation development	16.7
human capital development	12.3
development of culture and spirituality	12.1
development of physical culture and sports	10.6
development of agriculture, farming	6.3
development of the information technology sector (IT industry)	5.4
another directions	4.1

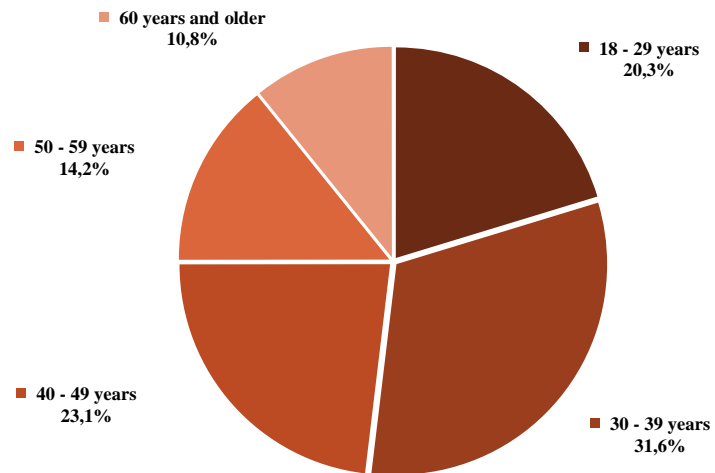
Among other areas, respondents identified the development of industry and the creation of new jobs (44.1%), creating conditions for attracting investments (40.0%), providing the population with affordable housing (31.6%), and improving security infrastructure (29.3%). Of course, identifying the main priorities and problems does not limit the community from solving other tasks and developing other areas of activity.

In particular, the priority of supporting the development of small and medium-sized businesses is determined with a weight of 19.0% in the ranked list. It is obvious that small and medium-sized businesses are the basis for the development of not only the local but also the state economy, including the formation of a competitive environment that stimulates the production of goods, works, services, in particular with an innovative component, the development of creative industries through the implementation of the entrepreneurial discovery process.

**Chart**  
**Main problems that restrain entrepreneurship, %**



**Chart**  
Share of residents by age who would like to engage in entrepreneurship, %



Supporting and developing entrepreneurship is one of the most important goals of socio-economic development of any community. Based on the survey results, 30.7% of residents are already registered as entrepreneurs or have no desire to engage in their own entrepreneurial business.

In turn, 69.3% of residents identified problems that prevent them from starting a business, which suggests that the issue of entrepreneurship and self-employment is relevant for them. The main problems that concern potential startups are the lack of initial capital (19.5%), corruption, administrative barriers (18.4%), lack of entrepreneurial experience (8.7%). It is obvious that the majority of respondents who would like to engage in entrepreneurship are in the age range of 18-49 years (75.0%).

**Table**  
Studying the needs of community residents

Beneficiaries	Group size, persons	Need	Problems	Suggestions
<b>community residents</b>	<b>497</b>			
women	370	creation of a comfortable (urban) environment and improvement of territories	<b>unsatisfactory condition of road and transport infrastructure</b>	rehabilitation and construction of roads and street (road) infrastructure, including bicycle infrastructure; improvement of the outdoor lighting network
men	127			
18-49 years	376			
50 years and older	121			
<b>community residents</b>	<b>466</b>			
women	353	creation of a comfortable (urban) environment and improvement of territories	<b>unsatisfactory state of land improvement</b>	preservation and development of comfortable, integrated and safe open public spaces as places of interaction in the community
men	113			
18-49 years	342			
50 years and older	124			
<b>community residents</b>	<b>425</b>			
women	313	creating conditions for attracting investments	<b>corruption and administrative barriers</b>	support and improvement of innovative tools in the field of cooperation and communication between local authorities and the public
men	112			
18-49 years	308			
50 years and older	117			
<b>community residents</b>	<b>367</b>			
women	271	creation of social and infrastructure facilities (water supply, energy, etc.)	<b>low quality of housing and communal services</b>	construction, modernization of housing and communal facilities; provision of affordable, high-quality centralized water supply and wastewater services; modernization and adaptability of heat energy generation sources and heat supply networks
men	96			
18-49 years	284			
50 years and older	83			
<b>community residents</b>	<b>293</b>	creating conditions for	<b>underdeveloped</b>	development and promotion of

<b>Beneficiaries</b>	<b>Group size, persons</b>	<b>Need</b>	<b>Problems</b>	<b>Suggestions</b>
women	216			
men	77			
18-49 years	226			
50 years and older	67			
<b>community residents</b>	<b>270</b>			
women	219			
men	51	creation of a comfortable (urban) environment and improvement of territories	<b>lack of waste management measures</b>	development and implementation of a waste management system
18-49 years	209			
50 years and older	61			
<b>community residents</b>	<b>259</b>			
women	202			
men	57	providing the population with affordable housing and creating a comfortable living environment	<b>unavailability (expensiveness) of housing</b>	increasing the potential of residential and non-residential construction, taking into account modern requirements for safety, accessibility, energy efficiency, etc.
18-49 years	221			
50 years and older	38			
<b>community residents</b>	<b>244</b>			
women	204			
men	40	improving security infrastructure (shelters, bomb shelters, alerts, etc.)	<b>low level of training of residents on security issues during war</b>	information and educational activities on civil security issues
18-49 years	158			
50 years and older	86			
<b>community residents</b>	<b>240</b>			
women	184			
men	56	industrial development and creation of new jobs	<b>lack of jobs, unemployment</b>	implementation of measures to stimulate and support entrepreneurial activity, self-employment and employment, including vulnerable categories of the population
18-49 years	190			
50 years and older	50			
<b>community residents</b>	<b>240</b>			
women	192			
men	48	creation of a comfortable (urban) environment and improvement of territories	<b>unfavorable environmental condition</b>	implementation of measures to improve the environment and rational use of natural resources
18-49 years	173			
50 years and older	67			
<b>community residents</b>	<b>200</b>			
women	151			
men	49	providing affordable and high-quality medical care	<b>drunkenness, alcoholism, drug addiction</b>	building a capable public health system (physical and mental); including creating conditions for disease prevention and early detection
18-49 years	167			
50 years and older	33			
<b>community residents</b>	<b>201</b>			
women	156			
men	45	development of physical culture and sports	<b>underdeveloped physical culture and health infrastructure</b>	development of sports and physical culture and health infrastructure, including inclusive infrastructure
18-49 years	156			
50 years and older	45			
<b>community residents</b>	<b>165</b>			
women	128			
men	37	providing affordable and high-quality medical care	<b>low quality and inaccessibility of medical services</b>	development and modernization of the network of municipal healthcare facilities with the creation of a barrier-free, inclusive, safe medical space taking into account a gender approach; provision of human resources
18-49 years	105			
50 years and older	60			
<b>community residents</b>	<b>152</b>			
women	117			
men	35	development of culture and spirituality	<b>lack of mass and local cultural events</b>	creating conditions for supporting and developing the intellectual, creative and physical potential of all population groups; promoting their integration into public life
18-49 years old	121			
50 years and older	31			
<b>community residents</b>	<b>151</b>			
		creation of a comfortable	<b>disorderly street</b>	promoting the creation of safety

<b>Beneficiaries</b>	<b>Group size, persons</b>	<b>Need</b>	<b>Problems</b>	<b>Suggestions</b>
women	100	(urban) environment and improvement of territories	<b>vending</b>	conditions; improving public order
men	51			
18-49 years	105			
50 years and older	46			
<b>community residents</b>	<b>102</b>	providing the population with affordable housing and creating a comfortable living environment	<b>unsatisfactory public (suburban) transport</b>	infrastructure development and renewal of the public transport, including improving the quality of transport connections
women	80			
men	22			
18-49 years	85			
50 years and older	17			
<b>community residents</b>	<b>100</b>	human capital development	<b>social safety, social protection</b>	expanding and improving the system of providing accessible and high-quality social services, taking into account a gender approach; ensuring their digitalization
women	81			
men	19			
18-49 years	61			
50 years and older	39			
<b>community residents</b>	<b>96</b>	support for small and medium-sized businesses; development of agriculture and farming	<b>insufficient level of business development, including self-employment</b>	implementation of measures to stimulate and support entrepreneurial activity, self-employment and employment, including vulnerable categories of the population
women	64			
men	32			
18-49 years	77			
50 years and older	19			
<b>community residents</b>	<b>91</b>	creation of a comfortable (urban) environment and improvement of territories	<b>unsatisfactory police performance</b>	promoting the creation of safe conditions through the implementation of the "Community Police Officer" project
women	67			
men	24			
18-49 years	65			
50 years and older	26			
<b>community residents</b>	<b>65</b>	creation of a comfortable (urban) environment and improvement of territories	<b>low level of public safety, increased crime</b>	promoting the creation of safe conditions through the implementation of the "Community Police Officer" project
women	49			
men	16			
18-49 years	54			
50 years and older	11			
<b>community residents</b>	<b>52</b>	human capital development	<b>low quality and inaccessibility of educational services</b>	formation of an optimal network and improvement of the material and technical base of educational institutions; ensuring the quality of services
women	42			
men	10			
18-49 years	38			
50 years and older	14			
<b>community residents</b>	<b>55</b>	industrial development and creation of new jobs	<b>high level of labor migration of the population</b>	implementation of measures to stimulate and support entrepreneurial activity, self-employment and employment, including vulnerable categories of the population
women	33			
men	22			
18-49 years	37			
50 years and older	18			
<b>community residents</b>	<b>22</b>	creating conditions for attracting investments	<b>undeveloped hospitality sphere</b>	promoting the creation of new and expansion of existing enterprises with a high share of added value, including the development of the activities of local producers and providers of consumer services
women	16			
men	6			
18-49 years	16			
50 years and older	6			

## **V. SWOT ANALYSIS AND CHARACTERISTICS OF COMPARATIVE ADVANTAGES, CHALLENGES AND RISKS OF PROSPECTIVE DEVELOPMENT**

SWOT analysis is a research of the relationships between internal - endogenous (strengths, weaknesses) and external - exogenous (opportunities, threats) factors that are of strategic importance for the socio-economic development of a community. Strengths and weaknesses include internal factors and resources that are owned by the community or that the community can control. Opportunities and threats include factors and trends that may affect the development of the community, but are not under its direct control, and may reflect potential future changes caused by such factors.

The results of the SWOT analysis of the Kropyvnytskyi Urban Territorial Community are based on a study of key features, factors, priorities, trends, and problems identified during strategic research in various areas of life activity, including: economy and employment, environment, housing and urban development, demography, social infrastructure, engineering infrastructure, transport, culture and tourism, cultural heritage, natural resources, etc.

SWOT analysis is a key element in determining the competitive advantages of a community, as it allows to identify interconnections with "internal" (strengths and weaknesses) and "external" (threats and opportunities) factors. Such ties allow to identify comparative advantages, challenges and risks, which are the basis for formulating strategic and operational goals for community development in the long term.

The interconnections between the identified factors in SWOT is characterized by the level of influence of some factors on others. In particular, the link between opportunities and strengths reflects a potential development strategy. A larger number of opportunities that can significantly enhance certain strengths determines the competitive advantages of the community. The relationship between opportunities and weaknesses allows to neutralize the latter while simultaneously using existing available opportunities. A larger number of opportunities that can reduce the impact of weaknesses determines overcoming shortcomings and identifying potential challenges. The relationship between threats and weaknesses allows to analyze the likely limitation of strategic planning due to the ambiguity of the development of certain events in the future and the impossibility of predicting certain development indicators. Strengthening weaknesses by external factors creates a risky event. Weaknesses, the impact of threats on which is greatest, are the most risky and require the implementation of risk minimization measures.

STRENGTHS	WEAKNESSES
<p>1 Attractive economic and geographical location of the Kropyvnytskyi community in the central part of the Kirovohrad region and Ukraine with comfortable transport accessibility to regional centers, seaports and the state border in the west and southwest of the country.</p>	<p>1 Low income levels of the population, including due to the low average monthly wage of employees.</p>
<p>2 The presence of powerful human potential to meet the socio-economic needs of life activity; including a high level of business activity and self-realization among residents.</p>	<p>2 A difficult demographic situation, which is caused by the natural decline and aging of the population, and the loss of the economically active population due to mobilization and forced migration.</p>
<p>3 An extensive network of road and transport infrastructure, formed by the intersection of important road highways of international, national, and territorial importance; includes the presence of railway junctions and passenger and freight railway stations; the presence of an airport and related infrastructure, including the activities of an international aviation company.</p>	<p>3 Unsatisfactory technical condition of a significant number of road and transport infrastructure facilities, in particular municipal roads, which require major repairs and roadway expansion; insufficient facilities, in particular parking lots for vehicles and car parks. Low level of renewal of the vehicle park of private carriers.</p>
<p>4 The presence of natural resources, in particular water bodies (the hydrographic network of the Ingul River basin and its tributaries; the presence of reservoirs); recreational areas, including the nature reserve fund and the Emerald Network.</p>	<p>4 Unsatisfactory technical condition of municipal infrastructure facilities, in particular housing stock, engineering communications (centralized heating, water supply and sewage systems) and landscaping elements that require major repairs, modernization and implementation of energy-efficient technologies.</p>
<p>5 A powerful multi-sectoral industrial complex; the presence of promising areas of smart specialization, in particular: food production; machinery; transport and warehousing; tourism and hospitality industries.</p>	<p>5 The presence of an imbalance between the demand and supply of labor. An acute shortage in the labor market of skilled workers with tools; workers for maintenance, operation of equipment and machines; professionals, namely: engineers, doctors, teachers, public procurement specialists, etc.</p>
<p>6 The presence of investment-attractive territories and facilities for industrial development, such as "brownfield" and "greenfield", including "industrial zones" of incorporated territories.</p>	<p>6 The underused investment potential of existing "brownfield" and "greenfield" facilities and territories for the development of priority economic activities, including in the areas of smart specialization.</p>
<p>7 Developed scientific documentation "Historical and architectural reference plan of the city of Kropyvnytskyi with definition of boundaries and modes of use of zones of protection of monuments and historical areas" (2022).</p>	<p>7 Lack of a developed comprehensive plan for the spatial development of the community territory and updated urban planning documentation to streamline the legal boundaries of the city, taking into account the incorporated territories.</p>
<p>8 The presence of unique cultural heritage monuments of national and local importance, elements of intangible cultural heritage included in the national list with the area of modern existence on the territory of the community.</p>	<p>8 Lack of effective measures aimed at the effective use of the natural reserve fund, cultural objects and elements of intangible heritage, and the capacities of industrial enterprises as potential centers of attraction for the dynamic development of an innovative tourism product.</p>
<p>9 A functioning tourist information center and unique and attractive tourist locations, including those identified on the map of "tourist magnets" of the State Agency for Tourism Development of Ukraine, namely the Theater of the Coryphaeus and the Ethnolaboratory "Baba Yelka".</p>	<p>9 The presence of enterprises that are considered the largest environmental pollutants. The unsatisfactory sanitary and ecological state of the Ingul River ecosystem, namely high regulation, morphological changes, partial destruction and pollution of coastal protective strips with household waste.</p>












STRENGTHS	WEAKNESSES
<p>10 A powerful and accessible network of multi-level educational institutions, as well as inter-school resource and inclusive resource centers.</p>	<p>10 Lack of a waste management system. Lack of a solid waste landfill in the community; overloading of the existing dump, which requires work related to the sanitation of the territory to increase the sanitary zone and further reclamation.</p>
<p>11 The functioning of an extensive network of social protection institutions to meet the needs of all segments of the population with a wide range of social services.</p>	<p>11 Slow pace of creation and functioning of condominiums. Unregulated mechanism for transferring adjacent territories for use by condominiums in order to effectively service the housing stock.</p>
<p>12 An operating Center for providing administrative services in the "Transparent Office" format with the most popular administrative, registration, social, and pension services, and the availability of remote workplaces.</p>	<p>12 Insufficient level of development of physical culture, health and sports infrastructure facilities and effective promotion of a healthy lifestyle culture among the population.</p>
<p>13 High level of development of civil society institutions, including in the areas of gender equality and ecology, and established mutual communication between local authorities and the public.</p>	<p>13 Lack of a multifunctional community youth center as a space for self-realization and self-development for all categories of youth, including vulnerable groups of the population.</p>
<p>14 A powerful and extensive network of multidisciplinary enterprises and healthcare institutions providing high-quality medical care for adults and children.</p>	<p>14 Insufficient development of civil security infrastructure, including a network of shelters, particularly basic shelters, radiation shelters, dual-purpose constructions, warning systems, etc., including facilities to meet the needs of low-mobility population groups.</p>
<p>15 Sufficient level of financial capacity of the Kropyvnytskyi community.</p>	<p>15 Lack of a developed gender passport and analysis to identify the context of gender issues for the purpose of practical implementation of a gender-oriented approach in planning documents and public communication to reduce gender imbalances, including for the effective development of barrier-free access infrastructure.</p>
	<p>16 Lack of affordable housing, including social housing, to meet the needs of community residents, in particular for internally displaced people and other vulnerable categories of the population.</p>

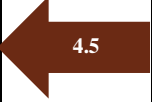






OPPORTUNITIES	THREATS
<p>1 Increasing foreign economic ties, in particular European integration, with European countries, including within the framework of Ukraine's candidate status for EU membership, taking into account the existing powerful economic potential of the community, advantageous geographical location, and proximity to the state border.</p>	<p>1 Instability of the situation in external markets; loss of competitiveness of leading economic sectors, including industries with low added value.</p>
<p>2 Expanding intermunicipal, interregional and international cooperation; effective use of public investments, including for the development of public-private partnerships.</p>	<p>2 The existing feeling of danger among potential investors and international partners due to the prolongation/freezing of the military conflict and high risks associated with uncertainty in potential development prospects and possible destruction of civilian, industrial, critical infrastructure, etc.</p>
<p>3 Participation in international technical assistance programs/projects; expanding access to EU structural and investment funds.</p>	<p>3 Restrictions and tightening of requirements for receiving international technical assistance.</p>
<p>4 Participation in government programs to obtain investment funds for the implementation of local development projects.</p>	<p>4 Suspension and/or significant reduction of State Budget of Ukraine expenditures for investment purposes on budget programs.</p>
<p>5 Increasing the volume of state financial support for business entities within the framework of the "Made in Ukraine" program.</p>	<p>5 Instability of the national currency exchange rate. Rising cost of credit resources.</p>
<p>6 Business relocation from temporarily occupied and hostility territories, and the implementation of stimulating measures for its development in the community.</p>	<p>6 Lack of business entities that intend to relocate their business from other regions to the community.</p>
<p>7 Providing for lease land plots and real estate objects, including industrial territories (land), for the creation and development of industrial parks in priority areas of economic activity, in particular in smart specialization, and the development of other industries.</p>	<p>7 Bureaucratic, lengthy, and expensive procedures for registering and obtaining legal and other documents for land and real estate, which slows down the process of leasing or selling such objects.</p>
<p>8 Integration of internally displaced people, veterans, family members of the deceased and other vulnerable categories of the population into the public life of the community, including the economic space.</p>	<p>8 Continued labor migration of the working age population to more developed, safe cities of Ukraine or abroad with no prospects of return.</p>
<p>9 Implementation of new training programs by vocational, pre-university and higher education institutions, focused on the needs of priority sectors of the community economy.</p>	<p>9 Insignificant amounts of investment in innovation processes and research activities, which will hinder the implementation of smart specialization in the community economy.</p>
<p>10 The presence of prerequisites for the creation and development of clusters of various specializations in industries with high economic potential.</p>	<p>10 Reduction in demand for labor, mostly related to manual or mechanical labor, which is due to the introduction of modern innovative technologies at large enterprises, mainly in industry.</p>
<p>11 Expanding state incentives for measures to implement energy-saving technologies to reduce energy consumption using alternative sources, including biomass, secondary raw materials, waste, and natural energy, namely solar energy.</p>	<p>11 The national policy of increasing the cost of energy and other housing and communal services, as well as increasing the price of fuels, which affects general inflationary processes.</p>



OPPORTUNITIES	THREATS
12 Implementation of a comprehensive economic model of a circular economy with an environmentally friendly concept, including with the aim of reducing the negative impact on the environment and promoting economical consumption.	12 Available disposal of radioactive waste and contaminated territory of building materials after the elimination of radioactive pollution.
13 Availability of vacant land plots for the construction of new residential buildings in order to provide affordable housing for community residents, internally displaced people, and other vulnerable categories of the population.	13 The protracted military aggression of the Russian Federation against Ukraine and the continuation of hostilities and martial law on the territory of Ukraine.
14 Promotion of the community as an attractive competitive tourist destination with an offer of innovative tourist products, taking into account the existing powerful resources of cultural heritage sites, intangible heritage, nature reserve fund, recreation and industry; development of creative industries.	14 The deprivation of river basins, in particular the Ingul, of natural biofilters with a tendency to plow up watersheds, which affects the intensification of coastal erosion, soil washing and erosion, contributes to silting and shallowing of rivers, and deterioration of water quality.
15 Implementation of promotional activities for a healthy lifestyle, popularization of mass sports (physical activity of residents), and promotion of population health improvement in order to prevent morbidity and mortality.	15 Negative dynamics of mortality growth from the main causes of diseases (diseases of the cardiovascular system, respiratory and digestive organs, neoplasms, coronavirus infection COVID-19); the emergence of pandemics.
16 The development of digital governance, as a transition from electronic, with the expansion of forms of digital governance, the introduction of innovative digital technologies, and the formation of digital skills among residents.	16 The strengthening of legislation in the field of mobilization and its violation affects the growth of the level of "shadow" economy, the shortage of male labor supply, the reduction of production and self-employment of the population, etc.
17 Deepening mutual communication between local authorities and civil society institutions through broad public involvement in making management decisions and improving e-democracy tools.	17 High corruption at the state and regional levels; declining public trust in government.
18 Implementation of educational and information campaign measures on equal rights and opportunities for women and men in all spheres of life and promotion of reducing gender gaps, including those related to the creation and development of barrier-free access infrastructure.	18 The emergence of significant gender gaps in demographics, households, the education and labor markets, etc., particularly during the war years of 2022-2024, with the imbalance likely to increase if the war continues.

## OPPORTUNITIES ENHANCE STRENGTHS

STRENGTHS		OPPORTUNITIES
1 Attractive economic and geographical location of the Kropyvnytskyi community in the central part of the Kirovohrad region and Ukraine with comfortable transport accessibility to regional centers, seaports and the state border in the west and southwest of the country.	 1,3,5,6	1 Increasing foreign economic ties, in particular European integration, with European countries, including within the framework of Ukraine's candidate status for EU membership, taking into account the existing powerful economic potential of the community, advantageous geographical location, and proximity to the state border.
2 The presence of powerful human potential to meet the socio-economic needs of life activity; including a high level of business activity and self-realization among residents.	 1,2,3,4,5,6	2 Expanding intermunicipal, interregional and international cooperation; effective use of public investments, including for the development of public-private partnerships.
3 An extensive network of road and transport infrastructure, formed by the intersection of important road highways of international, national, and territorial importance; includes the presence of railway junctions and passenger and freight railway stations; the presence of an airport and related infrastructure, including the activities of an international aviation company.	 2,4,5,6,15	3 Participation in international technical assistance programs/projects; expanding access to EU structural and investment funds.
4 The presence of natural resources, in particular water bodies (the hydrographic network of the Ingul River basin and its tributaries; the presence of reservoirs); recreational areas, including the nature reserve fund and the Emerald Network.	 4,6,15	4 Participation in government programs to obtain investment funds for the implementation of local development projects.
5 A powerful multi-sectoral industrial complex; the presence of promising areas of smart specialization, in particular: food production; machinery; transport and warehousing; tourism and hospitality industries.	 5,6	5 Increasing the volume of state financial support for business entities within the framework of the "Made in Ukraine" program.
6 The presence of investment-attractive territories and facilities for industrial development, such as "brownfield" and "greenfield", including "industrial zones" of incorporated territories.	 1,3,4,5,6,15	6 Business relocation from temporarily occupied and hostility territories, and the implementation of stimulating measures for its development in the community.
7 Developed scientific documentation "Historical and architectural reference plan of the city of Kropyvnytskyi with definition of boundaries and modes of use of zones of protection of monuments and historical areas" (2022).	 5,6,7,15	7 Providing for lease land plots and real estate objects, including industrial territories (land), for the creation and development of industrial parks in priority areas of economic activity, in particular in smart specialization, and the development of other industries.
8 The presence of unique cultural heritage monuments of national and local importance, elements of intangible cultural heritage included in the national list with the area of modern existence on the territory of the community.	 2,10,11,13	8 Integration of internally displaced people, veterans, family members of the deceased and other vulnerable categories of the population into the public life of the community, including the economic space.
9 A functioning tourist information center and unique and attractive tourist locations, including those identified on the map of "tourist magnets" of the State Agency for Tourism Development of Ukraine, namely the Theater of the Coryphaeus and the Ethnolaboratory "Baba Yelka".	 2,5,10	9 Implementation of new training programs by vocational, pre-university and higher education institutions, focused on the needs of priority sectors of the community economy.
10 A powerful and accessible network of multi-level educational institutions, as well as inter-school resource and inclusive resource centers.	 2,5,10	10 The presence of prerequisites for the creation and development of clusters of various specializations in industries with high economic potential.
11 The functioning of an extensive network of social protection institutions to meet the needs of all segments of the population with a wide range of social services.	 4,5	11 Expanding state incentives for measures to implement energy-saving technologies to reduce energy consumption using alternative sources, including biomass, secondary raw materials, waste, and natural energy, namely solar energy.

STRENGTHS		OPPORTUNITIES
12 An operating Center for providing administrative services in the "Transparent Office" format with the most popular administrative, registration, social, and pension services, and the availability of remote workplaces.	 4,5	12 Implementation of a comprehensive economic model of a circular economy with an environmentally friendly concept, including with the aim of reducing the negative impact on the environment and promoting economical consumption.
13 High level of development of civil society institutions, including in the areas of gender equality and ecology, and established mutual communication between local authorities and the public.	 6,7,11	13 Availability of vacant land plots for the construction of new residential buildings in order to provide affordable housing for community residents, internally displaced people, and other vulnerable categories of the population.
14 A powerful and extensive network of multidisciplinary enterprises and healthcare institutions providing high-quality medical care for adults and children.	 1,2,4,5,8,9	14 Promotion of the community as an attractive competitive tourist destination with an offer of innovative tourist products, taking into account the existing powerful resources of cultural heritage sites, intangible heritage, nature reserve fund, recreation and industry; development of creative industries.
15 Sufficient level of financial capacity of the Kropyvnytskyi community.	 2,11,14	15 Implementation of promotional activities for a healthy lifestyle, popularization of mass sports (physical activity of residents), and promotion of population health improvement in order to prevent morbidity and mortality.
	 2,10,12,13	16 The development of digital governance, as a transition from electronic, with the expansion of forms of digital governance, the introduction of innovative digital technologies, and the formation of digital skills among residents.
	 2,13	17 Deepening mutual communication between local authorities and civil society institutions through broad public involvement in making management decisions and improving e-democracy tools.
	 2,11,13	18 Implementation of educational and information campaign measures on equal rights and opportunities for women and men in all spheres of life and promotion of reducing gender gaps, including those related to the creation and development of barrier-free access infrastructure.








## OPPORTUNITIES REDUCE THE IMPACT OF WEAKNESSES

WEAKNESSES		OPPORTUNITIES
1 Low income levels of the population, including due to the low average monthly wage of employees.	← 1,2,5,6,7	1 Increasing foreign economic ties, in particular European integration, with European countries, including within the framework of Ukraine's candidate status for EU membership, taking into account the existing powerful economic potential of the community, advantageous geographical location, and proximity to the state border.
2 A difficult demographic situation, which is caused by the natural decline and aging of the population, and the loss of the economically active population due to mobilization and forced migration.	← 3,4,6,7,8,9,10	2 Expanding intermunicipal, interregional and international cooperation; effective use of public investments, including for the development of public-private partnerships.
3 Unsatisfactory technical condition of a significant number of road and transport infrastructure facilities, in particular municipal roads, which require major repairs and roadway expansion; insufficient facilities, in particular parking lots for vehicles and car parks. Low level of renewal of the vehicle park of private carriers.	← 3,4,6,7,8,9,10	3 Participation in international technical assistance programs/projects; expanding access to EU structural and investment funds.
4 Unsatisfactory technical condition of municipal infrastructure facilities, in particular housing stock, engineering communications (centralized heating, water supply and sewage systems) and landscaping elements that require major repairs, modernization and implementation of energy-efficient technologies.	← 3,4,6,8,9,10,12,14,15,16	4 Participation in government programs to obtain investment funds for the implementation of local development projects.
5 The presence of an imbalance between the demand and supply of labor. An acute shortage in the labor market of skilled workers with tools; workers for maintenance, operation of equipment and machines; professionals, namely: engineers, doctors, teachers, public procurement specialists, etc.	← 1,2,5,6	5 Increasing the volume of state financial support for business entities within the framework of the "Made in Ukraine" program.
6 The underused investment potential of existing brownfield and greenfield facilities and territories for the development of priority economic activities, including in the areas of smart specialization.	← 1,2,5,6,8	6 Business relocation from temporarily occupied and hostility territories, and the implementation of stimulating measures for its development in the community.
7 Lack of a developed comprehensive plan for the spatial development of the community territory and updated urban planning documentation to streamline the legal boundaries of the city, taking into account the штецікзцікфеує territories.	← 1,2,3,4,5,6,7	7 Providing for lease land plots and real estate objects, including industrial territories (land), for the creation and development of industrial parks in priority areas of economic activity, in particular in smart specialization, and the development of other industries.
8 Lack of effective measures aimed at the effective use of the natural reserve fund, cultural objects and elements of intangible heritage, and the capacities of industrial enterprises as potential centers of attraction for the dynamic development of an innovative tourism product.	← 1,2,5,6,13,16	8 Integration of internally displaced people, veterans, family members of the deceased and other vulnerable categories of the population into the public life of the community, including the economic space.
9 The presence of enterprises that are considered the largest environmental pollutants. The unsatisfactory sanitary and ecological state of the Ingul River ecosystem, namely high regulation, morphological changes, partial destruction and pollution of coastal protective strips with household waste.	← 1,2,5,15	9 Implementation of new training programs by vocational, pre-university and higher education institutions, focused on the needs of priority sectors of the community economy.
10 Lack of a waste management system. Lack of a solid waste landfill in the community; overloading of the existing dump, which requires work related to the sanitation of the territory to increase the sanitary zone and further reclamation.	← 1,2,5	10 The presence of prerequisites for the creation and development of clusters of various specializations in industries with high economic potential.
11 Slow pace of creation and functioning of condominiums. Unregulated mechanism for transferring adjacent territories for use by condominiums in order to effectively service the housing stock.	← 4,9,10,11	11 Expanding state incentives for measures to implement energy-saving technologies to reduce energy consumption using alternative sources, including biomass, secondary raw materials, waste, and natural energy, namely solar energy.

WEAKNESSES			OPPORTUNITIES
12	Insufficient level of development of physical culture, health and sports infrastructure facilities and effective promotion of a healthy lifestyle culture among the population.	← 4,6,9,10	12 Implementation of a comprehensive economic model of a circular economy with an environmentally friendly concept, including with the aim of reducing the negative impact on the environment and promoting economical consumption.
13	Lack of a multifunctional community youth center as a space for self-realization and self-development for all categories of youth, including vulnerable groups of the population.	← 6,11,14,16	13 Availability of vacant land plots for the construction of new residential buildings in order to provide affordable housing for community residents, internally displaced people, and other vulnerable categories of the population.
14	Insufficient development of civil security infrastructure, including a network of shelters, particularly basic shelters, radiation shelters, dual-purpose constructions, warning systems, etc., including facilities to meet the needs of low-mobility population groups.	← 1,2,5,8	14 Promotion of the community as an attractive competitive tourist destination with an offer of innovative tourist products, taking into account the existing powerful resources of cultural heritage sites, intangible heritage, nature reserve fund, recreation and industry; development of creative industries.
15	Lack of a developed gender passport and analysis to identify the context of gender issues for the purpose of practical implementation of a gender-oriented approach in planning documents and public communication to reduce gender imbalances, including for the effective development of barrier-free access infrastructure.	← 2,12	15 Implementation of promotional activities for a healthy lifestyle, popularization of mass sports (physical activity of residents), and promotion of population health improvement in order to prevent morbidity and mortality.
16	Lack of affordable housing, including social housing, to meet the needs of community residents, in particular for internally displaced people and other vulnerable categories of the population.	← 5,13,15	16 The development of digital governance, as a transition from electronic, with the expansion of forms of digital governance, the introduction of innovative digital technologies, and the formation of digital skills among residents.
		← 2,15	17 Deepening mutual communication between local authorities and civil society institutions through broad public involvement in making management decisions and improving e-democracy tools.
		← 4,12,13,15,16	18 Implementation of educational and information campaign measures on equal rights and opportunities for women and men in all spheres of life and promotion of reducing gender gaps, including those related to the creation and development of barrier-free access infrastructure.

## THREATS INCREASE THE INFLUENCE OF WEAKNESSES

WEAKNESSES		THREATS
1 Low income levels of the population, including due to the low average monthly wage of employees.	← 1,2,5,6,8	1 Instability of the situation in external markets; loss of competitiveness of leading economic sectors, including industries with low added value.
2 A difficult demographic situation, which is caused by the natural decline and aging of the population, and the loss of the economically active population due to mobilization and forced migration.	← 2,3,4,5,6,8,14	2 The existing sense of danger among potential investors and international partners due to the prolongation/freezing of the military conflict and high risks associated with uncertainty in potential development prospects and possible destruction of civilian, industrial, critical infrastructure, etc.
3 Unsatisfactory technical condition of a significant number of road and transport infrastructure facilities, in particular municipal roads, which require major repairs and roadway expansion; insufficient facilities, in particular parking lots for vehicles and car parks. Low level of renewal of the vehicle park of private carriers.	← 3,4,7,8,12,13,14	3 Restrictions and tightening of requirements for receiving international technical assistance.
4 Unsatisfactory technical condition of municipal infrastructure facilities, in particular housing stock, engineering communications (centralized heating, water supply and sewage systems) and landscaping elements that require major repairs, modernization and implementation of energy-efficient technologies.	← 3,4,5,6,7,11,12,13,14,16	4 Suspension and/or significant reduction of State Budget of Ukraine expenditures for investment purposes on budget programs.
5 The presence of an imbalance between the demand and supply of labor. An acute shortage in the labor market of skilled workers with tools; workers for maintenance, operation of equipment and machines; professionals, namely: engineers, doctors, teachers, public procurement specialists, etc.	← 1,6,8	5 Instability of the national currency exchange rate. Rising cost of credit resources.
6 The underused investment potential of existing brownfield and greenfield facilities and territories for the development of priority economic activities, including in the areas of smart specialization.	← 1,2,5,6	6 Lack of business entities that intend to relocate their business from other regions to the community.
7 Lack of a developed comprehensive plan for the spatial development of the community territory and updated urban planning documentation to streamline the legal boundaries of the city, taking into account the incorporated territories.	← 6,7,14,16	7 Bureaucratic, lengthy, and expensive procedures for registering and obtaining legal and other documents for land and real estate, which slows down the process of leasing or selling such objects.
8 Lack of effective measures aimed at the effective use of the natural reserve fund, cultural objects and elements of intangible heritage, and the capacities of industrial enterprises as potential centers of attraction for the dynamic development of an innovative tourism product.	← 2,5,16	8 Continued labor migration of the working age population to more developed, safe cities of Ukraine or abroad with no prospects of return.
9 The presence of enterprises that are considered the largest environmental pollutants. The unsatisfactory sanitary and ecological state of the Ingul River ecosystem, namely high regulation, morphological changes, partial destruction and pollution of coastal protective strips with household waste.	← 6,8	9 Insignificant amounts of investment in innovation processes and research activities, which will hinder the implementation of smart specialization in the community economy.
10 Lack of a waste management system. Lack of a solid waste landfill in the community; overloading of the existing dump, which requires work related to the sanitation of the territory to increase the sanitary zone and further reclamation.	← 1,2,5	10 Reduction in demand for labor, mostly related to manual or mechanical labor, which is due to the introduction of modern innovative technologies at large enterprises, mainly in industry.
11 Slow pace of creation and functioning of condominiums. Unregulated mechanism for transferring adjacent territories for use by condominiums in order to effectively service the housing stock.	← 1,11	11 The national policy of increasing the cost of energy and other housing and communal services, as well as increasing the price of fuels, which affects general inflationary processes.

WEAKNESSES			THREATS
12	Insufficient level of development of physical culture, health and sports infrastructure facilities and effective promotion of a healthy lifestyle culture among the population.	 2,9,10	12 Available disposal of radioactive waste and contaminated territory and building materials after the elimination of radioactive pollution.
13	Lack of a multifunctional community youth center as a space for self-realization and self-development for all categories of youth, including vulnerable groups of the population.	 1,2,5,6,8,14	13 The protracted military aggression of the Russian Federation against Ukraine and the continuation of hostilities and martial law on the territory of Ukraine.
14	Insufficient development of civil security infrastructure, including a network of shelters, particularly basic shelters, radiation shelters, dual-purpose constructions, warning systems, etc., including facilities to meet the needs of low-mobility population groups.	 9,10	14 The deprivation of river basins, in particular the Ingul, of natural biofilters with a tendency to plow up watersheds, which affects the intensification of coastal erosion, soil washing and erosion, contributes to silting and shallowing of rivers, and deterioration of water quality.
15	Lack of a developed gender passport and analysis to identify the context of gender issues for the purpose of practical implementation of a gender-oriented approach in planning documents and public communication to reduce gender imbalances, including for the effective development of barrier-free access infrastructure.	 2,9,10,12	15 Negative dynamics of mortality growth from the main causes of diseases (diseases of the cardiovascular system, respiratory and digestive organs, neoplasms, coronavirus infection COVID-19); the emergence of pandemics.
16	Lack of affordable housing, including social housing, to meet the needs of community residents, in particular for internally displaced persons and other vulnerable categories of the population.	 2,5,15	16 The strengthening of legislation in the field of mobilization and its violation affects the growth of the level of "shadow" economy, the shortage of male labor supply, the reduction of production and self-employment of the population, etc.
		 2,3,4	17 High corruption at the state and regional levels; declining public trust in government.
		 2,5,15	18 The emergence of significant gender gaps in demographics, households, the education and labor markets, etc., particularly during the war years of 2022-2024, with the imbalance likely to increase if the war continues.

## COMPARATIVE ADVANTAGES

The Kropyvnytskyi Urban Territorial Community has an attractive economic and geographical location with comfortable transport accessibility to the regional centers of Ukraine, seaports and the western state border, which has a positive effect on the sustainability of enterprises in various areas of economic activity, especially during the war years of 2022-2024. The lack of access to stable logistics routes for the supply of goods during the war and the need for rapid adaptation to new supply routes, taking into account safety and reliability factors, have become the main factors for business in trade relations. The extensive network of road and transport infrastructure of the community, formed by the intersection of important road highways and the presence of railway junctions, acquires a significant competitive advantage and has a positive effect on the development of business trade relations and contributes to the development of the infrastructure of related industries, in particular transport and warehousing. The geography of supplies of goods by export-oriented enterprises of the community has also undergone certain transformations with a reorientation to EU countries. Ukraine's status of a candidate of a EU member, further expansion of foreign economic relations and integration of enterprises into the European economic space will significantly strengthen the mentioned competitive advantages. In addition, it is obvious that the presence of an airport and the corresponding infrastructure will strengthen the position of the community in the field of passenger and cargo transportation, in particular in the post-war period of recovering of the aviation industry.

In the context of opening access to EU structural and investment funds, among the competitive advantages of the community can be identified higher organizational capacity to obtain funding, including within the framework of international technical assistance projects and programs of international financial organizations.

Despite the negative consequences of the full-scale invasion, the enterprises of the Kropyvnytskyi Urban Territorial Community continued to increase production volumes, expand and scale economic activity, including through relocated businesses and investments. The production and industrial potential is represented by various types of economic activity, as a result of which a powerful, stable, diversified business structure was formed, with promising areas of smart specialization, namely: food production, machinery, transport and warehousing, the tourism industry and the hospitality industry. Successful implementation of smart specialization can be achieved, including through the effective use of public investments, in particular the development of public-private partnerships, participation in international technical assistance projects and state programs to stimulate business development, including the "Made in Ukraine" program, which will contribute to changing the structure of the community's economy by increasing goods with a high share of added value, specifically Ukrainian production, using innovative and high-tech research and development.

In order to attract potential investors, including relocated businesses to the community, there is a need to create a database and presentation materials on investment-attractive territories and real estate objects that can be leased or sold, which will significantly improve the use of natural resources, the specified objects and territories of industrial development, strengthen the overall investment attractiveness of the community, and contribute to improving the investment climate.

Although there is a tendency for labor migration in the community, mainly for the purpose of moving to safer regions, and a certain imbalance in the labor market of the community, namely a shortage of labor in certain industries and a shortage of jobs in others, the community is characterized by the presence of strong human potential, in particular a sufficient number of economically active population, as well as vulnerable groups that need integration into the socio-economic space. There is a need to establish cooperation with institutions of various levels of education to adapt training programs to the needs of priority industries, as well as to implement measures for the integration and reintegration of vulnerable categories of the population in order to stimulate their employment and self-employment. In turn, this will contribute to the growth of



prestige and demand for educational services, in particular, local institutions of vocational and technical, professional pre-higher and higher education.

The existing powerful network of educational institutions and the scientific and technical potential of the community can be considered a competitive advantage in the context of the global development of the IT sector and attracting investments in high-tech industries.

The Kropyvnytskyi Urban Territorial Community has high potential for intensive development of the tourism and recreation sector, which is facilitated by the following factors: the activity of the tourist information center and the presence of powerful "attraction magnets", a large number of cultural heritage monuments of national and local importance, elements of intangible cultural heritage, the presence of an extensive network of historical and cultural institutions, territories and objects of the nature reserve fund and the Emerald Network, other natural resources, in particular water bodies, etc.

In the context of a decline in the natural reproduction of the population, the need for urgent promotion of a healthy lifestyle, and an increase in demand for services in the field of physical rehabilitation (physical and mental), including for military personnel, persons with disabilities, and other vulnerable groups of the population, the community has significant advantages in the further development of these areas, in particular on the basis of a powerful, extensive network of healthcare and social protection institutions, and facilities for physical culture, recreation, and sports infrastructure.

Deepening mutual communication between local authorities and the public through broad involvement in decision-making and improving e-democracy tools will significantly improve dialogue and strengthen the development of civil society institutions, including in the areas of gender equality and ecology.

Generally, the existing competitive advantages of the Kropyvnytskyi Urban Territorial Community are the basis for increasing the innovativeness and competitiveness of the economy, including on the basis of smart specialization; increasing the quality of life; improving the state of the environment and rational use of natural resources; strengthening and developing human potential; developing a modern digital ecosystem; preserving and protecting centuries-old cultural traditions and historical heritage, taking into account modern requirements for safety, accessibility, energy efficiency, and a gender approach.

## CHALLENGES

In the conditions of prolonged uncertainty about the end of hostilities today special attention is required to the mechanisms for implementing measures aimed at overcoming the challenges associated with the negative consequences of such uncertainty caused on the Kropyvnytskyi Urban Territorial Community. The low level of income, mobilization processes and the search for infrastructurally developed and safe places provoke uncontrolled migration of the population, in particular the economically active, to other regions of Ukraine and abroad. In turn, according to preliminary estimates, the population of the community in 2023 increased compared to 2022 solely due to the arrival of internally displaced people. Thus, in order to preserve and strengthen the human potential of the community, it is necessary to implement comprehensive measures that will include the creation of favorable conditions for comfortable life in the community and the integration of residents into the socio-economic space.

Although the industrial complex of the Kropyvnytskyi Urban Territorial Community has a multi-sectoral, stable, diversified structure, there is an imbalance between the demand and supply of labor with a particularly acute shortage in the labor market of qualified workers with tools; workers for maintenance, operation of equipment and machines; professionals, etc. Which, in turn, requires the establishment of an effective dialogue between the authorities and business with institutions of various levels of education, in particular vocational and technical, professional pre-higher, higher, to adapt training programs to the needs of priority sectors of the economy. This applies, in particular, to obtaining additional education, advanced training, retraining for employees of relocating enterprises in order to expand existing activities, develop new business areas in the community. The integration and reintegration of all vulnerable categories of the population, in particular internally displaced people, veterans, family members of the deceased, etc., in order to increase the level of their employment and self-employment, is also becoming an urgent challenge. It is here that the issue of providing affordable housing for all the above-listed categories of the population arises, which requires increasing the potential of housing construction, taking into account modern requirements for safety, accessibility, and energy efficiency.

In order to effectively attract potential investors, including relocating enterprises, to regulate planning, development and other use of the community's territory, it is necessary to update urban planning documentation to streamline the legal boundaries of the community, taking into account the incorporated territories; as well as create investment proposals for existing brownfield and greenfield facilities and territories for the development of priority types of economic activity, including in the areas of smart specialization.

The community infrastructure also needs to be brought into proper condition, in particular, a significant number of road and transport infrastructure facilities, including municipal roads, housing facilities, engineering communications (central heating, water supply, sewage systems), as well as elements of landscaping require major repairs, modernization, and the introduction of energy-efficient technologies. In particular, the unsatisfactory technical condition of the housing stock slows down the processes of creating and operating associations of co-owners of apartment buildings, which would contribute to more effective maintenance of such housing stock. In conditions of martial law, the issue of developing security infrastructure is acute, namely a network of shelters equipped taking into account the needs of low-mobility population groups, and the development of local automated centralized warning systems.

High urbanization of the community territory, population density and concentration of powerful industrial facilities have a negative impact on the health of the population and the environment. Based on the presence of enterprises that are classified as the largest polluters, measures should be implemented to ecologize production through the improvement and renewal of technological processes, machinery and equipment, modernization of existing and application of innovative methods of production processes, introduction of modern innovative purification technologies, application of alternative "green" energy sources. In particular, the principles of circular economy and economical and rational consumption should be taken into account in the

formation of the community's environmental policy. In addition, the main challenges in environmental protection are improving the ecological condition of the Ingul River and implementing a waste management system.

The lack of effective measures aimed at the effective use of the economic potential of the nature reserve fund, cultural objects and elements of intangible cultural heritage, the capacities of industrial enterprises, and recreational facilities significantly slow down the development of the tourism industry and the promotion of the community as an attractive tourist destination.

The threatening trend of natural population decline, in particular high mortality, requires improving the quality and accessibility of medical services, including for vulnerable categories of the population, and developing physical culture, health and sports infrastructure, in particular inclusive ones.

In general, creating conditions for self-realization and development of the potential of community residents, in particular youth, increasing their level of independence and competitiveness, ensuring active participation in public life, and establishing effective communication with the authorities for the purpose of making management decisions requires the presence of multifunctional spaces for such self-realization, taking into account a gender-oriented approach.

Strengthening intermunicipal and international cooperation will contribute to the consolidation of all resources to overcome priority challenges of community development, including through the implementation of effective instruments of rational public investment and obtaining financial support from international donor organizations.

## RISKS

Threats that exacerbate weaknesses are primarily related to the negative consequences of the war, which have been reflected in all spheres of life. In particular, the uncertainty of the extension of hostilities and martial law; restrictions related to mobilization legislation; destruction of civilian, industrial and critical infrastructure; high mortality of the population and uncontrolled migration movement - an incomplete list of key threats that continue to negatively affect the processes of socio-economic development of both the community and Ukraine.

The economic consequences of the war years continue to be felt in the instability of the national currency exchange rate and the situation on external markets, including a significant depreciation of the hryvnia; loss of competitiveness of leading sectors of the economy on domestic and external markets; increase in the cost of credit resources. These macroeconomic factors negatively affect the overall investment attractiveness of the community, worsen the investment climate and slow down the pace of implementation of innovative technologies in sectors of economic activity, in particular in smart specialization. It is assumed that taking into account existing threats when determining strategic directions of community development and operational goals for their achievement may be a prerequisite for effective minimization of such risks.

Negative demographic trends (natural population decline, high levels of labor migration, both within the country and abroad, increased demographic burden, complicated by the negative trend of population aging), as well as the threatening intensification of youth migration from the territory of the community create risks for a further decrease in the birth rate and population reproduction and deepening discrepancies in all spheres of community life, including the inability to meet the needs of certain areas of economic activity in the local labor market due to the growing imbalance between demand and supply.

The threat of escalation, the expansion of military actions, and mobilization policies only exacerbate these negative processes, increasing the corresponding risks of deepening gender and age imbalance. Which, in turn, negatively affects destabilization in the entire social sphere, in particular, the reduction in the number of students in institutions of various levels of education and the need to reduce and narrow educational programs; the outflow of young medical personnel and the decline in the quality and accessibility of medical services; a significant decrease in demand and needs for cultural services, etc.

In turn, the slowdown in the economic development of the community, in particular the reduction in production volumes and provision of services, including a decrease in business activity, may increase if the financial condition of banking and non-banking institutions deteriorates; postponement of planned investment projects, including those related to partial financing from the state and regional budgets, international partners, etc.; reduction of private investments, including in innovation, due to high risks of uncertainty; lack of guarantees of the safety of infrastructure, in particular civil, industrial, critical, etc.

Reduced investment in innovative processes and high-tech developments will hinder the effective implementation of smart specialization in the community economy. Thus, the likely decrease in the volume of exports of products with a high share of added value by community enterprises and the increase in the weight of raw material trade will increase the dependence of the community economy on the situation in world markets, in particular the European one.

In the context of the continuation of the war and the increasing risks of further destruction of infrastructure, there are significant risks of restrictions and increased requirements for receiving international technical assistance to conditionally safe territories, to which the Kropyvnytskyi Urban Territorial Community belongs, due to the direction of the main financial flows of assistance to the regions affected by the war.

Restraining economic development through reduced investment and innovation will most likely lead to a decrease in real incomes of the population. This will lead to the need to increase the burden on the local budget in the form of additional social expenditures, which already have an irreversible upward trend, including through increased support for vulnerable categories of the

population, including war veterans, family members of the deceased, internally displaced people, etc.

The lack of effective measures related to reducing the negative impact on the environment in all spheres of life activity, mainly due to intensive nature use, will significantly exacerbate the unresolved problems of land resource degradation, plowing and depriving rivers of natural biofilters; increasing the level of pollution of soils, water bodies, and atmospheric air; reducing natural biodiversity; increasing anthropogenic pressure on the environment; reducing the investment attractiveness of the community's tourism and recreational potential.

## VI. COMMUNITY DEVELOPMENT SCENARIOS

The main trends and problems of socio-economic development, the results of a sociological survey of residents and SWOT analysis are the basis for determining development scenarios for the Kropyvnytskyi Urban Territorial Community. Scenario modeling involves determining a system of priority interrelated measures aimed at structural changes in the socio-economic development of the territory, which with a certain probability can be implemented in the future under the influence of internal and external factors.

Combinations of SWOT analysis elements in accordance with existing strengths and weaknesses allow to determine the appropriate direction of the development strategy, which is most appropriate for effectively responding to changes in the external environment and taking advantage of favorable opportunities and minimizing identified risks.

Strategies aimed at strengthening and increasing economic potential are implemented with the maximum use of all available resources, including the maximum use of existing opportunities and their connection with strengths. Such strategies are less costly, and in the case of a successful combination of existing resource potential with existing opportunities, in the future they can become the basis for positive socio-economic changes. Strategies with the implementation of measures related to eliminating the impact of weaknesses, minimizing existing risks and transforming them into opportunities are more risky and costly, but in the case of their successful implementation, powerful opportunities for the emergence of completely new directions and progressive socio-economic development appear.

The community development scenarios are based on the basic, optimistic and pessimistic scenarios, which contain a sequence of development events based on an analysis of the demographic situation, determination of resource potential, assessment of the socio-economic situation and forecast, taking into account macro- and microeconomic influences, effective functioning of local authorities, etc., identified during strategic research and the influence of external and internal factors.

### **Optimistic scenario**

The basis for the implementation of the optimistic scenario is provided by the expected favorable internal and external factors and the maximum use of socio-economic transformations in the state at the macro level, including the effective combination of the community's strengths with opportunities, the elimination of weaknesses by increasing the impact of opportunities, and the elimination of the impact of threats on weaknesses. This scenario is characterized by development and growth, which leads to the use of production factors in a more productive direction and ensuring a comfortable life activity in the community.

The development of an optimistic scenario assumes a rapid finishing of the war with Ukraine's victory in 2025 with the return of all temporarily occupied territories, the signing of a peace treaty on terms acceptable to Ukraine, and security guarantees from partner countries. This leads to the active return of temporarily displaced people from abroad and other regions of Ukraine. International funds are being created to accumulate financial resources for the purpose of post-war reconstruction. State funds are dynamically starting to implement sectoral development and reconstruction programs. In turn, local authorities are establishing effective cooperation with international donors to accelerate the processes of economic and social development of the community. The volume of international technical assistance is increasing due to the participation of the community in new programs of financial assistance for the development of territories and the continuation of the implementation of existing projects, expanding the geography of international and intermunicipal cooperation for the implementation of joint humanitarian, social, and economic projects.

The national currency begins to gradually strengthen during 2025-2027, which leads, among other things, to a decrease in the NBU discount rate and a decrease in the cost of credit resources. Ukraine focuses its main efforts on implementing reforms in judicial, tax, economic, social, anti-corruption, etc. legislation in order to quickly gain membership in the EU. In

connection with this, the conditions for foreign economic relations are being eased, in particular in the field of foreign trade. With the lifting of restrictions related to mobilization processes, the labor market is gradually being filled with a supply of male labor, which allows enterprises, especially industrial ones, to gradually expand production volumes, returning to the capacities of the pre-war period. On the other hand, measures for physical and psychological rehabilitation, social security, and integration of military personnel injured during the war (including persons with limited mobility, persons with disabilities, etc.) and their family members into full-fledged socio-economic life are being actively implemented. At the local level, community residents are united in the restoration and development of the territory. In particular, the number of public formations and associations of self-organization of residents that take an active part in community management issues is increasing; the distance between the public and local authorities is significantly reduced, which leads to effective dialogue and increased trust. In addition, there is greater transparency and openness in the formation of the local community budget, in particular its expenditure part; due to special attention to the implementation of community development projects, the effectiveness of public discussions is increasing.

The investment attractiveness of both the country and the community is rapidly increasing. The credit rating of the community is gradually starting to grow with positive development forecasts. Demand for the natural resource potential of the community from Ukrainian and foreign investors is growing; competitive conditions for business development are being created. Special attention is paid to production with a high share of added value, in particular in the areas of smart specialization and integration into interregional and global foreign trade chains. Operating enterprises are progressively modernizing their material and technical base and increasing the volume of industrial production, including export-oriented enterprises of the food, machine-building, and woodworking industries. The positive foreign trade balance is growing; the coverage of imports by exports is increasing. The volume of exports of final products is growing; the added value is increasing while the export of raw materials is decreasing; import substitution is taking place, which strengthens the positive foreign trade balance of the community, including through the effective implementation of the state program "Made in Ukraine". New markets for the products of local producers are being developed, which contributes to an increase in the number of subjects of foreign economic activity. Mineral extraction rates are reaching planned values; new fields with deposits are being developed.

The result of the effective policy of local authorities is the formed portfolio of attractive investment proposals and the attraction of strategic investors in priority sectors of the economy. According to the developed and approved concepts, the activities of industrial parks are rapidly developing ("Radii" (eco-production of equipment for nuclear power plants and machinery and equipment for other industries); "Rostagroprom" (deep processing of agricultural products). The dynamic development of the industrial complex of the community, attractive geographical location and developed road and transport infrastructure contribute to the expansion of related service industries, including wholesale and retail trade and transport and warehousing. In this regard, land plots are allocated for the creation of a modern innovative multimodal transport hub. The principles of the "circular" economy and economical and rational consumption are being actively implemented.

The development of basic and related economic activities contributes to the rapid development of the IT industry; the latest competitive information technologies are widely developed and implemented in all sectors of the economy and spheres of public life, including digital governance.

Small and medium-sized businesses receive an additional stimulus for development as an environment of material support and servicing of strategic investors. The process of "entrepreneurial discovery" is gradually taking place, which affects the intensive development and implementation of innovations, an increase in the degree of commercialization of scientific developments, and an increase in the technological level of enterprises in industries defined on the basis of smart specialization.

Labor migration is gradually decreasing due to the growing demand for highly qualified personnel in priority sectors of the economy. Thanks to this, effective cooperation between business and institutions of various levels of education is being established; specialists are being trained in professions according to demand on the labor market. As a result, the level of income of the population is increasing; the unemployment rate is decreasing.

An extensive network of educational institutions of various levels and cultural institutions with a modern innovative material and technical base contributes to the development of human capital, enhances the opportunities for residents for self-realization and self-improvement. Reformed healthcare enterprises are equipped with the necessary modern high-tech equipment; the quality and accessibility of medical care are increasing. The implemented preventive measures have a positive effect on reducing the level of morbidity, which in turn stops the natural decline of the population and significantly reduces mortality. Sports and physical culture and health infrastructure is developing; mass sports are becoming an integral part of the life of community residents. Improving the situation in the socio-economic sphere of the country and the community leads to an increase in the birth rate.

The tourism industry and related hospitality industries are actively developing, that leads to increasing the demand for community tourism products. The entire economic potential of the territories and objects of the nature reserve fund, recreation, the Emerald Network, cultural heritage sites, elements of intangible cultural heritage is being fully utilized; creative industries are developing.

The balanced economic and social development of the community meets the requirements of environmental conservation, including biodiversity, nature reserve fund, its rational non-exhaustive use, taking into account the requirements of ecological safety and nature protection. The community increases the areas of the nature reserve fund and the ecological network. The implemented measures have a positive impact on improving the state of atmospheric air, reducing the amount of pollution of soils and water bodies, in particular the Ingul River and its tributaries, as well as gradually reducing the level of background radiation.

Community development is aimed at meeting the needs of all segments of the population in all spheres of society and cannot lead to restrictions of the rights or opportunities of persons of either sex (men or women) of any age; does not discriminate on the basis of sex or age; and also includes measures aimed at eliminating the imbalance between the opportunities of women and men to exercise equal rights. Thus, the community is moving towards reducing gender inequality.

The completion of decentralization reforms in the country becomes the basis for the formation of a financially viable territorial community with the ability to more effectively attract budget funds to develop its own economy, local entrepreneurship, local infrastructure, administrative and social services, modern educational, medical, cultural and sports institutions, transport infrastructure, etc.

### **Pessimistic scenario**

The pessimistic scenario of community development assumes the presence of assumptions about intensive exhaustion or ineffective use of existing strengths, limited partial realization of potential opportunities and increasing the degree of influence of threats that tend to intensify. Under such conditions, the weaknesses of community development are extremely vulnerable to the action of external and internal factors. The community moves by inertia; the escalation of military actions and the extension of martial law do not contribute to the development.

The pessimistic scenario takes into account the escalation of a long-term war with the probable movement of the front line without significant advantages for either side with the continued annexation of part of the territory of Ukraine. In connection with which state defense spending, in particular the financing of the Armed Forces of Ukraine and the functioning of the military-industrial complex, is increasing or remaining unchanged. The destruction of civilian, industrial and critical infrastructure facilities continues; the pace of operational repairs is slowing down. The volume of international financial assistance is being reduced and limited by certain



requirements and guarantees. Budgetary restrictions on expenditures on capital investments and individual items of the development budget continue to apply for territorial communities.

The demographic situation in the coming years 2025-2027 is deteriorating due to an increase in mortality and a decrease in birth rates. Migration of the population to safer and more infrastructurally developed cities of Ukraine or abroad does not stop. On the other hand, the movement of internally displaced people into the territory of the community continues, which requires the expansion of social assistance services for the specified categories, which leads to an increase in the burden on the local budget. The age structure of the population continues to change towards a reduction of the working-age population and its rapid aging, which leads to an increase in the burden on the working-age population.

Strengthening legislation in the field of mobilization and an increase in the number of military personnel of different levels and different genders, as well as population migration, negatively affect the labor market, which is experiencing a general shortage of labor, including a decrease in demand among male professions and a predominance of women, which gradually leads to a decrease in production and the closure of certain types of activities, including a decrease in self-employment.

The slowdown in the development of the business environment and low investment attractiveness lead to a reduction in the real sector of the economy. The destruction of energy infrastructure and a significant deficit of traditional energy resources make it impossible to carry out full-fledged effective entrepreneurial activity. The volume of export transactions is decreasing or remaining unchanged, import deliveries are gradually increasing; in the coming years, a positive foreign trade balance is expected. The blocking of stable logistics routes and the slow pace of creating new transport routes are reorienting exports to EU countries. Small and medium-sized businesses are developing at a slow pace, the main areas of activity are trade and the provision of services; no significant growth in newly established businesses is observed. A significant part of the economy is in the "shadow", including due to increased tax pressure and mobilization measures. There is a decrease in the real incomes of community residents, which increases the burden on budgets of all levels in terms of supporting social standards of living. In addition, the risks of increasing debt for utility services are significantly increasing considering of constantly rising tariffs and general inflation. GDP and GRP are declining due to the inability to promptly overcome the negative consequences of the war.

The main sectors of the community's economy are developing slowly, including in the areas of smart specialization, which slows down the implementation of strategic investment projects for the creation of industrial parks, a logistics and transport hub, and the formation of clusters of various specializations. Despite the existing powerful natural, cultural, and industrial potential, the tourism and hospitality sector is developing slowly; in the appropriate conditions, it is impossible to create an effective competitive innovative tourism product.

There is a gradual optimization of educational and cultural institutions of all educational and qualification levels by joining understaffed ones to the main ones. Young people are actively moving to more developed cities, including abroad, in order to receive a European education, find promising jobs, and integrate into European society. There is a growing crisis in cooperation between local authorities and civil society institutions due to growing distrust and disruption of effective communication; there is no reduction in the level of corruption.

The socio-economic situation in the country and the community is not improving, which affects the low material and technical equipment of social sphere facilities, including equipping healthcare enterprises with modern equipment, which slows down the pace of implementing preventive measures to prevent morbidity and increase mortality from major diseases. The promotion of a healthy lifestyle remains at a low level; there is an unsatisfactory level of coverage of residents with mass sports in the community.

There is a trend of significant reduction in funding of activities related to environmental protection and rational use of natural resources; biological diversity is lost during construction, land clearing, land reclamation, construction of artificial water bodies, creation of transport infrastructure networks and other types of economic activity. The water quality of the Ingul

River and its tributaries does not always meet sanitary and hygienic requirements. The volume of discharges of insufficiently treated return waters into water bodies is increasing. The volume of emissions of pollutants by enterprises - the largest pollutants of atmospheric air, water bodies, and soils - is gradually increasing. The number of spontaneous uncontrolled dumps is increasing.

Most of the territories of nature conservation and recreational lands are in unsatisfactory condition; their protection and preservation are not sufficiently carried out in accordance with current legislation, which leads to the loss of the natural value of protected areas. The preservation of high anthropogenic pressure on the natural environment indirectly negatively affects the health of the community population and, accordingly, the deterioration of demographic indicators.

Cultural development remains vulnerable due to the inconsistency of the material and technical base of cultural and artistic institutions with modern requirements; there is an insufficient level of conditions for the development of creative and intellectual abilities, leisure activities. Gender gaps are increasingly evident in all spheres of community life.

The implementation of the pessimistic scenario illustrates a significant aggravation of socio-political, financial-economic, housing and communal problems, which can significantly hinder sustainable development and the creation of comfortable living conditions. The main strategic priorities in this direction should be measures aimed at enhancing strengths and supporting weaknesses in the context of diversification of risks and threats.

### **Baseline scenario**

The basic scenario for the development of the Kropyvnytskyi Urban Territorial Community assumes the consideration of external and internal factors that complicate the conditions for the implementation of the optimistic scenario, and is based on the main "baseline" indicators of the development of the country and the region. Therefore, such a scenario is primarily based on preventing the deterioration of the main socio-economic processes in the community, their suspension; and maintaining the pace of gradual growth of the main socio-economic indicators on the basis of relatively stable macroeconomic conditions and forecasts of the country's development during martial law.

In particular, it is assumed that the country's economy, including the community, has adapted to the challenges of war. The Kropyvnytskyi Urban Territorial Community is on the path of forming a new identity of its own as a powerful, competitive, high-tech and ecological city, in the center of which is the individual - a resident of the community. It is assumed that 2025 may be the year of signing a peace agreement. It is assumed that post-war reconstruction measures may begin at this time. Therefore, achieving the strategic goals of community development should be based on strengths and opportunities with minimizing losses from all available resource potential with the implementation of measures to reduce the impact of weaknesses and threats.

The Action plan for implementing the Development Strategy will best reflect the basic direction of the community's movement towards gradual sustainable socio-economic development in the context of the probable termination of the active phase of the war, preparation for the signing of a peace agreement, the probable extension of martial law, and the beginning of post-war reconstruction.

Taking into account the identified events, the active work of the community is aimed at activating the investment potential in order to attract strategic investors to priority areas of economic activity, in particular in the areas of smart specialization. Increasing the investment attractiveness of the community is taking place gradually; attractive investment proposals are being developed. Resources are directed to using the maximum economic potential of existing territories and objects of the "brownfield" and "greenfield" type through leasing or sale to potential investors in order to expand existing and introduce new types of economic activity, which will contribute to a possible innovative path of development on the basis of smart specialization. Ensuring and supporting the development of enterprises of the industrial complex is of particular importance, including implementation of projects for the creation of industrial

parks based on enterprises of the machine-building ("Radii") and agro-industrial ("Rostagroprom") industries; and developing a concept for the creation and functioning of a transport and logistics hub.

Effective results of measures to stimulate the investment attractiveness of a community may be hindered by basic macroeconomic and geopolitical factors, including rising prices for utility tariffs (water supply, sewage, electricity, heating, etc.) and fuels; significant fluctuations in the national currency, mainly towards depreciation due to international loans, NBU interventions, and a negative foreign trade balance; significant state budget expenditures for the maintenance of the Armed Forces of Ukraine and the functioning of the military-industrial complex; nationwide inflationary fluctuations above projected indicators, and other factors.

Despite this, the growth rates of industrial product sales are gradually approaching the average indicators for regional centers, especially in the areas of smart specialization: food industry, machinery. The development of a strategic industrial complex for the community contributes to the activation of small business entities including for the purpose of servicing the activities of strategic investors.

As a result, there is an increase in jobs due to investment attraction; there is an increase in self-employment and opening of own businesses. Although the lack of effective measures of cooperation of tax institutions with business and tax pressure do not contribute to the active exit of the economy from the "shadow", in particular, in small and medium-sized businesses, there is still a positive trend of conducting "white" business. The level of average monthly wages is lower than the corresponding indicator in the country; it is growing slowly with certain fluctuations in the structure of economic sectors. The unemployment rate tends to gradually decrease.

The tourism and hospitality industries are developing slowly. In order to activate the use of existing resource potential, a strategy for the development of tourism and creative industries has been developed, which provides for the identification of strategic directions for the development of the industry and the creation of innovative competitive tourism products.

The reform of healthcare enterprises continues; the improvement of the material and technical condition contributes to the provision of accessible and better quality medical care to the community population, in particular in remote areas, and has a positive impact on reducing the morbidity rate of residents, which may lead to a suspension of the growth rate of mortality and a decrease in the birth rate and their stabilization in the long term. Capital investments in the development of sports and physical culture and health infrastructure are carried out within the limits of available financial resources. Measures to promote a healthy lifestyle and popularize the development of mass sports among the population are actively implemented.

An extensive network of institutions of various levels of education and culture with a modern innovative material and technical base contributes to the development of human capital, enhances opportunities for residents for self-realization and self-improvement. Institutions of vocational, pre-university and higher education meet the needs of the labor market, including the need for workers in priority sectors of the economy.

The activities of the community's housing and communal services are aimed at fully meeting the needs of the population, particularly in creating comfortable living conditions, proper maintenance and effective use of communal property, carrying out major repairs and reconstructions of landscaping facilities, developing street lighting networks, improving the technical condition of the water supply network, reducing energy consumption and introducing energy-saving technologies, regulating animal welfare issues, improving the environmental condition, etc. The principles of a "circular" economy and rational and economical consumption are being implemented slowly.

The ecological situation and level of ecological safety of the community have not undergone significant changes and correspond to the current situation. The state of atmospheric air in the community remains stable and has not significantly deteriorated compared to previous periods. This is facilitated by the implementation of projects in the field of alternative energy sources, energy conservation, as well as measures to reduce emissions from stationary and

mobile sources, waste management and wastewater treatment. The implemented measures are not sufficient to significantly reduce the amount of pollution of soils, water bodies and atmospheric air.

The community is increasing the areas of the nature reserve fund and the ecological network at an insignificant pace. Despite the introduction of modern technologies and measures for wastewater treatment and waste management systems, the processes of shallowing the Ingul River and its tributaries, the intensification of erosion processes, the deterioration of the sanitary and epidemiological situation in the river basin, and the disappearance of recreation areas for the population continue.

The development of civil society institutions contributes to improving the dialogue between local authorities and the public; the distance in communication is gradually reduced, which leads to a gradual increase in trust. Measures are being implemented to overcome gender gaps in society, including those related to the consequences of the war, and to create the necessary infrastructure for barrier-free access.

The basic scenario for the development of the Kropyvnytskyi Urban Territorial Community provides a balance in financing economic, social and environmental investments in order to support the real sector, form a healthy society, improve social protection of the population, improve the quality of educational services, quality of life, comfortable conditions and well-being in the community. It is assumed that by combining the efforts of local authorities at different levels, the public, business and academic institutions, certain conditions can be created for bringing the basic scenario for the development of the community closer to the optimistic one.

## VII. STRATEGIC VISION

The strategic vision of the Kropyvnytskyi Urban Territorial Community was formulated on the principles of a people-centered approach, taking into account the results of a strategic analysis of the socio-economic situation of the community; a sociological survey of community residents; SWOT analysis and defining of competitive advantages, opportunities and risks; and probable scenarios for community development.

### STRATEGIC VISION OF KROPYVNYTSKYI URBAN TERRITORIAL COMMUNITY

**PEOPLE ARE THE MAIN RESOURCE ON THE PATH TO SUSTAINABLE DEVELOPMENT OF COMMUNITY** - the community pays special attention to the individual and high quality of life; ensures personal development and provides opportunities for self-realization and self-improvement; supports equal rights and opportunities, forms an inclusively oriented space; ensures free will expression and involvement in mutual effective cooperation in community management.

#### URBAN ECONOMY

an investment-attractive community with a developed competitive high-tech diversified industrial complex; favorable for the formation of a comfortable business environment; open to the development of creative solutions and innovative business ideas; which has formed a positive image of powerful economic potential at the interregional and international levels

#### SPATIAL COMMUNITY

a community of comfortable innovative planning solutions that supports the global trend of implementing the concept of "compactness" in the spatial development of the territory to achieve balance and polycentricity in the modernization of urban infrastructure with improved mobility, increased transport accessibility, and developed public space

#### SMART CITY

"smart" digital community, focusing on the integration and implementation of innovations and modern information and communication technologies in all spheres of human life in order to increase the efficiency of digital governance, promote the introduction of new developments in priority sectors of the economy, and achieve maximum openness and transparency in establishing effective interaction with the public

#### COMMUNITY OF CULTURE, HISTORY, EDUCATION

a modern intercultural community that attracts residents and guests with its history, centuries-old multinational customs and traditions, and preserved and restored cultural heritage sites; creates all the necessary conditions for education, self-realization, spiritual revival, and the formation of the civic identity of each resident

#### ECO CITY

an environmentally friendly community with a rationally organized urban space, ensuring environmental friendliness that is aimed at the maximum reduction of greenhouse gas emissions; use of alternative renewable energy sources; preservation, restoration and expansion of natural ecosystems, particularly biodiversity and natural biolandscapes; creation of modern innovative "green" public spaces; management of land use, energy efficiency, resource saving; development of circular economy sectors

**URBAN HEALTH**

community of developed "healthy" urban space, which is created in all spheres of life, to prioritize solving the problems of public physical and emotional health among the population, which in the long term will contribute to an active, healthy and prolonged life mainly through the dynamic promotion and development of a healthy lifestyle and mass sports, the implementation of environmental measures and the creation of modern innovative environmental infrastructure, improving the provision of medical services, the creation of multifunctional public spaces and social support centers of various directions

**SAFE COMMUNITY**

a safe community with a favorable, comfortable, barrier-free urban space and urban infrastructure for life, which applies effective principles of urban environment design taking into account public and community spaces; improves mobility and rationality of urban transport flows; provides innovative monitoring technologies, including the work of a situational center; and also develops a powerful civil security infrastructure (shelters, the simplest shelters; warning systems; autonomous solutions in the field of power supply and energy saving)

**KROPYVNYTSKYI URBAN TERRITORIAL COMMUNITY**

an investment-attractive, competitive, environmentally friendly Ukrainian community with European values, high-tech innovative industry, centuries-old traditions and historical and cultural heritage, powerful educational potential, attractive for tourism, comfortable and safe for living and business development, open and transparent for effective communication, where a person and personality are the main resources on the path to sustainable development

**MISSION**

ensuring high quality of life, safety and harmonious development of residents and guests of the community; development and increase of human capital potential; establishment of broad and open dialogue; preservation, restoration and effective rational balanced non-exhaustive use of all resource potential of the community in conditions of competitiveness, innovation and environmental friendliness of the economy

## VIII. STRATEGIC GOALS, OPERATIONAL GOALS, MAIN TASKS, PHASES AND MECHANISMS OF THEIR IMPLEMENTATION

The strategic vision of the Kropyvnytskyi Urban Territorial Community development will be reached through the achievement of strategic goals, and the identified strategic goals will be implemented through a system of operational goals and main tasks related to them.

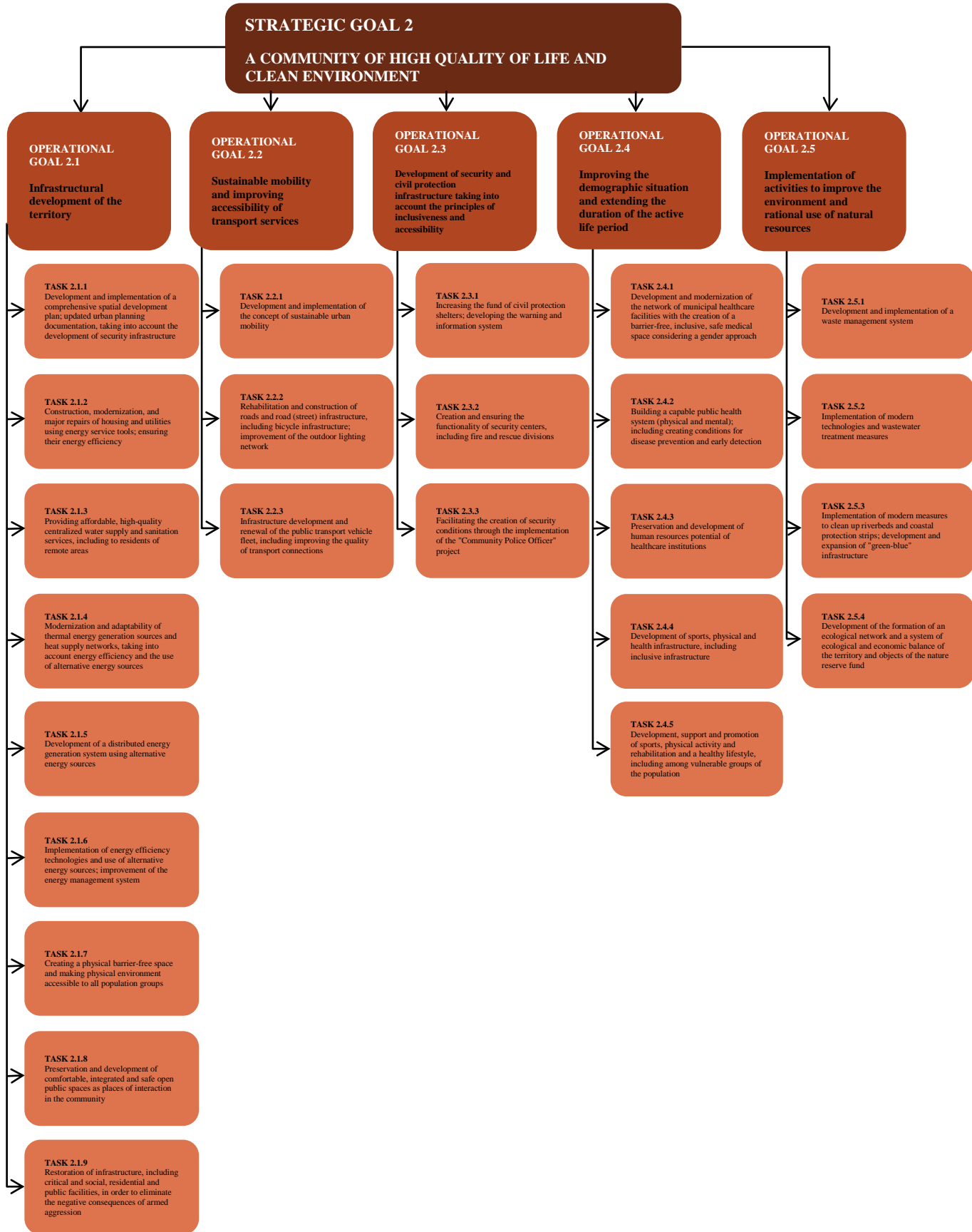
Strategic goals	Operational goals	Main tasks
<b>STRATEGIC GOAL 1. A COMMUNITY OF STRONG INNOVATIVE COMPETITIVE ECONOMY BASED ON SMART SPECIALIZATION</b>	1.1 Stimulating the development of innovative types of economic activity	1.1.1 Facilitating the creation of new and expansion of existing enterprises with a high share of added value, including the development of the activities of producers of craft and local products
		1.1.2 Creation and development of industrial parks, including eco ones
		1.1.3 Creation of clusters of various specializations in industries with high economic potential
		1.1.4 Fostering the effective development of the infrastructure of multifunctional transport and logistics hubs
		1.1.5 Enhancing the restoration and development of aviation infrastructure
	1.2 Increasing and strengthening investment potential	1.2.1 Supporting the development of small and medium-sized enterprises, including social entrepreneurship, and stimulating export orientation
		1.2.2 Facilitating the effective development and promotion of investment proposals and cooperation with potential investors, including in key sectors of the economy
		1.2.3 Implementation of activities to stimulate and support entrepreneurial performance, self-employment and employment, including vulnerable categories of the population
		1.2.4 Formation and promotion of a positive investment image of the community, in particular within the framework of international cooperation
		1.2.5 Promoting the raising of funds from international technical assistance and international financial organizations for the implementation of public investment development projects
		1.2.6 Development of all forms of partnerships, including the development of international territorial cooperation and cooperation between territorial communities
		1.2.7 Development of institutional capacity of local government in the field of strategic planning, project management, digitalization
1.2.8 Promoting the development of the potential of residential and commercial construction, taking into account modern requirements for safety, accessibility, energy efficiency, etc.		
1.3 Facilitating the development of science, technology and innovation	1.2.9 Creation and ensuring effective operation of the Community Development Agency	
	1.3.1 Enhancing the development and expansion of the infrastructure of the innovation ecosystem, including technology parks, science parks, digital hubs, etc.	
	1.3.2 Support for the implementation of economic projects, including innovative ones, in key sectors of the economy based on the principles of ecological and digital transformation, taking into account security factors	
		1.3.3 Establishing cooperation with educational institutions to improve the system of training professional personnel in accordance with the needs of priority sectors of the economy





Strategic goals	Operational goals	Main tasks
<b>STRATEGIC GOAL 2. A COMMUNITY OF HIGH QUALITY OF LIFE AND CLEAN ENVIRONMENT</b>	2.1 Infrastructural development of the territory	2.1.1 Development and implementation of a comprehensive spatial development plan; updated urban planning documentation, taking into account the development of security infrastructure
		2.1.2 Construction, modernization, and major repairs of housing and utilities using energy service tools; ensuring their energy efficiency
		2.1.3 Providing affordable, high-quality centralized water supply and sanitation services, including to residents of remote areas
		2.1.4 Modernization and adaptability of thermal energy generation sources and heat supply networks, taking into account energy efficiency and the use of alternative energy sources
		2.1.5 Development of a distributed energy generation system using alternative energy sources
		2.1.6 Implementation of energy efficiency technologies and use of alternative energy sources; improvement of the energy management system
		2.1.7 Creating a physical barrier-free space and making physical environment accessible to all population groups
		2.1.8 Preservation and development of comfortable, integrated and safe open public spaces as places of interaction in the community
		2.1.9 Restoration of infrastructure, including critical and social, residential and public facilities, in order to eliminate the negative consequences of armed aggression
	2.2 Sustainable mobility and improving accessibility of transport services	2.2.1 Development and implementation of the concept of sustainable urban mobility 2.2.2 Rehabilitation and construction of roads and road (street) infrastructure, including bicycle infrastructure; improvement of the outdoor lighting network 2.2.3 Infrastructure development and renewal of the public transport vehicle fleet, including improving the quality of transport connections
	2.3 Development of security and civil protection infrastructure taking into account the principles of inclusiveness and accessibility	2.3.1 Increasing the fund of civil protection shelters; developing the warning and information system 2.3.2 Creation and ensuring the functionality of security centers, including fire and rescue divisions 2.3.3 Facilitating the creation of security conditions through the implementation of the “Community Police Officer” project

Strategic goals	Operational goals	Main tasks
<b>STRATEGIC GOAL 2. A COMMUNITY OF HIGH QUALITY OF LIFE AND CLEAN ENVIRONMENT</b>	2.4 Improving the demographic situation and extending the duration of the active life period	2.4.1 Development and modernization of the network of municipal healthcare facilities with the creation of a barrier-free, inclusive, safe medical space considering a gender approach
		2.4.2 Building a capable public health system (physical and mental); including creating conditions for disease prevention and early detection
		2.4.3 Preservation and development of human resources potential of healthcare institutions
		2.4.4 Development of sports, physical and health infrastructure, including inclusive infrastructure
		2.4.5 Development, support and promotion of sports, physical activity and rehabilitation and a healthy lifestyle, including among vulnerable groups of the population
	2.5 Implementation of activities to improve the environment and rational use of natural resources	2.5.1 Development and implementation of a waste management system
		2.5.2 Implementation of modern technologies and wastewater treatment measures
		2.5.3 Implementation of modern measures to clean up riverbeds and coastal protection strips; development and expansion of "green-blue" infrastructure
		2.5.4 Development of the formation of an ecological network and a system of ecological and economic balance of the territory and objects of the nature reserve fund

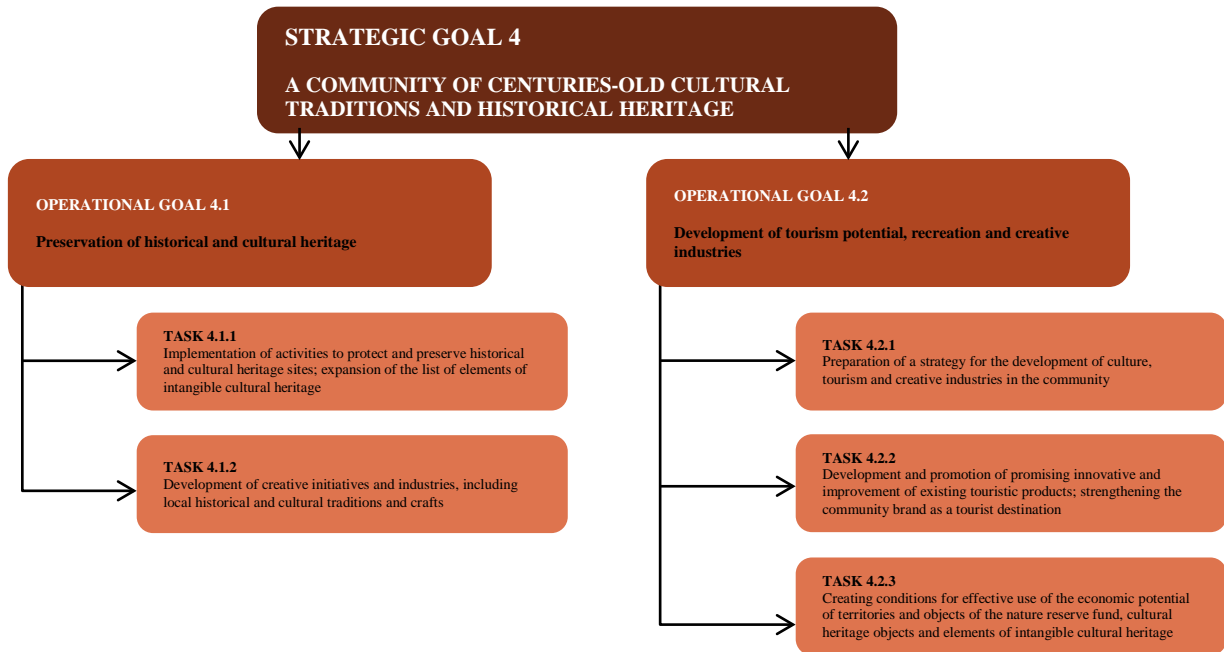


Strategic goals	Operational goals	Main tasks
<b>STRATEGIC GOAL 3. A COMMUNITY OF STRONG HUMAN POTENTIAL AND DIGITAL GOVERNANCE</b>	3.1 Improving the quality of educational, cultural and social services while ensuring the formation of an inclusive, barrier-free and safe environment	3.1.1 Building of an optimal network and improvement of the material and technical base of educational, cultural and social protection institutions; ensuring the quality of services provision
		3.1.2 Development and improvement of accessible and comfortable educational, cultural and social space, including the needs of vulnerable groups of the population and the principle of gender equality
		3.1.3 Facilitating vocational training through dual education
		3.1.4 Creating conditions for supporting and developing the intellectual, creative and physical potential of all population groups; promoting their increased integration into social life
		3.1.5 Creation of public spaces for the successful self-realization of residents; improving the quality of service provision and creating equal opportunities for personal development
		3.1.6 Creating new models and ensuring the effective functioning of cultural institutions, in particular public libraries; digitalization of their activities
		3.1.7 Implementation of measures to strengthen Ukrainian national and civic identity and strengthen social cohesion of the population
		3.2.1 Expanding and improving the system of providing accessible and high-quality social services, taking into account a gender approach; ensuring their digitalization
		3.2.2 Creating favorable conditions for effective adaptation and socio-economic integration of war veterans and their families, internally displaced people and other vulnerable population groups
		3.2.3 Ensuring the availability of psychological assistance and rehabilitation for persons being discharged or already discharged from military service from among war veterans, persons affected by hostilities, as well as persons in respect to whom the fact of deprivation of personal liberty as a result of armed aggression against Ukraine has been established
3.2 Social protection and the formation of an inclusive environment	3.2.1 Expanding and improving the system of providing accessible and high-quality social services, taking into account a gender approach; ensuring their digitalization	
	3.2.2 Creating favorable conditions for effective adaptation and socio-economic integration of war veterans and their families, internally displaced people and other vulnerable population groups	
	3.2.3 Ensuring the availability of psychological assistance and rehabilitation for persons being discharged or already discharged from military service from among war veterans, persons affected by hostilities, as well as persons in respect to whom the fact of deprivation of personal liberty as a result of armed aggression against Ukraine has been established	

Strategic goals	Operational goals	Main tasks
<b>STRATEGIC GOAL 3. A COMMUNITY OF STRONG HUMAN POTENTIAL AND DIGITAL GOVERNANCE</b>	3.3 Development of the digital ecosystem and increasing the level of involvement of residents in community development processes	3.3.1 Development of electronic communications infrastructure, including access to high-speed Internet; ensuring the independence of the functioning of the digital network
		3.3.2 Expanding and improving digital management tools; creating conditions for the development of digital competencies
		3.3.3 Technical support and improvement of innovative tools in the field of cooperation and communication between local authorities and the public, including improving access to electronic services
		3.3.4 Development, implementation, and ensuring the effective functioning of a modern innovative geoinformation system
		3.3.5 Ensuring, expanding and improving the provision of administrative and other public services, taking into account the needs of all categories of the population, including residents of remote areas
	3.4 Implementation of gender policy principles	3.4.1 Development of a community gender profile (gender passport)
		3.4.2 Ensuring the application of a gender approach in the processes of forming and implementing local policies
		3.4.3 Increasing the level of qualifications of all stakeholders in the implementation of gender policy



Strategic goals	Operational goals	Main tasks
<b>STRATEGIC GOAL 4. A COMMUNITY OF CENTURIES-OLD CULTURAL TRADITIONS AND HISTORICAL HERITAGE</b>	4.1 Preservation of historical and cultural heritage	4.1.1 Implementation of activities to protect and preserve historical and cultural heritage sites; expansion of the list of elements of intangible cultural heritage 4.1.2 Development of creative initiatives and industries, including local historical and cultural traditions and crafts
	4.2 Development of tourism potential, recreation and creative industries	4.2.1 Preparation of a strategy for the development of culture, tourism and creative industries in the community 4.2.2 Development and promotion of promising innovative and improvement of existing touristic products; strengthening the community brand as a tourist destination 4.2.3 Creating conditions for effective use of the economic potential of territories and objects of the nature reserve fund, cultural heritage objects and elements of intangible cultural heritage



## **8.1 STRATEGIC GOAL 1. A SOCIETY OF STRONG INNOVATIVE COMPETITIVE ECONOMY BASED ON SMART SPECIALIZATION**

The economic potential of the Kropyvnytskyi Urban Territorial Community during the war years continues to demonstrate a positive trend of increasing production volumes and providing of services, although at a slow pace. As a “conditionally safe” region, the territory of the community did not suffer significant damage and losses due to massive fire attacks and destruction of civilian, industrial and critical infrastructure. Which, in turn, influenced the fact that the real sector of the community’s economy continued its work. In addition, the community hospitably received and accommodated internally displaced people and relocated enterprises.

As before the start of the full-scale invasion, the structure of the community's economy is dominated by the processing industry, particularly machinery and food industry, as well as wholesale and retail trade, transport and warehousing, and the service sector. The products of machinery and the food industry are the core ones in the structure of exports of goods by the community's enterprises, which allows maintaining a high ratio of import coverage by export. In turn, transport services and information technology services dominate in the structure of service exports, which confirms the need to promote and support the development of these industries. In particular, the destruction of stable logistics routes during the war and the transformation of commodity flows across the western border of Ukraine supported the development of freight transportation, warehouse infrastructure, and innovative models of multifunctional transport and logistics hubs and the launch of multimodal transportation. The attractive economic and geographical location of the community's territory contributes to the development of this area.

Kropyvnytskyi Urban Territorial Community, mainly due to security factors and due to significant losses and destruction of the industrial potential of the eastern and southern regions of Ukraine, has every chance to develop as a powerful industrial, knowledge-intensive and high-tech center of economic development, including increasing export volumes and integrating into global value chains. Therefore, the strategic planning of the economic development of the community is based on the principles of smart specialization in order to concentrate efforts on the development of the most priority sectors of the economy, which have the greatest contribution to the gross regional product, the largest share of added value in the final product and the largest innovative component. In particular, the areas of smart specialization are machinery, food industry, transport and warehousing, tourism and the development of the hospitality sector.

The implementation of effective measures and mechanisms to increase and strengthen investment potential will directly affect the gradual improvement of the investment climate and the growth of investor interest. And the effective development of interterritorial and international cooperation will facilitate the receipt of financing from additional sources, including international technical assistance from international partners. So, there is a need to build the infrastructure of the institutional capacity of local authorities to develop and implement projects, taking into account modern tools for the effective use of public investments, knowledge and experience in attracting international grant assistance for the implementation of local socio-economic development projects. An important component of increasing the competitiveness of the community is the establishment of cooperation with higher educational institutions in order to develop elements of the innovation ecosystem, including promoting increased innovation and high technologies in priority sectors of the economy, stimulating the development of small and medium-sized businesses, including startups, and effective technology transfer.



Operational goal	Task	Expected results	Performance indicators
<b>1.1 Stimulating the development of innovative types of economic activity</b>	1.1.1 Facilitating the creation of new and expansion of existing enterprises with a high share of added value, including the development of the activities of producers of craft and local products	<ul style="list-style-type: none"> <li>- development of economic activities that are determined by smart specialization of the community;</li> <li>- promoting the creation of new knowledge-intensive and high-tech industrial productions;</li> <li>- increasing volumes and the share of products with high added value, particularly in exports;</li> <li>- increasing the number of business entities;</li> <li>- development of local craft producers;</li> <li>- increasing competitiveness and expanding markets for manufactured products and services provided.</li> </ul>	<ul style="list-style-type: none"> <li>- number of registered business entities, particularly in the areas of smart specialization, units;</li> <li>- volume of industrial products sold, million UAH;</li> <li>- volume of industrial products sold per capita, UAH;</li> <li>- growth rate of industrial output sold, %;</li> <li>- volume of innovative products sold, million UAH;</li> <li>- volume of exports of goods, million.\$;</li> <li>- number of craft product producers, units;</li> <li>- number of new jobs created, units</li> </ul>
	1.1.2 Creation and development of industrial parks, including eco ones	<ul style="list-style-type: none"> <li>- creating a favorable investment climate;</li> <li>- increasing the investment potential of implementing promising projects in the community through various sources of financing;</li> <li>- creation of industrial parks, including environmental ones;</li> <li>- increasing the export potential of enterprises included in the structure of industrial parks.</li> </ul>	<ul style="list-style-type: none"> <li>- number of registered industrial parks, including environmental ones, units;</li> <li>- volume of industrial products sold by enterprises of industrial parks, million UAH;</li> <li>- volume of exports of industrial products by enterprises of industrial parks, million UAH;</li> <li>- growth rate of sold industrial products of industrial park enterprises, %;</li> <li>- volume of capital investments in the development of industrial park infrastructure, million UAH.</li> </ul>
	1.1.3 Creation of clusters of various specializations in industries with high economic potential	<ul style="list-style-type: none"> <li>- creation of new business hubs to establish cooperation between business entities;</li> <li>- formation of innovative and technological clusters;</li> <li>- supporting the creation of various forms of associations.</li> </ul>	<ul style="list-style-type: none"> <li>- number of economic activities combined into clusters, units;</li> <li>- number of created clusters, units;</li> <li>- volume of industrial products sold by cluster enterprises, million UAH;</li> <li>- volume of exports of industrial products by cluster enterprises, million UAH;</li> <li>- number of other forms of business associations created, units</li> </ul>
	1.1.4 Fostering the effective development of the infrastructure of multifunctional transport and logistics hubs	<ul style="list-style-type: none"> <li>- development of infrastructure of logistics complexes and terminals;</li> <li>- effective use of the region's transit potential;</li> <li>- increasing the volume of export-import activities of business entities;</li> <li>- strengthening the spatial integration of the community with other communities and regions;</li> <li>- development of a network of public roads of state and local importance.</li> </ul>	<ul style="list-style-type: none"> <li>- volume of goods transported by road, thousand tons;</li> <li>- length of repaired and constructed roads, km;</li> <li>- number of created logistics complexes, units;</li> <li>- growth rate of export volumes of goods, %.</li> </ul>
	1.1.5 Enhancing the restoration and development of aviation infrastructure	<ul style="list-style-type: none"> <li>- building the aviation potential of the community;</li> <li>- development of aviation industry infrastructure;</li> <li>- promoting the development and support of the Ukrainian State Flight Academy.</li> </ul>	<ul style="list-style-type: none"> <li>- volume of cargo transported by air, thousand tons;</li> <li>- number of passengers transported by air, persons;</li> </ul>

Operational goal	Task	Expected results	Performance indicators
<b>1.2 Increasing and strengthening investment potential</b>	1.2.1 Supporting the development of small and medium-sized enterprises, including social entrepreneurship, and stimulating export orientation	<ul style="list-style-type: none"> <li>- creating favorable conditions for starting new and developing existing small and medium-sized enterprises;</li> <li>- stimulating the creation of new jobs;</li> <li>- increasing competitiveness and expanding markets for manufactured products and services;</li> <li>- increasing the export potential of SMEs;</li> <li>- improving financial, credit, information and advisory support for SMEs;</li> <li>- promoting the development of social entrepreneurship.</li> </ul>	<ul style="list-style-type: none"> <li>- number of registered SMEs, units;</li> <li>- volume of products sold (goods, services) by SMEs, million UAH;</li> <li>- number of infrastructure facilities to support entrepreneurship development, units;</li> <li>- number of SMEs engaged in social entrepreneurship, units;</li> <li>- volume of exports of goods by SMEs, million.\$.</li> </ul>
	1.2.2 Facilitating the effective development and promotion of investment proposals and cooperation with potential investors, including in key sectors of the economy	<ul style="list-style-type: none"> <li>- creating conditions for the formation of an attractive investment climate;</li> <li>- increasing the investment attractiveness of the community;</li> <li>- promoting investment in the community economy, particularly in the areas of smart specialization;</li> <li>- ensuring the presentation of the community's potential at all-Ukrainian and international events and online platforms.</li> </ul>	<ul style="list-style-type: none"> <li>- volume of capital investments in the community economy, million UAH;</li> <li>- volume of foreign direct investments in the community economy, million UAH;</li> <li>- number of measures taken to establish cooperation between local authorities and business, units;</li> <li>- number of created investment infrastructure development facilities, in particular attraction and support of investors, units</li> </ul>
	1.2.3 Implementation of activities to stimulate and support entrepreneurial performance, self-employment and employment, including vulnerable categories of the population	<ul style="list-style-type: none"> <li>- creating favorable conditions for the development of entrepreneurship and stimulating self-employment;</li> <li>- conducting information and educational events on starting your own business;</li> <li>- conducting seminars and workshops on writing grant applications and obtaining international assistance;</li> <li>- promoting the popularization of state programs for the development of one's own business and employment.</li> </ul>	<ul style="list-style-type: none"> <li>- number of entrepreneurs who received consultations on obtaining grants for the development of their own business, units;</li> <li>- number of submitted grant applications, units;</li> <li>- number of positively approved grant applications, units;</li> <li>- number of events held for entrepreneurs, units;</li> <li>- number of employed persons under state support programs, persons.</li> </ul>
	1.2.4 Formation and promotion of a positive investment image of the community, in particular within the framework of international cooperation	<ul style="list-style-type: none"> <li>- implementing measures to promote the investment potential of the community, including abroad;</li> <li>- development of a marketing strategy to promote the investment potential of the community;</li> <li>- creating a community brand and promoting it.</li> </ul>	<ul style="list-style-type: none"> <li>- number of events in which participation was taken to promote the investment potential of the community and its investment image, units;</li> <li>- a community brand has been created, units;</li> <li>- a community marketing strategy has been developed, units</li> </ul>
	1.2.5 Promoting the raising of funds from international technical assistance and international financial organizations for the implementation of public investment development projects	<ul style="list-style-type: none"> <li>- conducting training for responsible persons in writing and submitting grant applications;</li> <li>- writing and submitting grant applications for international technical assistance for the implementation of local development projects.</li> </ul>	<ul style="list-style-type: none"> <li>- number of people trained in writing and submitting grant applications for international technical assistance, people;</li> <li>- number of submitted grant applications, units;</li> <li>- number of positively approved grant applications, units;</li> <li>- amount of funding for positively approved grant applications, million UAH.</li> </ul>
	1.2.6 Development of all forms of partnerships, including the development of international territorial cooperation and cooperation between territorial communities	<ul style="list-style-type: none"> <li>- establishing cooperation with other territorial communities to implement joint development projects;</li> <li>- development and implementation of joint initiatives, events, projects, programs and strategies in certain areas within the framework of international territorial cooperation;</li> <li>- conclusion of agreements on international territorial cooperation in certain areas;</li> <li>- establishment of new or accession to existing bodies of international territorial cooperation.</li> </ul>	<ul style="list-style-type: none"> <li>- number of concluded agreements with other communities, units;</li> <li>- amounts of financing within the framework of cooperation agreements with other territorial communities, million UAH;</li> <li>- number of concluded agreements on international territorial cooperation in certain areas, units;</li> <li>- amounts of financing within the framework of agreements on international territorial cooperation, million UAH;</li> <li>- number of agreements on participation in Euroregional cooperation associations, European territorial cooperation associations, etc.</li> </ul>

Operational goal	Task	Expected results	Performance indicators
<b>1.2 Increasing and strengthening investment potential</b>	1.2.7 Development of institutional capacity of local government in the field of strategic planning, project management, digitalization	<ul style="list-style-type: none"> <li>- improving relevant knowledge and skills for the effective implementation of local government functions;</li> <li>- implementation of effective measures to attract investment into the community economy;</li> <li>- providing information support to potential investors;</li> <li>- attracting grant funding;</li> <li>- development of digital infrastructure to ensure institutional capacity.</li> </ul>	<ul style="list-style-type: none"> <li>- number of information support provided to potential investors, units;</li> <li>- volumes of attracted investments in the community economy, including in the public sector, million UAH;</li> <li>- number of submitted grant applications and positive decisions received, units;</li> <li>- volumes of approved funding for grant applications, million UAH;</li> <li>- number of concluded agreements with other communities, units.</li> </ul>
	1.2.8 Promoting the development of the potential of residential and commercial construction, taking into account modern requirements for safety, accessibility, energy efficiency, etc.	<ul style="list-style-type: none"> <li>- construction of residential and non-residential facilities of municipal property;</li> <li>- promoting the development of construction, in particular housing, by private developers.</li> </ul>	<ul style="list-style-type: none"> <li>- area of constructed residential and non-residential municipal property, m<sup>2</sup>;</li> <li>- area of constructed residential and non-residential facilities of private ownership, m<sup>2</sup>.</li> </ul>
	1.2.9 Creation and ensuring effective operation of the Community Development Agency	<ul style="list-style-type: none"> <li>- ensuring the capacity for effective preparation and implementation of local development projects under co-financing conditions;</li> <li>- attracting alternative resources for financing local development projects, in particular international technical assistance;</li> <li>- capacity building in grant writing and project management.</li> </ul>	<ul style="list-style-type: none"> <li>- the legal entity ME "Community Development Agency" was created/registered;</li> <li>- number of prepared grant applications for financing local development projects, units;</li> <li>- number of positively approved grant applications for financing local development projects, units;</li> <li>- amount of funding for positively approved grant applications, million UAH.</li> </ul>
<b>1.3 Facilitating the development of science, technology and innovation</b>	1.3.1 Enhancing the development and expansion of the infrastructure of the innovation ecosystem, including technology parks, science parks, digital hubs, etc.	<ul style="list-style-type: none"> <li>- establishing cooperation with the Flight City 4.0 Technology Park to develop an innovation ecosystem in the community;</li> <li>- development of concepts for creating various forms of associations within the framework of the development of an innovation ecosystem in the community;</li> <li>- creation of centers for support and development of innovative startups;</li> <li>- supporting the commercialization of activities and effective technology transfer of innovative startups.</li> </ul>	<ul style="list-style-type: none"> <li>- number of created elements of the community's innovation ecosystem in the format of various forms of associations, units;</li> <li>- number of concluded cooperation agreements with institutions of various levels of education, units;</li> <li>- number of consultations provided on the development of innovative startups, commercialization of their activities, etc., units;</li> <li>- number of newly registered business entities, units;</li> <li>- investment volumes in the development of startup ideas, million UAH.</li> </ul>
	1.3.2 Support for the implementation of economic projects, including innovative ones, in key sectors of the economy based on the principles of ecological and digital transformation, taking into account security factors	<ul style="list-style-type: none"> <li>- promoting the development of innovative projects in priority sectors of the economy, in particular those identified on the basis of smart specialization;</li> <li>- implementation of the principles of the "circular" economy in the implementation of innovative projects in sectors of the economy;</li> <li>- promoting the implementation of high digital technologies in economic projects.</li> </ul>	<ul style="list-style-type: none"> <li>- number of implemented innovative local development projects, units;</li> <li>- volume of capital investments in the community economy, million UAH;</li> <li>- volume of foreign direct investments in the community economy, million UAH;</li> <li>- the number of business entities implementing innovations and high technologies.</li> </ul>
	1.3.3 Establishing cooperation with educational institutions to improve the system of training professional personnel in accordance with the needs of priority sectors of the economy	<ul style="list-style-type: none"> <li>- holding forums and conferences with the participation of scientists and business representatives;</li> <li>- concluding cooperation agreements with higher educational institutions;</li> <li>- promoting the adaptation of educational programs of multi-level educational institutions in accordance with the needs of the local labor market;</li> <li>- promoting the implementation of research and development with an innovative component into business processes.</li> </ul>	<ul style="list-style-type: none"> <li>- number of forums and conferences held with the participation of scientists and business representatives, units;</li> <li>- number of concluded cooperation agreements with institutions of various levels of education, units;</li> <li>- number of adapted educational programs according to the needs of the local labor market, units;</li> <li>- the number of business entities implementing innovations and high technologies.</li> </ul>

## **8.2 STRATEGIC GOAL 2. A COMMUNITY OF HIGH QUALITY OF LIFE AND CLEAN ENVIRONMENT**

A high quality of life is directly related to the infrastructure development of the territory, ensuring balanced spatial development, which includes maintaining in good condition both civil and critical infrastructure facilities, in particular housing and communal services, engineering networks of water supply, sewage, electricity and heat supply, which, in turn, determines the potential for effective use of the social and economic potential of the community.

With the decision to approve the land management project to establish (change) the boundaries of the city of Kropyvnytskyi with the inclusion of the territory of the settlement of Nove within these boundaries, the community needs to update the urban planning documentation to determine the legal boundaries of the city in order to create a full-fledged living environment, favorable conditions for territorial development, and ensure effective use of the potential of the territory while preserving natural landscapes and historical and cultural value. The updated urban planning documentation will contribute to the adoption of effective management decisions regarding the prospective use of the community's territory on the path to sustainable development.

Providing community residents, regardless of their place of residence, with access to high-quality drinking water is one of the key challenges that requires the implementation of measures to diversify water supply sources and invest in the construction of new, reconstruction and modernization of the existing infrastructure of the centralized water supply and wastewater system, including building and transit networks, pumping stations, and treatment facilities; research into alternative sources of water supply, in particular to provide water to residents of the separate private sector; as well as in the development of water supply infrastructure.

Energy security, especially in wartime, becomes of great importance for all spheres of life and requires the implementation of combined energy generation and storage systems for promoting energy sustainability and energy independence, including through the development of infrastructure for local small power systems, including from alternative renewable energy sources (biomass, secondary raw materials, waste, energy from natural phenomena, namely solar energy, etc.) and increasing the energy efficiency of heat-generating equipment, including the installation of autonomous cogeneration systems.

An effective energy management system based on energy-efficient, energy-saving and autonomous components of the community's energy infrastructure will positively contribute to improving the quality and reducing the cost of utility services for residents; optimizing and reducing energy consumption; reducing dependence on external energy systems and increasing the level of security and uninterrupted supply of all types of energy. Special attention in modern spatial planning of the city should be paid to the development of the infrastructure of public spaces (parks, squares, etc.) and green-blue zones for recreation, leisure and environmental preservation.

The strategic direction in the development of sustainable mobility will ensure the development of a network of highways and modern road and transport infrastructure, and will also contribute to improving the optimization of passenger, pedestrian, and transport traffic, including improving the quality and accessibility of transport services, taking into account the development of bicycle infrastructure and micromobility.

Considering the external and internal challenges, the issue of security and civil protection requires the development of collective civil security infrastructure, namely shelters, warning and information systems, etc., and ensuring civil protection of the population (maintaining public order, prevention emergencies, etc.).

Infrastructure development requires the mandatory creation of a barrier-free environment and inclusive-oriented space in all spheres of life activity in order to take into account the needs of low-mobility population groups.

The demographic situation in the community is characterized by negative trends of natural population decline due to increased mortality and decreased birth rate, uncontrolled migration of

residents from the community to other infrastructurally developed and safe regions within the country and abroad, and rapid population aging. Therefore, improving the quality of medical services, in particular, the development and modernization of health care institutions, the development of a capable public physical and mental health system, including disease prevention and early detection; support and promotion of sports, physical activity, rehabilitation, and a healthy lifestyle through the development of appropriate infrastructure, are popular areas of development in the community to preserve the demographic potential of the community in wartime and post-war reconstruction.

In order to reduce the negative impact on the health of the population and the environment in the context of creating the ecological and economic balance of the community territory, it is planned to implement measures for rational use of nature through the development of an effective waste management system; the implementation of modern wastewater treatment technologies; measures to clean up the Ingul River within the city and develop green and blue zones, including the expansion of objects and territories of the nature reserve fund.

Operational goal	Task	Expected results	Performance indicators
<b>2.1 Infrastructural development of the territory</b>	2.1.1 Development and implementation of a comprehensive spatial development plan; updated urban planning documentation, including taking into account the development of security infrastructure	<ul style="list-style-type: none"> <li>- development of updated urban planning documentation, in particular the general plan, zoning plans, detailed plans of territories;</li> <li>- development of a comprehensive spatial development plan.</li> </ul>	<ul style="list-style-type: none"> <li>- availability of a comprehensive plan for the spatial development of the territory of the territorial community, units;</li> <li>- availability of updated urban planning documentation, units</li> </ul>
	2.1.2 Construction, modernization, and major repairs of housing and utilities using energy service tools; ensuring their energy efficiency	<ul style="list-style-type: none"> <li>- implementation of construction works for modernization and major repairs of housing and communal services facilities;</li> <li>- providing residents with high-quality housing and communal services;</li> <li>- development of a local housing development program;</li> <li>- formation of social housing stock;</li> <li>- implementation of the ESCO mechanism to increase the efficiency of energy use;</li> <li>- supporting the activities of associations of co-owners of apartment buildings.</li> </ul>	<ul style="list-style-type: none"> <li>- number of housing and communal services facilities on which modernization and major repairs have been carried out, units;</li> <li>- availability of a local housing development program, units;</li> <li>- area of new housing projects built, m<sup>2</sup>;</li> <li>- the number of residents provided with new housing, including social housing;</li> <li>- number of implemented ESCO mechanisms, units;</li> <li>- the amount of reduction in costs for fuel, energy and utility services as a result of the implementation of the energy service, million UAH;</li> <li>- number of registered condominiums.</li> </ul>
	2.1.3 Providing affordable, high-quality centralized water supply and sanitation services, including to residents of remote areas	<ul style="list-style-type: none"> <li>- construction of new, reconstruction and modernization of existing centralized water supply and wastewater systems;</li> <li>- research into alternative sources of water supply, particularly to provide water to residents of remote areas;</li> <li>- development of additional water supply infrastructure;</li> <li>- ensuring the supply of high-quality drinking water, in particular to residents of remote areas.</li> </ul>	<ul style="list-style-type: none"> <li>- length of constructed water supply and drainage networks, km;</li> <li>- length of reconstructed and modernized water supply and drainage networks, km;</li> <li>- number of residents provided with affordable, high-quality centralized water supply and wastewater services, people.</li> </ul>

Operational goal	Task	Expected results	Performance indicators
<b>2.1 Infrastructural development of the territory</b>	2.1.4 Modernization and adaptability of thermal energy generation sources and heat supply networks, taking into account energy efficiency and the use of alternative energy sources	<ul style="list-style-type: none"> <li>- reconstruction and modernization of heating networks;</li> <li>- reconstruction and modernization of boiler systems;</li> <li>- increasing the energy efficiency of heat-generating equipment;</li> <li>- purchase and installation of cogeneration systems;</li> <li>- implementation of automation and dispatching mechanisms for boiler systems;</li> <li>- implementation of an energy management system in the city heating system.</li> </ul>	<ul style="list-style-type: none"> <li>- length of reconstructed and modernized heating networks, km;</li> <li>- number of reconstructed and modernized boiler systems, units;</li> <li>- number of installed cogeneration systems, units;</li> <li>- capacity of installed cogeneration systems, Gcal;</li> <li>- number of installed automation and dispatching systems for boiler systems, units;</li> <li>- volumes of reduction of unproductive losses of thermal energy at all stages of production and transportation, Gcal;</li> <li>- number of residents provided with quality heating services, people.</li> </ul>
	2.1.5 Development of a distributed energy generation system using alternative energy sources	<ul style="list-style-type: none"> <li>- implementation of combined energy generation and storage systems;</li> <li>- promoting energy sustainability and independence;</li> <li>- supporting entities that produce heat and electricity and facilitating connection to public networks;</li> <li>- promoting the development of small power systems, including those from alternative energy sources.</li> </ul>	<ul style="list-style-type: none"> <li>- number of entities producing heat and electricity for their own needs, units;</li> <li>- volumes of surplus energy produced, supplied to the general grid, MW;</li> <li>- number of small power systems built using alternative sources, units;</li> <li>- capacity of small power systems built using alternative sources, MW.</li> </ul>
	2.1.6 Implementation of energy efficiency technologies and use of alternative energy sources; improvement of the energy management system	<ul style="list-style-type: none"> <li>- development of solar energy generation infrastructure;</li> <li>- development of infrastructure for energy production from biomass and biogas combustion;</li> <li>- improving the energy management system for the purpose of rational use of energy resources;</li> <li>- ensuring a reduction in the negative impact on the environment through the use of non-renewable sources of energy generation.</li> </ul>	<ul style="list-style-type: none"> <li>- number of residents provided with energy from solar generation;</li> <li>- the number of housing and communal services facilities supplied with energy from solar generation;</li> <li>- capacity of solar energy generation infrastructure, MW;</li> <li>- energy production capacity from other renewable generation sources, MW;</li> <li>- volumes of emissions of pollutants into the atmosphere, i.e.</li> </ul>
	2.1.7 Creating a physical barrier-free space and making physical environment accessible to all population groups	<ul style="list-style-type: none"> <li>- creating a barrier-free environment and inclusively oriented space, taking into account the needs of low-mobility population groups;</li> <li>- increasing the accessibility of public facilities, public transport, and public services for all population groups.</li> </ul>	<ul style="list-style-type: none"> <li>- number of municipal property objects in all spheres of life that are provided with barrier-free access, units;</li> <li>- number of private property objects of public use that are provided with barrier-free access, units.</li> </ul>
	2.1.8 Preservation and development of comfortable, integrated and safe open public spaces as places of interaction in the community	<ul style="list-style-type: none"> <li>- development of new and modernization of existing green areas, parks, and squares;</li> <li>- development of a network of recreation and leisure infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>- number of reconstructed open public spaces, including parks, squares, green areas, etc., units;</li> <li>- number of installed children's and sports grounds, units</li> </ul>
	2.1.9 Restoration of infrastructure, including critical and social, residential and public facilities, in order to eliminate the negative consequences of armed aggression	<ul style="list-style-type: none"> <li>- implementation of priority measures to restore destroyed infrastructure from enemy attacks, in particular construction, repair, reconstruction, etc.</li> </ul>	<ul style="list-style-type: none"> <li>- number of critical and social infrastructure facilities, residential and public facilities that were destroyed, units;</li> <li>- amount of financing for restoration works, million UAH</li> </ul>

Operational goal	Task	Expected results	Performance indicators
<b>2.2 Sustainable mobility and improving accessibility of transport services</b>	2.2.1 Development and implementation of the concept of sustainable urban mobility	<ul style="list-style-type: none"> <li>- ensuring optimization of the movement of passengers, pedestrians, transport, cargo and prospects for the development of road and transport infrastructure;</li> <li>- development of a sustainable urban mobility plan for the city of Kropyvnytskyi.</li> </ul>	<ul style="list-style-type: none"> <li>- a sustainable urban mobility plan for the city of Kropyvnytskyi has been developed, units.</li> </ul>
	2.2.2 Rehabilitation and construction of roads and road (street) infrastructure, including bicycle infrastructure; improvement of the outdoor lighting network	<ul style="list-style-type: none"> <li>- development of a network of public roads of local importance;</li> <li>- development of bicycle infrastructure and development of micromobility;</li> <li>- ensuring the effective functioning of the street lighting network, taking into account energy efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>- length of repaired roads and construction of new roads, km<sup>2</sup>;</li> <li>- length of constructed bicycle paths, km<sup>2</sup>;</li> <li>- number of operating energy-efficient light points, units</li> </ul>
	2.2.3 Infrastructure development and renewal of the public transport vehicle fleet, including improving the quality of transport connections	<ul style="list-style-type: none"> <li>- purchase of traction substations to ensure the operation of public transport;</li> <li>- purchase of buses with particularly large passenger capacity;</li> <li>- purchase of autonomous trolleybuses;</li> <li>- establishing cooperation with private carriers, including on updating the transport park;</li> <li>- improving the quality and accessibility of public transport services.</li> </ul>	<ul style="list-style-type: none"> <li>- number of purchased traction substations, units;</li> <li>- number of purchased buses with especially large passenger capacity, units;</li> <li>- total passenger capacity of buses, persons;</li> <li>- number of purchased trolleybuses with autonomous operation, units;</li> <li>- total passenger capacity of trolleybuses, persons;</li> <li>- number of agreements concluded with private carriers, units;</li> <li>- number of operating bus and trolleybus routes of public transport, units</li> </ul>

Operational goal	Task	Expected results	Performance indicators
<b>2.3 Development of security and civil protection infrastructure taking into account the principles of inclusiveness and accessibility</b>	2.3.1 Increasing the fund of civil protection shelters; developing the warning and information system	<ul style="list-style-type: none"> <li>- repair and reconstruction of existing and construction (arrangement) of new objects of the fund of protective constructions (shelters);</li> <li>- implementation of a modern notification and information system.</li> </ul>	<ul style="list-style-type: none"> <li>- number of repaired (reconstructed) objects of the protective construction fund, units;</li> <li>- number of constructed (equipped) new objects of the shelters fund, units;</li> <li>- total capacity (area) of the shelters fund, persons (m<sup>2</sup>);</li> <li>- number of newly installed notification and information facilities, units</li> </ul>
	2.3.2 Creation and ensuring the functionality of security centers, including fire and rescue divisions	<ul style="list-style-type: none"> <li>- improving the state of fire protection of social sphere facilities;</li> <li>- ensuring civil protection of the population;</li> <li>- modernization and expansion of the automatic video surveillance system;</li> <li>- reduction of areas of territories contaminated by technogenic and natural emergencies;</li> <li>- formation of local and voluntary fire departments and fire and rescue divisions.</li> </ul>	<ul style="list-style-type: none"> <li>- number of social sphere facilities equipped with fire protection systems, units;</li> <li>- number of installed outdoor surveillance cameras, units;</li> <li>- area of territories contaminated by technogenic and natural emergencies, hectares;</li> <li>- number of fires divisions, units;</li> <li>- number of fire and rescue divisions, units.</li> </ul>
	2.3.3 Facilitating the creation of security conditions through the implementation of the "Community Police Officer" project	<ul style="list-style-type: none"> <li>- improving public order;</li> <li>- reducing crime levels, including domestic violence and racial intolerance;</li> <li>- development and implementation of educational courses among police officers on non-discrimination policies, manifestations of gender-based violence, intolerance, and domestic violence.</li> </ul>	<ul style="list-style-type: none"> <li>- number of crimes committed in the community, including serious crimes, units;</li> <li>- number of crimes committed on the grounds of domestic violence and racial intolerance, units;</li> <li>- number of community police officers, persons;</li> <li>- number of educational courses for police officers, units</li> </ul>

Operational goal	Task	Expected results	Performance indicators
<b>2.4 Improving the demographic situation and extending the duration of active life period</b>	2.4.1 Development and modernization of the network of municipal healthcare facilities with the creation of a barrier-free, inclusive, safe medical space taking into account a gender approach	<ul style="list-style-type: none"> <li>- repair and reconstruction of existing and construction (equipment) of new healthcare facilities;</li> <li>- increasing the bed capacity of healthcare facilities;</li> <li>- opening and ensuring the activities of rehabilitation departments;</li> <li>- improving the health of the community population;</li> <li>- a decrease in mortality rates and an increase in birth rates;</li> <li>- providing healthcare facilities with highly qualified personnel;</li> <li>- improving energy efficiency and energy independence of healthcare facilities;</li> <li>- increasing level of civil security in healthcare facilities</li> </ul>	<ul style="list-style-type: none"> <li>- capacity of the bed fund of healthcare institutions, beds;</li> <li>- number of functioning rehabilitation departments of healthcare institutions, units;</li> <li>- capacity of rehabilitation departments, beds, persons/day;</li> <li>- morbidity rate by type of disease, persons/1,000 inhabitants;</li> <li>- mortality rate, birth rate, persons/10,000 inhabitants;</li> <li>- availability of highly qualified personnel, individuals;</li> <li>- number of healthcare facilities where energy efficiency measures have been implemented, units;</li> <li>- capacity of shelters of healthcare facilities, people.</li> </ul>
	2.4.2 Building a capable public health system (physical and mental); including creating conditions for disease prevention and early detection	<ul style="list-style-type: none"> <li>- improving the quality of medical services;</li> <li>- increasing the availability of medical services;</li> <li>- a decrease in the death rate and an increase in the birth rate</li> </ul>	<ul style="list-style-type: none"> <li>- morbidity rate by type of disease, persons/1,000 inhabitants;</li> <li>- mortality rate, birth rate, persons/10,000 inhabitants;</li> <li>- number of people with disabilities, persons;</li> <li>- average life expectancy, years.</li> </ul>
	2.4.3 Preservation and development of human resources potential of healthcare institutions	<ul style="list-style-type: none"> <li>- providing healthcare facilities with highly qualified personnel;</li> <li>- improving the quality of medical services;</li> <li>- increasing the availability of medical services;</li> <li>- ensuring training, retraining and advanced training of medical workers;</li> <li>- providing housing for medical workers in healthcare facilities.</li> </ul>	<ul style="list-style-type: none"> <li>- availability of highly qualified personnel, individuals;</li> <li>- number of medical workers who have undergone retraining and advanced training, persons;</li> <li>- number of medical workers provided with housing, persons</li> </ul>
	2.4.4 Development of sports, physical and health infrastructure, including inclusive infrastructure	<ul style="list-style-type: none"> <li>- increasing the number of sports, physical and health infrastructure facilities;</li> <li>- increasing the number of residents involved in sports and physical culture;</li> <li>- providing sports and physical culture facilities with inclusive infrastructure;</li> <li>- improving the accessibility of sports, physical and health infrastructure for vulnerable population groups</li> </ul>	<ul style="list-style-type: none"> <li>- number of people involved in sports and physical education, people;</li> <li>- number of vulnerable population groups involved in sports and physical education;</li> <li>- number of sports and physical culture and recreation facilities equipped with inclusive infrastructure, units;</li> <li>- number of sports sections by type of sport, units;</li> <li>- number of preschool and school-age children involved in sports and physical culture, persons;</li> <li>- number of prizewinners of regional, national and international sports competitions, including among people with disabilities, people.</li> </ul>
	2.4.5 Development, support and promotion of sports, physical activity and rehabilitation and a healthy lifestyle, including among vulnerable groups of the population	<ul style="list-style-type: none"> <li>- increasing the number of sports, physical culture and health activities;</li> <li>- improving the quality of sports and physical culture services;</li> <li>- improving the accessibility of sports and physical culture for vulnerable categories of the population;</li> <li>- ensuring the propaganda and promotion of a healthy lifestyle;</li> <li>- expanding the list and improving the accessibility of rehabilitation services.</li> </ul>	<ul style="list-style-type: none"> <li>- number of sports and physical culture activities, units;</li> <li>- the number of people participating in sports, physical culture activities, including vulnerable categories of the population;</li> <li>- number of preschool and school-age children participating in sports, physical culture activities, persons;</li> <li>- number of activities to promote and publicize a healthy lifestyle, units;</li> <li>- number of physical culture institutions providing rehabilitation services, units;</li> <li>- number of people receiving rehabilitation services, people.</li> </ul>



Operational goal	Task	Expected results	Performance indicators
<b>2.5 Implementation of activities to improve the environment and rational use of natural resources</b>	2.5.1 Development and implementation of a waste management system	<ul style="list-style-type: none"> <li>- improving the waste management system in the community;</li> <li>- ensuring the development of waste management infrastructure, in particular the construction of a landfill;</li> <li>- improving the system of separate collection of solid household waste;</li> <li>- improvement of the ecological and sanitary condition of the territory;</li> <li>- improving the household waste collection system;</li> <li>- prevention of fires and other emergencies.</li> </ul>	<ul style="list-style-type: none"> <li>- volumes of buried waste, tons;</li> <li>- volumes of green waste to be composted, tons;</li> <li>- number of specially equipped sites for collecting and sorting solid household waste, tons;</li> <li>- volumes of household waste removal to storage sites, tons;</li> <li>- volumes of waste directed for reuse, recycling and recovery.</li> </ul>
	2.5.2 Implementation of modern technologies and wastewater treatment measures	<ul style="list-style-type: none"> <li>- development of infrastructure of local treatment facilities;</li> <li>- modernization, overhaul and construction of sewer networks;</li> <li>- implementation of innovative technologies and methods for wastewater treatment and disposal of generated waste;</li> <li>- implementation of innovative methods of wastewater filtration and disinfection;</li> <li>- increasing the culture of rational and economical water use.</li> </ul>	<ul style="list-style-type: none"> <li>- length of sewer networks that have been replaced/modernized/capitally repaired, km;</li> <li>- length of storm sewer network, km;</li> <li>- number (share) of households covered by the sewerage system, units (%).</li> </ul>
	2.5.3 Implementation of modern measures to clean up riverbeds and coastal protection strips; development and expansion of "green-blue" infrastructure	<ul style="list-style-type: none"> <li>- improving the quality of community water resources (linear, planar);</li> <li>- cleaning and restoration of the Ingul River, including cleaning the bottom, strengthening the coastal zone and improving accessibility to it;</li> <li>- expanding the infrastructure of a coherent continuous network of green and blue spaces;</li> <li>- improvement of the environment.</li> </ul>	<ul style="list-style-type: none"> <li>- water quality in water bodies (planar, linear), class;</li> <li>- water quality in the Ingul River within the city of Kropyvnytskyi, class;</li> <li>- length of a complete continuous network of green and blue spaces, m;</li> <li>- the number of emissions of pollutants into the atmosphere (from mobile and stationary sources), tons;</li> <li>- return water discharge volumes, tons.</li> </ul>
	2.5.4 Development of the formation of an ecological network and a system of ecological and economic balance of the territory and objects of the nature reserve fund	<ul style="list-style-type: none"> <li>- increasing the number of objects and territories of the nature reserve fund;</li> <li>- improving the system for monitoring the state of atmospheric air, soil pollution, and water quality, including drinking water;</li> <li>- improving the state of atmospheric air in different parts of the community;</li> <li>- improving the quality and availability of drinking water;</li> <li>- improving soil quality;</li> <li>- expanding the areas of green spaces, recreational areas and creating ecological public spaces.</li> </ul>	<ul style="list-style-type: none"> <li>- area of the nature reserve fund territories, hectares;</li> <li>- area of green spaces, hectares;</li> <li>- number of updated green spaces, units;</li> <li>- the number of emissions of pollutants into the atmosphere (from mobile and stationary sources), tons;</li> <li>- return water discharge volumes, tons.</li> </ul>

### **8.3 STRATEGIC GOAL 3. A COMMUNITY OF STRONG HUMAN POTENTIAL AND DIGITAL GOVERNANCE**

The development of the human potential of the Kropyvnytskyi Urban Territorial Community is directly related to a powerful competitive network of institutions of various levels of education, culture, and social protection.

Specifically, improving the quality of educational services is ensured by improving the material and technical equipment of educational institutions; accessibility and comfort of educational space, taking into account the needs of vulnerable groups of the population and a gender approach; obtaining vocational training in the dual form of education by improving educational programs of multi-level educational institutions, taking into account the needs of the local labor market and acquiring competitive skills and knowledge. High quality of educational services provides ample opportunities for successful self-realization of each participant in the educational process and forms a holistic personality with formed life goals and developed professional aspirations.

Thus, there is a need to develop the competitiveness of youth as the basis for the development of human capital in the community, with the development of the infrastructure of youth centers and the implementation of measures to strengthen intellectual potential, in particular, the involvement of talented and gifted youth in systematic scientific and research work, innovative and project activities, creative and artistic expression; to create conditions to support the participation of youth in the active life of the community, including the involvement of youth in decision-making related to life in the community; to support youth initiatives and the development of entrepreneurial skills of youth, including through the implementation of the entrepreneurial discovery process.

In this direction, ensuring the effective functioning of a network of cultural institutions, specifically the creation of a Center for Cultural Services, is becoming more relevant in order to develop initiatives to strengthen national and civic identity; increasing measures aimed at strengthening the social cohesion of the population; creating favorable conditions for cultural and creative dialogue, etc. That is, the Kropyvnytskyi community is developing its human potential, including through encouraging the use of cultural infrastructure, supporting creative projects and developing the festival movement, holding open public events, including on the basis of a network of libraries, etc.

The community pays special attention to the integration of vulnerable groups of the population, people of advanced age into active socio-economic life, as well as the reintegration of people who find themselves in difficult life circumstances. In war conditions, there is a rapid increase in the number of vulnerable groups of the population, including military and civilian personnel, in particular war veterans and their families, internally displaced people, persons with disabilities, etc., who require social adaptation and integration (readaptation, reintegration) into public life. Therefore, among the key steps to ensure a high-quality social protection system and the formation of an inclusive environment, it is envisaged to improve the quality and accessibility of social services to vulnerable groups of the population, including internally displaced people, Defenders of Ukraine, family members of deceased Defenders of Ukraine, persons with disabilities as a result of the war, etc.; implementation of housing, property, and social rights of vulnerable groups of the population, including veterans and their family members; children, orphans, children deprived of parental care, and persons from their number; providing psychological support and consultations for veterans and their family members in order to improve their condition and adapt to new conditions; implementing measures for the rehabilitation and readaptation of war veterans; improving the quality and accessibility of social services to all persons discharged or released from military service; social support and adaptation of family members of deceased Defenders of Ukraine; providing specialists to accompany war veterans and demobilized persons in the system of transition from military service to civilian life, and other measures.

The digitalization of the Kropyvnytskyi Urban Territorial Community is at a highly competitive level, the development of its digital infrastructure contributes to improving the quality of effective municipal management in the context of the development of information technologies. The development and strengthening of the community's digital ecosystem is ensured by the introduction of modern information technologies in all areas of life, in particular, the digital transformation of municipal management; the organization of training in modern digital skills and competencies, digital literacy of various population groups; the implementation of modern digital tools of electronic communication and the expansion of the list and improvement of the accessibility of electronic services; the improvement of mechanisms for cooperation between local authorities and the public, including through increasing the efficiency of local e-democracy tools; the expansion of the list, improvement of the quality and accessibility of the provision of administrative and other public services, etc.

To ensure access to spatial and socio-economic data in an interactive graphic format, a modern geoinformation portal is being implemented with a database of infrastructure facilities in all areas of community life; ensuring comfortable management of community assets, specifically natural and land resources, engineering and transport, social, tourist infrastructure, investment potential, etc.; with an improved communication system between residents and authorities through the updating of the geoinformation system.

Meeting the needs of all segments of the community in all areas of society, ensuring equal opportunities for representatives of both sexes in the areas of employment, education and training, economic and social activities and in the decision-making process is ensured by developing a gender profile of the community and implementing measures aimed at establishing real gender equality in all areas of life; ensuring a gender-sensitive and inclusive environment in all administrative and socio-cultural premises; creating equal conditions for the participation of women and men in public administration, providing educational programs to enhance gender sensitivity, a policy of non-discrimination and tolerance, as well as intolerance to any manifestations of violence, etc.

Operational goal	Task	Expected results	Performance indicators
<b>3.1 Improving the quality of educational, cultural and social services while ensuring the formation of an inclusive, barrier-free and safe environment</b>	3.1.1 Building of an optimal network and improvement of the material and technical base of educational, cultural and social protection institutions; ensuring the quality of service provision	<ul style="list-style-type: none"> <li>- repair, reconstruction of existing and construction (arrangement) of new educational, cultural and social protection institutions;</li> <li>- improving the material and technical base of educational, cultural, and social protection institutions;</li> <li>- improving the quality of service provision by educational, cultural, and social protection institutions;</li> <li>- providing educational, cultural, and social protection institutions with highly qualified personnel, taking into account a gender approach;</li> <li>- improving the practical implementation of an inclusive approach in the provision of educational, cultural and social protection services.</li> </ul>	<ul style="list-style-type: none"> <li>- the number of institutions of various levels of education, culture and social protection, units;</li> <li>- the number of children covered by education, culture and social protection services, in particular children with special educational needs, including boys and girls separately, units</li> <li>- number of qualified employees of educational, cultural and social protection institutions, persons;</li> <li>- number of employees of educational, cultural, and social protection institutions who have completed advanced training courses, people.</li> </ul>

Operational goal	Task	Expected results	Performance indicators
<b>3.1 Improving the quality of educational, cultural and social services while ensuring the formation of an inclusive, barrier-free and safe environment</b>	3.1.2 Development and improvement of accessible and comfortable educational, cultural and social space, including the needs of vulnerable groups of the population and the principle of gender equality	<ul style="list-style-type: none"> <li>- development of the infrastructure of a barrier-free, safe, inclusive educational, cultural and social space, taking into account the needs of vulnerable categories;</li> <li>- improving the quality of uninterrupted open Wi-Fi access;</li> <li>- providing educational, cultural, and social institutions with places of collective civil defense, in particular shelters;</li> <li>- improving the material and technical base and improving the system of operation of catering;</li> <li>- creating safe conditions during the educational process.</li> </ul>	<ul style="list-style-type: none"> <li>- number of educational, cultural, and social institutions equipped for people with limited mobility, including barrier-free access, units;</li> <li>- number of educational, cultural, and social institutions provided with uninterrupted open Wi-Fi access, units;</li> <li>- capacity of collective protection places (shelters) at educational, cultural and social institutions, individuals;</li> <li>- number of caterings and dining rooms equipped in accordance with the HACCP system standards, units;</li> <li>- number of establishments equipped with video surveillance and access control systems.</li> </ul>
	3.1.3 Facilitating vocational training through dual education	<ul style="list-style-type: none"> <li>- implementation of dual education approaches;</li> <li>- improving educational programs of multi-level educational institutions taking into account the needs of the local labor market;</li> <li>- improving the acquisition of competitive skills and knowledge in priority sectors of the community economy.</li> </ul>	<ul style="list-style-type: none"> <li>- number of educational programs implemented within the framework of the implementation of the dual form of education, units;</li> <li>- the number of people seeking education in the dual form, including those taking into account a gender approach;</li> <li>- number of concluded contracts with business entities regarding internships, units;</li> <li>- number of people undergoing internships within the framework of the dual form of education, people.</li> </ul>
	3.1.4 Creating conditions for supporting and developing the intellectual, creative and physical potential of all population groups; promoting their increased integration into social life	<ul style="list-style-type: none"> <li>- creating conditions to support youth participation in active community life;</li> <li>- involving talented young people in systematic scientific and research work, in particular in innovative and project activities;</li> <li>- involving young people in decision-making related to community life;</li> <li>- promoting the improvement of the work of the youth council;</li> <li>- supporting youth initiatives and developing entrepreneurial skills among young people.</li> </ul>	<ul style="list-style-type: none"> <li>- the number of young people involved in the socio-cultural life of the community, including attending clubs, leisure groups, etc., in people;</li> <li>- number of clubs and sections to meet the socio-cultural needs of youth, units;</li> <li>- number of people who make up the youth council, people;</li> <li>- number of young people involved in research activities, innovation projects, etc., people.</li> </ul>
	3.1.5 Creation of public spaces for the successful self-realization of residents; improving the quality of service provision and creating equal opportunities for personal development	<ul style="list-style-type: none"> <li>- expansion of the network of centers (spaces) for the successful self-realization of residents;</li> <li>- promoting the development of volunteering and social work;</li> <li>- holding mass and cultural and artistic events;</li> <li>- expanding opportunities for creative and intellectual self-realization of residents;</li> <li>- creating conditions to support residents' participation in the active life of the community.</li> </ul>	<ul style="list-style-type: none"> <li>- number of centers (spaces), including youth centers, for self-realization of residents, units;</li> <li>- number of residents visiting community centers, people;</li> <li>- number of people involved in volunteering and social work, people;</li> <li>- number of cultural and mass events held (events, festivals, exhibitions, concerts, etc.), units</li> </ul>
	3.1.6 Creating new models and ensuring the effective functioning of cultural institutions, in particular public libraries; digitalization of their activities	<ul style="list-style-type: none"> <li>- ensuring the effective functioning of the network of cultural institutions;</li> <li>- increasing the book collection of the library network;</li> <li>- increasing cultural events held in libraries;</li> <li>- expanding digital technologies in the provision of cultural services, including by libraries;</li> <li>- improving the level of digitalization and Internet access in library institutions.</li> </ul>	<ul style="list-style-type: none"> <li>- number of cultural institutions, units;</li> <li>- number of people receiving cultural services, persons;</li> <li>- amount of the library network's book collection, copies;</li> <li>- number of people visiting libraries, people;</li> <li>- provision of computer equipment to cultural institutions, in particular libraries, units;</li> <li>- number of cultural institutions, including libraries, with open access to the Internet, units</li> </ul>
	3.1.7 Implementation of measures to strengthen Ukrainian national and civic identity and strengthen social cohesion of the population	<ul style="list-style-type: none"> <li>- supporting the development of initiatives to strengthen national and civic identity;</li> <li>- increasing measures aimed at strengthening social cohesion of the population;</li> <li>- creating favorable conditions for dialogue in cultural and creative forms, including events and initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>- number of events held aimed at developing and strengthening national and civic identity, units;</li> <li>- number of measures carried out aimed at strengthening social cohesion, units;</li> <li>- number of residents participating in activities to strengthen national and civic identity, strengthen social cohesion, persons.</li> </ul>

Operational goal	Task	Expected results	Performance indicators
<b>3.2 Social protection and the formation of an inclusive environment</b>	3.2.1 Expanding and improving the system of providing accessible and high-quality social services, taking into account a gender approach; ensuring their digitalization	<ul style="list-style-type: none"> <li>- expansion of the network of social service centers;</li> <li>- expanding the list of social services, taking into account a gender approach;</li> <li>- improving the quality and accessibility of social services, including on the basis of social order;</li> <li>- expanding the list of social services provided using digital technologies;</li> <li>- development of social support infrastructure for all categories of the population;</li> <li>- development of foster care for children who find themselves in difficult life circumstances.</li> </ul>	<ul style="list-style-type: none"> <li>- number of social protection institutions providing social services, units;</li> <li>- number of people receiving social services, people;</li> <li>- number of social services provided using digital technologies, units;</li> <li>- number of created resilience centers, units;</li> <li>- number of children in foster care, persons.</li> </ul>
	3.2.2 Creating favorable conditions for effective adaptation and socio-economic integration of war veterans and their families, internally displaced people and other vulnerable groups of the population	<ul style="list-style-type: none"> <li>- formation of a high-quality system of social protection for vulnerable groups of the population, including Defenders of Ukraine, persons with disabilities as a result of the war, etc.;</li> <li>- implementation of housing, property, and social rights of vulnerable categories of the population, including veterans and their family members; children of orphans, children deprived of parental care, and individuals from among them;</li> <li>- providing psychological support and consultations for veterans and their family members to improve their condition and adapt to new conditions;</li> <li>- implementation of support for war veterans and demobilized persons.</li> </ul>	<ul style="list-style-type: none"> <li>- number of information and awareness-raising activities conducted regarding social, psychological assistance and psycho-emotional support, units;</li> <li>- the number of military personnel receiving various types of assistance, including financial, treatment and rehabilitation assistance;</li> <li>- the number of family members of military personnel who receive various types of social assistance, including financial assistance;</li> <li>- the number of war veterans and demobilized persons covered by the support service;</li> <li>- the number of vulnerable categories of the population provided with housing or provided with services to improve housing conditions, persons.</li> </ul>
	3.2.3 Ensuring the availability of psychological assistance and rehabilitation for persons being discharged or already discharged from military service from among war veterans, persons affected by hostilities, as well as persons in respect of whom the fact of deprivation of personal liberty as a result of armed aggression against Ukraine has been established	<ul style="list-style-type: none"> <li>- implementation of measures for the rehabilitation and readaptation of war veterans;</li> <li>- improving the quality and accessibility of social services to all persons discharged or released from military service;</li> <li>- social support and adaptation of family members of deceased Defenders of Ukraine;</li> <li>- providing support specialists;</li> <li>- improving measures to integrate veterans into socio-economic life.</li> </ul>	<ul style="list-style-type: none"> <li>- number of established support centers for war veterans, units;</li> <li>- the number of persons discharged or released from military service from among war veterans, persons affected by hostilities, as well as persons in respect of whom the fact of deprivation of personal liberty as a result of armed aggression against Ukraine has been established, who receive social services, persons;</li> <li>- number of veteran assistants and number of veterans receiving support services, persons.</li> </ul>

Operational goal	Task	Expected results	Performance indicators
<b>3.3 Development of the digital ecosystem and increasing the level of involvement of residents in community development processes</b>	3.3.1 Development of electronic communications infrastructure, including access to high-speed Internet; ensuring the independence of the functioning of the digital network	<ul style="list-style-type: none"> <li>- improving the infrastructure for access to high-speed Internet;</li> <li>- expansion of the fiber optic network to improve Internet coverage;</li> <li>- ensuring uninterrupted and independent access to Internet;</li> <li>- introduction of tools for transferring paper information into digital format.</li> </ul>	<ul style="list-style-type: none"> <li>- number of socio-cultural institutions with access to Internet, units;</li> <li>- number of socio-cultural institutions provided with uninterrupted and independent access to Internet, units;</li> <li>- number of digitized paper documents and created digital databases, units</li> </ul>
	3.3.2 Expanding and improving digital management tools; creating conditions for the development of digital competencies	<ul style="list-style-type: none"> <li>- training in modern digital skills and competencies, digital literacy of different population groups;</li> <li>- increasing the level of digital transformation in municipal administration;</li> <li>- implementation of modern information technologies in all spheres of life, including municipal administration;</li> <li>- improving the functioning of official websites and other electronic services of executive bodies and municipal enterprises, expanding their functionality and using modern digital communication and design tools;</li> <li>- ensuring data openness.</li> </ul>	<ul style="list-style-type: none"> <li>- number of developed educational courses in digital literacy and digital skills, units;</li> <li>- number of people who have received training in digital literacy and digital skills, people;</li> <li>- the number of new modern digital services implemented in municipal administration;</li> <li>- number of improved websites of executive bodies and municipal enterprises, units;</li> <li>- number of visits to websites of executive bodies and municipal enterprises.</li> </ul>
	3.3.3 Technical support and improvement of innovative tools in the field of cooperation and communication between local authorities and the public, including improving access to electronic services	<ul style="list-style-type: none"> <li>- providing modern digital tools for electronic communication;</li> <li>- expanding the list and improving the accessibility of electronic services;</li> <li>- improving mechanisms for cooperation between local authorities and the public, including using digital technologies;</li> <li>- increasing the effectiveness of local e-democracy tools.</li> </ul>	<ul style="list-style-type: none"> <li>- number of users of digital means of communication with the authorities, people;</li> <li>- number of local e-democracy tools, units;</li> <li>- number of users of local e-democracy tools, people;</li> <li>- number of people participating in activities to develop civil society institutions, people.</li> </ul>
	3.3.4 Development, implementation, and ensuring the effective functioning of a modern innovative geoinformation system	<ul style="list-style-type: none"> <li>- updating the database with infrastructure facilities from all areas of community life;</li> <li>- ensuring comfortable management of community assets, in particular natural and land resources, engineering and transport, social, tourism infrastructure, investment potential, etc.;</li> <li>- improving communication between residents and authorities through updating the geographic information system;</li> <li>- ensuring the functioning of a modern interactive community map.</li> </ul>	<ul style="list-style-type: none"> <li>- number of information layers of the community's geoinformation portal, units;</li> <li>- number of infrastructure facilities of all spheres of life entered into the database of the geographic information system, units;</li> <li>- number of visitors and users of the geographic information system, people.</li> </ul>
	3.3.5 Ensuring, expanding and improving the provision of administrative and other public services, taking into account the needs of all categories of the population, including residents of remote areas	<ul style="list-style-type: none"> <li>- improving the quality and accessibility of administrative and other public services;</li> <li>- expanding the list of electronic administrative and other public services.</li> </ul>	<ul style="list-style-type: none"> <li>- number of administrative and other public services provided, units;</li> <li>- number of electronic administrative and other public services provided, units</li> </ul>

Operational goal	Task	Expected results	Performance indicators
<b>3.4 Implementation of gender policy principles</b>	3.4.1 Development of a community gender profile (gender passport)	<ul style="list-style-type: none"> <li>- identifying gender gaps in demographic development, employment, wages, planning for sustainable socio-economic and cultural development of the community;</li> <li>- unlocking the economic potential of different groups of women and men.</li> </ul>	<ul style="list-style-type: none"> <li>- The share of women and men in the areas of demographic development, employment, wages, planning of socio-economic and cultural development, etc., %.</li> </ul>
	3.4.2 Ensuring the application of a gender approach in the processes of forming and implementing local policies	<ul style="list-style-type: none"> <li>- implementation of a set of actions aimed at establishing true gender equality in all spheres of life;</li> <li>- ensuring a gender-sensitive and inclusive environment in all administrative and socio-cultural premises;</li> <li>- creating equal conditions for the participation of women and men in public administration.</li> </ul>	<ul style="list-style-type: none"> <li>- share of women and men in public administration, %;</li> <li>- number of measures to strengthen gender sensitivity and gender equality, units;</li> <li>- number of developed educational programs on gender sensitivity and gender equality, units;</li> <li>- number of people who have received training on gender sensitivity and gender equality, people.</li> </ul>
	3.4.3 Increasing the level of qualifications of all stakeholders in the implementation of gender policy	<ul style="list-style-type: none"> <li>- reducing gender stereotypes;</li> <li>- providing educational programs to strengthen gender sensitivity, a policy of non-discrimination and tolerance, as well as intolerance to any manifestations of violence;</li> <li>- conducting information events on gender-oriented urban planning, gender budgeting, non-discrimination and gender equality.</li> </ul>	<ul style="list-style-type: none"> <li>- number of activities to strengthen gender sensitivity and gender equality, units;</li> <li>- number of developed educational programs on gender sensitivity and gender equality, units;</li> <li>- number of people who have received training on gender sensitivity and gender equality, people.</li> </ul>

## 8.4 STRATEGIC GOAL 4. A COMMUNITY OF CENTURIES-OLD CULTURAL TRADITIONS AND HISTORICAL HERITAGE

The territory of the Kropyvnytskyi Urban Territorial Community is rich in unique objects of historical and cultural heritage, local authentic traditions, customs and crafts, in addition to existing objects and territories of the nature reserve fund, other cultural objects that contribute to the development of various forms and types of tourism and recreation.

In particular, the territory of the community contains cultural heritage monuments of national importance, local importance and elements of intangible cultural heritage. The list of monuments of local importance requires adjustment in order to organize objects that have already been listed or were not discovered during the research (since they no longer exist), as determined in the historical and architectural reference plan of the city of Kropyvnytskyi, or have lost their status of protection, or such historical monuments that are subject to decommunization. Therefore, the issue of developing records and organizing the list of monuments for the purpose of their protection and preservation is quite relevant.

In addition, the technical condition of separate monuments of historical and architectural heritage hinders the development of new tourist routes and products due to the need for their recovery and restoration.

Analyzing the current state of the community's tourism and recreation sector, there is a positive dynamic of its development. Despite the continuation of the war, in recent years there has been an increase in tourist flows, a gradual increase in revenues from the tourist fee to the local community budget, the development and reconstruction of the community's tourism, recreational and leisure infrastructure, an expansion of the list of tourist services, in particular tourist routes and products, an increase in the quality of hospitality services, etc. Therefore, the development and implementation of effective comprehensive measures to use the economic potential of all community resources will contribute to the growth of the industry's competitiveness and an increase in its weight in the community's gross regional product.

Operational goal	Task	Expected results	Performance indicators
<b>4.1 Preservation of historical and cultural heritage</b>	4.1.1 Implementation of activities to protect and preserve historical and cultural heritage sites; expansion of the list of elements of intangible cultural heritage	<ul style="list-style-type: none"> <li>- ensuring the preservation of historical and cultural heritage sites by carrying out reconstruction, restoration and restoration of historical value;</li> <li>- development of accounting documentation for the protection and preservation of cultural heritage monuments;</li> <li>- streamlining the list of cultural heritage monuments of local importance;</li> <li>- expanding the list of elements of intangible cultural heritage.</li> </ul>	<ul style="list-style-type: none"> <li>- number of restored and reconstructed cultural heritage monuments, units;</li> <li>- number of monuments with developed accounting documentation, units;</li> <li>- number of monuments of local importance included in the state register, units;</li> <li>- number of new elements of intangible cultural heritage included in the state list, units.</li> </ul>
	4.1.2 Development of creative initiatives and industries, including local historical and cultural traditions and crafts	<ul style="list-style-type: none"> <li>- promoting the growth of the share of creative industries in increasing the competitiveness of the community economy;</li> <li>- creation of a database of local producers of local craft products of creative and artistic expression and authentic crafts;</li> <li>- ensuring the sustainability of creative businesses through the development of long-term local development projects for the industry.</li> </ul>	<ul style="list-style-type: none"> <li>- number of local creative business entities in the community, units;</li> <li>- number of local producers of craft products, units;</li> <li>- number of festivals, fairs and other activities held to promote local creative businesses, units;</li> <li>- Share of creative industries in the total volume of goods and services sold in the community, %.</li> </ul>



Operational goal	Task	Expected results	Performance indicators
<b>4.2 Development of tourism potential, recreation and creative industries</b>	4.2.1 Preparation of a strategy for the development of culture, tourism and creative industries in the community	<ul style="list-style-type: none"> <li>- conducting research on the socio-economic development of the tourism industry, culture and creative industries of the community;</li> <li>- development of a roadmap for implementing measures for the effective development of the tourism industry, culture and creative industries;</li> <li>- preparation of a strategy for the development of culture, tourism and creative industries in the community.</li> </ul>	<ul style="list-style-type: none"> <li>- a strategic state planning document, namely a strategy for the development of culture, tourism and creative industries in the community;</li> <li>- a development strategy action plan and a roadmap for their implementation.</li> </ul>
	4.2.2 Development and promotion of promising innovative and improvement of existing touristic products; strengthening the community brand as a tourist destination	<ul style="list-style-type: none"> <li>- improving the quality and accessibility of tourism services, in particular through community tourist information centers;</li> <li>- development of digital tourism infrastructure, including a modern online tourism platform and digital innovative tourism products;</li> <li>- development and implementation of a unified visual tourism style of the community;</li> <li>- development and promotion of the community's tourism brand;</li> <li>- creation of new and promotion of existing community museum institutions;</li> <li>- promotion of tourism potential on Ukrainian and international tourism service platforms.</li> </ul>	<ul style="list-style-type: none"> <li>- number of tourist services provided by the community's TIC, units;</li> <li>- number of tourists who visited the community, people;</li> <li>- volume of tourist tax revenues to the local community budget, million UAH;</li> <li>- number of innovative tourism products implemented, units;</li> <li>- number of implemented digital technologies at tourist attraction sites, units;</li> <li>- number of newly created hospitality entities, units;</li> <li>- volume of investments in the tourism industry of the community, million UAH;</li> <li>- number of new museum institutions created and museum expositions developed, units</li> </ul>
	4.2.3 Creating conditions for effective use of the economic potential of territories and objects of the nature reserve fund, cultural heritage objects and elements of intangible cultural heritage	<ul style="list-style-type: none"> <li>- development of recreational infrastructure;</li> <li>- preservation and improvement of accessibility of the natural and cultural and historical heritage of the community;</li> <li>- development of safe and barrier-free infrastructure in the tourism and recreation industry;</li> <li>- marking of historical and cultural heritage sites and natural reserves in accordance with the approved visual tourist style.</li> </ul>	<ul style="list-style-type: none"> <li>- number of facilities and territories equipped with safe and barrier-free infrastructure, units;</li> <li>- number of installed marks on attraction objects, units;</li> <li>- number of museum institutions included in tourist routes, units;</li> <li>- number of digitized historical artifacts.</li> </ul>

## IX. ANALYSIS OF THE COMPLIANCE OF THE STRATEGY PROVISIONS

### COMPLIANCE ANALYSIS

of the provisions of the Development Strategy of the Kropyvnytskyi Urban Territorial Community by 2030 with State Strategy for Regional Development of Ukraine

Strategic and operational goals of the State Strategy for Regional Development for 2021 - 2027	Strategic goal 1. A community of strong innovative competitive economy based on smart specialization	Operational goal 1.1 Stimulating the development of innovative types of economic activity	Operational goal 1.2 Increasing and strengthening investment potential	Operational goal 1.3 Facilitating the development of science, technology and innovation	Strategic Goal 2. A community of high quality of life and clean environment	Operational goal 2.1 Infrastructural development of the territory	Operational goal 2.2 Sustainable mobility and improving accessibility of transport services	Operational goal 2.3 Development of security and civil protection infrastructure taking into account the principles of inclusiveness and accessibility	Operational goal 2.4 Improving the demographic situation and extending the duration of the active life period	Operational goal 2.5 Implementation of activities to improve the environment and rational use of natural resources	Strategic Goal 3. A society of strong human potential and digital governance	Operational goal 3.1 Improving the quality of educational, cultural and social services while ensuring the formation of an inclusive, barrier-free and safe environment	Operational goal 3.2 Social protection and the formation of an inclusive environment	Operational goal 3.3 Development of the digital ecosystem and increasing the level of involvement of residents in community development processes	Operational goal 3.4 Implementation of gender policy principles	Strategic Goal 4. A community of centuries-old cultural traditions and historical heritage	Operational goal 4.1 Preservation of historical and cultural heritage	Operational goal 4.2 Development of tourism potential, recreation and creative industries
Strategic Goal 1. Formation of a cohesive state in social, humanitarian, economic, climate, environmental, security and spatial dimensions	+	-	+	-	++	+	-	-	-	++	+	-	-	+	-	-	-	-
Operational goal 1. Ensuring integrated development of territories taking into account the interests of future generations	+	-	+	-	++	+	-	-	-	++	+	-	-	+	-	-	-	-
Operational goal 2. Meeting the population's needs for quality administrative and public services	+	-	-	+	++	+	-	-	++	-	++	++	++	++	++	++	++	-
Operational goal 3. Social protection of war veterans and their families, internally displaced people and other vulnerable groups of the population	+	-	+	-	+	-	-	-	+	-	++	+	++	-	-	-	-	-
Strategic goal 2. Increasing the level of competitiveness of regions	++	++	+	+	++	++	++	++	-	+	-	-	-	-	-	-	-	-

Strategic and operational goals of the State Strategy for Regional Development for 2021 - 2027	Strategic goal 1. A community of strong innovative competitive economy based on smart specialization	Operational goal 1.1 Stimulating the development of innovative types of economic activity	Operational goal 1.2 Increasing and strengthening investment potential	Operational goal 1.3 Facilitating the development of science, technology and innovation	Strategic Goal 2. A community of high quality of life and clean environment	Operational goal 2.1 Infrastructural development of the territory	Operational goal 2.2 Sustainable mobility and improving accessibility of transport services	Operational goal 2.3 Development of security and civil protection infrastructure taking into account the principles of inclusiveness and accessibility	Operational goal 2.4 Improving the demographic situation and extending the duration of the active life period	Operational goal 2.5 Implementation of activities to improve the environment and rational use of natural resources	Strategic Goal 3. A society of strong human potential and digital governance	Operational goal 3.1 Improving the quality of educational, cultural and social services while ensuring the formation of an inclusive, barrier-free and safe environment	Operational goal 3.2 Social protection and the formation of an inclusive environment	Operational goal 3.3 Development of the digital ecosystem and increasing the level of involvement of residents in community development processes	Operational goal 3.4 Implementation of gender policy principles	Strategic Goal 4. A community of centuries-old cultural traditions and historical heritage	Operational goal 4.1 Preservation of historical and cultural heritage	Operational goal 4.2 Development of tourism potential, recreation and creative industries
Operational goal 1. Infrastructure resilient to security, social and economic challenges	+	+	-	-	++	++	++	++	-	-	-	-	-	-	-	-	-	-
Operational goal 2. Strong, capable and competitive regional economy	++	++	++	++	+	-	-	-	-	+	-	-	-	-	-	++	++	++
<b>Strategic Goal 3. Building effective multi-level governance</b>	+	-	+	+	-	-	-	-	-	-	+	-	-	+	+	-	-	-
Operational goal 1. Development of institutional capacity of public authorities considering EU best practices	+	-	+	+	-	-	-	-	-	-	+	-	-	+	+	-	-	-
Operational goal 2. Development of various forms of cooperation and effective management of public investments	+	-	+	-	-	-	-	-	-	-	-	-	-	-	-	+	+	-

"++" - strong correlation, "+" - indirect correlation

**COMPLIANCE ANALYSIS**  
**of the provisions of the Development Strategy of the Kropyvnytskyi Urban Territorial Community by 2030**  
**with Development Strategy of Kirovohrad region for 2021-2027**

Strategic and operational goals of the Development Strategy of Kirovohrad Region for 2021 - 2027	Strategic goal 1. A community of strong innovative competitive economy based on smart specialization	Operational goal 1.1 Stimulating the development of innovative types of economic activity	Operational goal 1.2 Increasing and strengthening investment potential	Operational goal 1.3 Facilitating the development of science, technology and innovation	Strategic Goal 2. A community of high quality of life and clean environment	Operational goal 2.1 Infrastructural development of the territory	Operational goal 2.2 Sustainable mobility and improving accessibility of transport services	Operational goal 2.3 Development of security and civil protection infrastructure taking into account the principles of inclusiveness and accessibility	Operational goal 2.4 Improving the demographic situation and extending the duration of the active life period	Operational goal 2.5 Implementation of activities to improve the environment and rational use of natural resources	Strategic Goal 3. A society of strong human potential and digital governance	Operational goal 3.1 Improving the quality of educational, cultural and social services while ensuring the formation of an inclusive, barrier-free and safe environment	Operational goal 3.2 Social protection and the formation of an inclusive environment	Operational goal 3.3 Development of the digital ecosystem and increasing the level of involvement of residents in community development processes	Operational goal 3.4 Implementation of gender policy principles	Strategic Goal 4. A community of centuries-old cultural traditions and historical heritage	Operational goal 4.1 Preservation of historical and cultural heritage	Operational goal 4.2 Development of tourism potential, recreation and creative industries
<b>Strategic Goal 1. Competitive innovation-driven economy developing on the basis of smart specialization</b>	++	++	++	++	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operational goal 1.1 Creating a favorable climate for attracting investments	++	+	++	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operational goal 1.2 Entrepreneurship development is the key to the economic growth of the region	++	++	++	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operational goal 1.3 Development of existing and creation of new high-tech industries considering the principles of smart specialization	++	++	+	+	+	+	-	-	-	-	-	-	-	-	-	-	-	-
Operational goal 1.4 Development of IT technologies and innovations and their implementation in production	++	++	++	++	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Strategic and operational goals of the Development Strategy of Kirovohrad Region for 2021 - 2027	Strategic goal 1. A community of strong innovative competitive economy based on smart specialization	Operational goal 1.1 Stimulating the development of innovative types of economic activity	Operational goal 1.2 Increasing and strengthening investment potential	Operational goal 1.3 Facilitating the development of science, technology and innovation	Strategic Goal 2. A community of high quality of life and clean environment	Operational goal 2.1 Infrastructural development of the territory	Operational goal 2.2 Sustainable mobility and improving accessibility of transport services	Operational goal 2.3 Development of security and civil protection infrastructure taking into account the principles of inclusiveness and accessibility	Operational goal 2.4 Improving the demographic situation and extending the duration of the active life period	Operational goal 2.5 Implementation of activities to improve the environment and rational use of natural resources	Strategic Goal 3. A society of strong human potential and digital governance	Operational goal 3.1 Improving the quality of educational, cultural and social services while ensuring the formation of an inclusive, barrier-free and safe environment	Operational goal 3.2 Social protection and the formation of an inclusive environment	Operational goal 3.3 Development of the digital ecosystem and increasing the level of involvement of residents in community development processes	Operational goal 3.4 Implementation of gender policy principles	Strategic Goal 4. A community of centuries-old cultural traditions and historical heritage	Operational goal 4.1 Preservation of historical and cultural heritage	Operational goal 4.2 Development of tourism potential, recreation and creative industries
<b>Strategic Goal 2. Development of human capital and improvement of the quality of life of the population</b>	+	-	-	+	++	-	-	-	++	-	++	++	++	-	++	+	+	-
Operational goal 2.1 Quality education for all	+	-	-	+	-	-	-	-	-	-	++	++	-	-	-	-	-	-
Operational goal 2.2 Good health is the path to stabilizing the demographic situation	-	-	-	-	++	-	-	-	++	-	-	-	-	-	-	-	-	-
Operational goal 2.3 Creating conditions for improving the well-being of the population	-	-	-	-	-	-	-	-	-	-	++	++	++	-	++	+	+	-
<b>Strategic Goal 3. Sustainable development of all territories</b>	++	++	++	+	++	++	++	++	-	-	++	++	-	++	-	++	++	++
Operational goal 3.1 Implementation of effective administrative management tools	+	-	+	+	+	+	-	-	-	-	++	-	-	++	-	-	-	-
Operational goal 3.2 Stimulating economic activity, primarily in promising areas of economic activity for the relevant territories	++	++	++	+	+	+	-	-	-	-	-	-	-	-	-	-	-	-
Operational objective 3.3 Development of logistics and social infrastructure of territories	+	+	-	-	++	++	++	++	-	-	++	++	-	++	-	++	++	++

<p><b>Strategic and operational goals of the Development Strategy of Kirovohrad Region for 2021 - 2027</b></p>	<p><b>Strategic goal 1. A community of strong innovative competitive economy based on smart specialization</b></p>	<p>Operational goal 1.1 Stimulating the development of innovative types of economic activity</p>	<p>Operational goal 1.2 Increasing and strengthening investment potential</p>	<p>Operational goal 1.3 Facilitating the development of science, technology and innovation</p>	<p><b>Strategic Goal 2. A community of high quality of life and clean environment</b></p>	<p>Operational goal 2.1 Infrastructural development of the territory</p>	<p>Operational goal 2.2 Sustainable mobility and improving accessibility of transport services</p>	<p>Operational goal 2.3 Development of security and civil protection infrastructure taking into account the principles of inclusiveness and accessibility</p>	<p>Operational goal 2.4 Improving the demographic situation and extending the duration of the active life period</p>	<p>Operational goal 2.5 Implementation of activities to improve the environment and rational use of natural resources</p>	<p><b>Strategic Goal 3. A society of strong human potential and digital governance</b></p>	<p>Operational goal 3.1 Improving the quality of educational, cultural and social services while ensuring the formation of an inclusive, barrier-free and safe environment</p>	<p>Operational goal 3.2 Social protection and the formation of an inclusive environment</p>	<p>Operational goal 3.3 Development of the digital ecosystem and increasing the level of involvement of residents in community development processes</p>	<p>Operational goal 3.4 Implementation of gender policy principles</p>	<p><b>Strategic Goal 4. A community of centuries-old cultural traditions and historical heritage</b></p>	<p>Operational goal 4.1 Preservation of historical and cultural heritage</p>	<p>Operational goal 4.2 Development of tourism potential, recreation and creative industries</p>
<p><b>Strategic Goal 4. Preservation of ecosystems and improvement of environmental infrastructure</b></p>	-	-	-	-	++	+	-	-	-	++	-	-	-	-	-	-	-	-
<p>Operational goal 4.1 Development of the ecological network and preservation of biodiversity</p>	-	-	-	-	++	-	-	-	-	++	-	-	-	-	-	-	-	-
<p>Operational goal 4.2 Reducing the environmental burden</p>	-	-	-	-	++	+	-	-	-	++	-	-	-	-	-	-	-	-

"++" - strong correlation, "+" - indirect correlation



Sustainable Development Goals of Ukraine for the period up to 2030	Strategic goal 1. A community of strong innovative competitive economy based on smart specialization	Operational goal 1.1 Stimulating the development of innovative types of economic activity	Operational goal 1.2 Increasing and strengthening investment potential	Operational goal 1.3 Facilitating the development of science, technology and innovation	Strategic Goal 2. A community of high quality of life and clean environment	Operational goal 2.1 Infrastructural development of the territory	Operational goal 2.2 Sustainable mobility and improving accessibility of transport services	Operational goal 2.3 Development of security and civil protection infrastructure taking into account the principles of inclusiveness and accessibility	Operational goal 2.4 Improving the demographic situation and extending the duration of the active life period	Operational goal 2.5 Implementation of activities to improve the environment and rational use of natural resources	Strategic Goal 3. A society of strong human potential and digital governance	Operational goal 3.1 Improving the quality of educational, cultural and social services while ensuring the formation of an inclusive, barrier-free and safe environment	Operational goal 3.2 Social protection and the formation of an inclusive environment	Operational goal 3.3 Development of the digital ecosystem and increasing the level of involvement of residents in community development processes	Operational goal 3.4 Implementation of gender policy principles	Strategic Goal 4. A community of centuries-old cultural traditions and historical heritage	Operational goal 4.1 Preservation of historical and cultural heritage	Operational goal 4.2 Development of tourism potential, recreation and creative industries
Promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	++	++	++	++	-	-	-	-	-	-	+	+	-	-	+	+	-	+
Building resilient infrastructure, promoting inclusive and sustainable industrialization and innovation	++	++	+	++	++	++	++	+	-	-	+	+	-	+	-	+	-	+
Reducing inequality	+	+	+	+	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Ensuring openness, security, viability and environmental sustainability of cities and other settlements	-	-	-	-	++	++	++	++	+	++	+	+	+	-	-	+	-	+
Ensuring the transition to rational consumption and production models	+	+	+	+	++	+	+	-	-	++	-	-	-	-	-	-	-	-
Taking urgent action to combat climate change and its impacts	+	+	-	+	++	+	+	-	+	++	-	-	-	-	-	+	-	+
Conservation and rational use of oceans, seas and marine resources for sustainable development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



<b>Sustainable Development Goals of Ukraine for the period up to 2030</b>	<b>Strategic goal 1. A community of strong innovative competitive economy based on smart specialization</b>																		
	Operational goal 1.1 Stimulating the development of innovative types of economic activity																		
	Operational goal 1.2 Increasing and strengthening investment potential																		
	Operational goal 1.3 Facilitating the development of science, technology and innovation																		
	<b>Strategic Goal 2. A community of high quality of life and clean environment</b>																		
	Operational goal 2.1 Infrastructural development of the territory																		
	Operational goal 2.2 Sustainable mobility and improving accessibility of transport services																		
	Operational goal 2.3 Development of security and civil protection infrastructure taking into account the principles of inclusiveness and accessibility																		
	Operational goal 2.4 Improving the demographic situation and extending the duration of the active life period																		
	Operational goal 2.5 Implementation of activities to improve the environment and rational use of natural resources																		
	<b>Strategic Goal 3. A society of strong human potential and digital governance</b>																		
	Operational goal 3.1 Improving the quality of educational, cultural and social services while ensuring the formation of an inclusive, barrier-free and safe environment																		
	Operational goal 3.2 Social protection and the formation of an inclusive environment																		
	Operational goal 3.3 Development of the digital ecosystem and increasing the level of involvement of residents in community development processes																		
	Operational goal 3.4 Implementation of gender policy principles																		
	<b>Strategic Goal 4. A community of centuries-old cultural traditions and historical heritage</b>																		
	Operational goal 4.1 Preservation of historical and cultural heritage																		
	Operational goal 4.2 Development of tourism potential, recreation and creative industries																		
	Protection and restoration of land ecosystems and promotion of rational use, rational forest management, combating desertification, halting and reversing land degradation and halting biodiversity loss	+	+	-	+	++	-	+	-	-	++	-	-	-	-	-	+	-	+
Promoting peaceful and inclusive societies for sustainable development, ensuring access to justice for all, and building effective, accountable and participatory institutions at all levels	+	-	-	+	-	-	-	-	-	-	++	+	-	++	-	-	-	-	
Strengthening the means of implementation and revitalizing the global partnership for sustainable development	++	+	++	+	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

"++" - strong correlation, "+" - indirect correlation

## **X. FINANCIAL SUPPORT OF THE IMPLEMENTATION OF THE DEVELOPMENT STRATEGY**

Financial support for the implementation of the Strategy-2030 is provided by:

- state budget funds, including inter-budgetary transfers from the state budget to the local budget;
- local budget funds;
- funds received by the state budget under assistance programs and grants from the European Union, foreign governments, international organizations, and donor institutions;
- investors' funds, including public-private partnerships, own funds of enterprises;
- other sources not prohibited by law.

## **XI. MONITORING AND ASSESSMENT OF THE IMPLEMENTATION OF THE DEVELOPMENT STRATEGY**

The effectiveness of the Kropyvnytskyi Urban Territorial Community Development Strategy is determined by monitoring the achievement of strategic, operational goals and tasks. How successful the implementation of the Strategy-2030 is it depends on the positive economic, social, and spatial changes that affect the achievement of the goals.

Registration, collection, analysis and generalization of information on the implementation of local development projects is carried out in order to track and study the dynamics and structural changes occurring in the community in accordance with the defined strategic, operational goals and tasks.

Assessment of the results of the implementation of the Strategy-2030 and Action Plan is a necessary stage for obtaining information on the achievement of expected results, their impact on the state of socio-economic development of the territorial community, and information on the sustainability of changes in order to make the necessary management decisions and necessary adjustments in the future.

Monitoring of the Strategy-2030 is carried out annually by comparing the baseline and actual values of the indicator system and is reflected in a report published on the official website of the Kropyvnytskyi City Council, in the sample form specified by the Methodological recommendations regarding the procedure for the development, approval, implementation, monitoring and evaluation of the implementation of strategies for the development of territorial communities (Order of the Ministry for Communities and Territories Development of Ukraine dated December 21, 2022 No.265).

The performance indicator system can be supplemented with indicators defined by operational goals and their corresponding tasks, including environmental indicators and population health indicators, the number and nature of which can be expanded or narrowed according to individual projects and tasks.

The annual report on monitoring the effectiveness of the implementation of the Strategy-2030 is submitted for consideration by the City Council. The results of the monitoring must be openly and freely accessible to the authorities and the public. Monitoring is used for:

- comparison of baseline and actual indicators, which makes it possible to obtain information about the effectiveness of the implementation of the Strategy-2030;
- obtaining information that can be used to improve future indicators and increase or decrease them during the implementation of tasks;
- verification of compliance with environmental and other requirements established by relevant regulatory legal acts;
- analysis of measures aimed at preventing, reducing or mitigating adverse effects on the environment and public health.

The assessment of the implementation of the Strategy-2030 is carried out after the expiration of the document based on the data of the monitoring reports and is a necessary stage for obtaining information on the achievement of expected results, their impact on the state of socio-economic and environmentally balanced development of the Kropyvnytskyi Urban Territorial Community, and information on the sustainability of changes in order to make the necessary management decisions and necessary adjustments.

Based on the assessment, a final report is compiled, which contains the results of comparing actual and baseline values of indicators; achievement of planned goals; meeting the needs of various groups of stakeholders; existing unplanned changes and impacts; activities that led to changes (including unplanned ones); the effectiveness of implementation mechanisms, resource costs, and sustainability of Strategy-2030 results.

The assessment can be internal (conducted by the implementers of the Strategy-2030) and external (conducted with the involvement of experts). The final report on the assessment of the implementation of the Strategy-2030 no later than three months after the end of the reporting

period is submitted for consideration by the relevant council and published on the official website of the Kropyvnytskyi Urban Territorial Community.

## MONITORING INDICATORS SYSTEM

### Development Strategy of the Kropyvnytskyi Urban Territorial Community by 2030

#### Strategic Goal 1. A community of strong innovative competitive economy based on smart specialization

Operational goal of Strategy-2030	Indicator	Base value for 2023	Intermediate value for 2027	Target value for 2030	Data source
<b>Operational goal 1.1 Stimulating the development of innovative types of economic activity</b>	volume of exports of goods, million.\$;	314.6	290	320	Main Statistical Office in Kirovohrad Region
	growth/decrease rates of exports of goods (by the corresponding year), %	-28.3			Main Statistical Office in Kirovohrad Region
	number of registered business entities, units				Main Statistical Office in Kirovohrad Region
	volume of industrial products sold, million UAH	24.7	41.0	45.0	Main Statistical Office in Kirovohrad Region
	growth rate of industrial output sold, %	111			Department of Economic Development
	number of new jobs created, units	1,000	1,000	1,000	Main Department of the State Tax Service in Kirovohrad region
	number of industrial parks included in the Register of Industrial Parks, units	0	1	2	Department of Economic Development
	volume of industrial products sold by enterprises of industrial parks, million UAH.				Industrial park participants
	volume of exports of industrial products by enterprises of industrial parks, million UAH.				Industrial park participants
	volume of capital investments in the development of industrial park infrastructure, million UAH.				Industrial Park Participants, Department of Economic Development
	number of types of economic activity combined into clusters, units	0	1	2	Department of Economic Development
	number of created logistics complexes, units	0	1	2	Department of Economic Development
<b>Operational goal 1.2 Increasing and strengthening investment potential</b>	number of registered SMEs, units	29,815	30,000	31000	Main Department of the State Tax Service in Kirovohrad region
	number of infrastructure facilities to support entrepreneurship development, units	1	2	2	Main Department of the State Tax Service in Kirovohrad region
	number of activities to establish cooperation between local authorities and businesses, units	0	1	2	Entrepreneurship Support Center
	number of created investment infrastructure development facilities, in particular attracting and supporting investors, units	1	2	2	Department of Economic Development
	number of entrepreneurs who received consultations on obtaining grants for the development of their own business, units	20	80	100	Department of Economic Development
	number of positively approved grant applications, units	51	61	71	Department of Economic Development
	number of events held for entrepreneurs, units	21	40	60	Department of Economic Development
	number of employed persons under state support programs, persons.	123	130	140	Kropyvnytskyi branch of the Kirovohrad Regional Employment Center

Operational goal of Strategy-2030	Indicator	Base value for 2023	Intermediate value for 2027	Target value for 2030	Data source
<b>Operational goal 1.2 Increasing and strengthening investment potential</b>	number of events to promote the investment potential of the community and its investment image, units	35	45	50	Department of Economic Development
	number of people trained in writing and submitting grant applications for international technical assistance, people	5	10	15	Department of Economic Development
	amount of funding for positively approved grant applications, million UAH.	28.1	29.0	30.0	Department of Economic Development
	number of concluded agreements with other communities, units	0	1	1	Department of Economic Development
	amounts of financing within the framework of cooperation agreements with other territorial communities, million UAH.	0	1	1	Department of Economic Development
	number of concluded agreements of international territorial cooperation in different spheres, units	0	1	1	Department of Economic Development
	amount of approved funding for grant applications, UAH million.	1.1	1.2	1.5	Department of Economic Development
	area of constructed residential and non-residential municipal property, thousand m <sup>2</sup> ;				Department of Capital Construction
	area of constructed residential and non-residential facilities of private ownership, thousand m <sup>2</sup> .				Department of Capital Construction
	amount of funds from the state regional development fund, million UAH.				Department of Economic Development
<b>Operational goal 1.3 Facilitating the development of science, technology and innovation</b>	number of concluded cooperation agreements with institutions of various levels of education, units				Department of Economic Development
	number of consultations provided on the development of innovative startups, commercialization of their activities, etc., units				Department of Economic Development
	number of newly registered business entities, units				Main Statistical Office in Kirovohrad Region
	number of forums and conferences held with the participation of scientists and business representatives, units				Department of Economic Development
	number of adapted educational programs according to the needs of the local labor market, units				Department of Economic Development

## Strategic Goal 2. A community of high quality of life and clean environment

Operational goal of Strategy-2030	Indicator	Base value for 2023	Intermediate value for 2027	Target value for 2030	Data source
<b>Operational goal 2.1 Infrastructural development of the territory</b>	availability of updated urban planning documentation of the territorial community, units				Department of Urban Planning and Land Resources
	the presence of a local housing development program, units	1			Department of Capital Construction
	total area of residential buildings, thousand m <sup>2</sup>	13	14	15	Main Statistical Office in Kirovohrad Region
	number of housing and communal facilities where reconstruction work has been carried out, units/apartments/total area of apartments in the building m <sup>2</sup>	1/105/4004.8	1/105/4004.8	1/105/4004.8	Department of Capital Construction
	area of new housing facilities built, units/apartments/total area of facilities, m <sup>2</sup> housing facilities, m <sup>2</sup>	1/70/3178.3	1/70/3178.3	1/70/3178.3	Department of Capital Construction
	number of implemented ESCO projects, units	18	20	20	Department of Education
	amount of reduction in costs for fuel, energy and utility services as a result of the implementation of energy services, million UAH.	7.0	7.5	7.5	Head Department of Housing and Communal Services
	length of constructed water supply and drainage networks, km	31.9	0.4	0.4	Head Department of Housing and Communal Services
	number of residents provided with affordable, high-quality centralized water supply and wastewater services, people	6775	6775	6775	Head Department of Housing and Communal Services
	length of reconstructed and modernized heating networks, km	161	163.5	165	Head Department of Housing and Communal Services
	number of reconstructed and modernized boiler systems, units	23	2	4	Head Department of Housing and Communal Services
	number of installed cogeneration systems, units	0	4	5	Head Department of Housing and Communal Services
	number of installed automation and dispatching systems for boiler systems, units	3	2	4	Head Department of Housing and Communal Services
	volumes of reduction of unproductive heat energy losses at all stages of production and transportation, Gcal	51175	47490	43490	Head Department of Housing and Communal Services
	number of residents provided with quality heating services, people	13643	13643	13643	Head Department of Housing and Communal Services
<b>Operational goal 2.2 Sustainable mobility and improving accessibility of transport services</b>	length of repaired roads and construction of new roads, km <sup>2</sup>	0.0366	0.036519	0.36519	Head Department of Housing and Communal Services, statistical data
	length of constructed bicycle paths, km <sup>2</sup>	-	0.007084	0.007084	Head Department of Housing and Communal Services, statistical data
	number of operating energy-efficient light points, units	15443	370	570	Head Department of Housing and Communal Services, statistical data
	number of purchased traction substations, units	6	6	6	Department of Transport and Communications
	number of purchased buses with especially large passenger capacity, units	-	10	10	Department of Transport and Communications
	number of purchased large-capacity buses, units	20	50	50	Department of Transport and Communications
	total passenger capacity of buses, persons	3900	8650	8650	Department of Transport and Communications
number of purchased trolleybuses with autonomous operation, units	21	36	36	Department of Transport and Communications	

Operational goal of Strategy-2030	Indicator	Base value for 2023	Intermediate value for 2027	Target value for 2030	Data source
<b>Operational goal 2.2 Sustainable mobility and improving accessibility of transport services</b>	total passenger capacity of trolleybuses, persons	4223	5768	5768	Department of Transport and Communications
	number of agreements concluded with private carriers, units	9	9	9	Department of Transport and Communications
	number of bus and trolleybus routes of public transport, units	38	44	44	Department of Transport and Communications
<b>Operational goal 2.3 Development of security and civil protection infrastructure taking into account the principles of inclusiveness and accessibility</b>	number of repaired (reconstructed) objects of the shelters fund, units	-	3	4	Department of Emergencies and Civil Protection
	number of constructed (equipped) new objects of the shelters fund, units	227	258	270	Department of Emergencies and Civil Protection
	number of newly installed notification and information systems, units	-	380	380	Department of Emergencies and Civil Protection
	share of population provided with shelters, %	100	100	100	Department of Emergencies and Civil Protection
	share of automated centralized notification systems that have undergone technical modernization, %	-	1	1	Department of Emergencies and Civil Protection
	number of social facilities equipped with fire protection systems, units	10	15	15	Municipal non-profit enterprises
	number of installed outdoor surveillance cameras (purchased at the expense of the community budget), units	352	604	754	Department for Prevention and Detection of Corruption
	number of fire and rescue divisions, units	6	6	6	Department of Emergencies and Civil Protection
	number of community police officers, persons	4	8	37	Department for Prevention and Detection of Corruption
<b>Operational goal 2.4 Improving the demographic situation and extending the duration of the active life period</b>	capacity of the bed fund of healthcare institutions, beds;	895	915	935	Healthcare facilities
	number of functioning rehabilitation departments of healthcare institutions, units	3	3	3	Healthcare facilities
	capacity of rehabilitation departments, beds	110	140	180	Healthcare facilities
	adult incidence rate of circulatory system diseases per 100 thousand population	38314.0	37000.0	36000.0	Healthcare facilities
	incidence rate of malignant neoplasms per 100 thousand population	471.3	460.0	450.0	Healthcare facilities
	birth rate per 1000 inhabitants	6.6*	6.7	6.8	Main Statistical Office in Kirovohrad Region
	death rate per 1000 inhabitants	19.5*	19.4	19.3	Main Statistical Office in Kirovohrad Region
	staffing by doctors, %	82.6	90.0	98.0	Healthcare facilities
	number of healthcare facilities where energy efficiency measures have been implemented, units	7	7	7	Healthcare facilities
	capacity of shelters for healthcare facilities, persons	1180	1780	1880	Healthcare facilities
	level of coverage of immunoprophylaxis against diphtheria, tetanus and pertussis, %	89	92	95	Healthcare facilities
	coverage rate of immunization against measles, mumps and rubella, %	93	95	95	Healthcare facilities
	average life expectancy, years	66*	68	70	Main Statistical Office in Kirovohrad Region
	number of people involved in sports and physical education, people	23500	25000	27600	Statistical report 2-FC



Operational goal of Strategy-2030	Indicator	Base value for 2023	Intermediate value for 2027	Target value for 2030	Data source
<b>Operational goal 2.4 Improving the demographic situation and extending the duration of the active life period</b>	number of vulnerable population groups involved in sports and physical culture, persons	6	6	6	Department of Youth and Sports
	number of sports and physical culture facilities equipped with inclusive infrastructure, units	0	1	2	Department of Youth and Sports
	number of sports sections by sport, units	48	49	50	Statistical report 2-FC
	number of preschool and school-age children involved in sports and physical culture, persons	3387	3500	3800	Statistical report 2-FC
	number of prize-winners of regional, national and international competitions in sports, including among people with disabilities, people	548	585	610	Statistical report 2-FC
	number of war veterans involved in sports and physical culture, people	50	100	150	Department of Youth and Sports
	number of sports and physical culture activities, units	178	200	220	Statistical report 2-FC
	number of people participating in sports and physical education and health activities, including vulnerable categories of the population, people	124	140	150	Department of Youth and Sports
	number of preschool and school-age children participating in sports and physical culture activities, persons	6600	6900	7100	Department of Youth and Sports
	number of activities to promote and publicize a healthy lifestyle, units	96	100	110	Statistical report 2-FC
	number of physical culture institutions providing rehabilitation services, units	4	4	5	Department of Youth and Sports
	number of people receiving rehabilitation services, people	98	115	125	Statistical report 2-FC
	<b>Operational goal 2.5. Implementation of activities to improve the environment and rational use of natural resources</b>	volumes of buried waste, tons	20535,260	21568,023	22640,124
volumes of green waste for composting, tons					Head Department of Housing and Communal Services
number of specially equipped sites for collecting and sorting solid household waste, tons					Head Department of Housing and Communal Services
volumes of household waste removal to storage sites, tons		96102,850	125000	150000	Statistical data
volumes of waste directed for reuse, recycling and recovery, tons		4055.7	6250	7500	Statistical data
length of worn-out sewer networks requiring modernization, major repairs, km					Head Department of Housing and Communal Services
length of storm sewer network, km		32.9	-	-	Statistical data
number (share) of households not covered by the sewerage system, units (%)					Head Department of Housing and Communal Services
water quality in water bodies (planar, linear), class		II	II	II	Regional Water Resources Office in Kirovohrad Oblast
water quality in the Ingul River within the city of Kropyvnytskyi, class		II	II	II	Regional Water Resources Office in Kirovohrad Oblast
amount of pollutant emissions into the atmosphere (from mobile and stationary sources), tons					Statistical data
area (share) of nature reserve territories, ha (%)		1300/1.15			Department of Urban Planning and Land Resources
area of green spaces, hectares		301,664	301,664	301,664	Statistical data
number of updated green space, units		270	300	500	Statistical data

### Strategic Goal 3. A community of strong human potential and digital governance

Operational goal of Strategy-2030	Indicator	Base value for 2023	Intermediate value for 2027	Target value for 2030	Data source
<b>Operational goal 3.1 Improving the quality of educational, cultural and social services while ensuring the formation of an inclusive, barrier-free and safe environment</b>	number of institutions of multi-level education, culture and social protection, units	84	84	80	Department of Education
		6	6	6	Department of Culture and Tourism
	number of children covered by education, culture and social protection services, in particular children with special educational needs, including separately for boys and girls, persons	34965 SEN-914 m-604 w-310	32300 SEN-1031 m-668 w-363	30500 SEN-1090 m-693 w-397	Department of Education
		2035	2035	2035	Department of Culture and Tourism
		958 m -347 w- 611 SEN-0	1200 m -500 w- 611	1400 m-347 w- 611	Department of Youth and Sports
	number of qualified employees of educational, cultural and social protection institutions, units	3200	3200	3100	Department of Education
		426	426	426	Department of Culture and Tourism
		45	52.25	52.25	Department of Culture and Tourism
	number of employees of educational, cultural, and social protection institutions who have completed advanced training courses, persons	3200	3200	3100	Department of Education
		45	52.25	52.25	Department of Culture and Tourism
	share of applicants for complete general education who took the national multi-subject test/external independent assessment in the Ukrainian language and did not pass the “pass/fail” threshold, %	0%	0%	0%	Department of Education
	share of applicants for complete general education who took the national multi-subject test/external independent assessment in mathematics and did not pass the “pass/fail” threshold, %	6.7%	6.7%	6.7%	Department of Education
	share of coverage of five-year-old children by preschool education institutions, %	94%	98%	100%	Department of Education
	share of children enrolled in inclusive education in the total number of children with certain functional impairments, %	1%	1.2%	1.4%	Department of Education
	number of educational, cultural, and social institutions equipped for people with limited mobility, including barrier-free access, units	52	72	80	Department of Education
		10	10	10	Department of Culture and Tourism
		1	3	3	Department of Youth and Sports
	number of educational, cultural, and social institutions provided with uninterrupted open Wi-Fi access, units	8	24 (26 houses)	30	Department of Education
		2	13	13	Department of Youth and Sports
	capacity of collective shelters at educational, cultural and social institutions, individuals	14698	23745	25000	Department of Education
		up to 64 people	up to 64 people	up to 64 people	Department of Culture and Tourism
		13	13	13	Department of Youth and Sports
	number of caterings and dining rooms equipped in accordance with the HACCP system standards, units	17	57	77	Department of Education

Operational goal of Strategy-2030	Indicator	Base value for 2023	Intermediate value for 2027	Target value for 2030	Data source	
<b>Operational goal 3.1 Improving the quality of educational, cultural and social services while ensuring the formation of an inclusive, barrier-free and safe environment</b>	number of establishments equipped with video surveillance and access control systems, units	46	81	81	Department of Education	
	number of implemented educational programs within the framework of the implementation of the dual form of education, units	5	6	6	Department of Education	
	number of dual education applicants, including a gender approach, persons	165 (chl-46% virgin – 54%)	185 (chl-46% virgin – 54%)	200 (chl-46% virgin – 54%)	Department of Education	
	number of concluded contracts with business entities regarding internships, units	12	13	14	Department of Education	
	number of people undergoing internships within the framework of dual education, people	165	185	200	Department of Education	
	number of young people involved in the socio-cultural life of the community, including attending clubs, leisure groups, etc., persons	12133	12200	12300	Department of Education	
		4210	4400	4900	Department of Youth and Sports	
	number of clubs and sections to meet the socio-cultural needs of youth, units	812	815	820	Department of Education	
		30	35	38	Department of Youth and Sports	
	number of people who are members of the youth council, people	18	up to 30	up to 30	Department of Youth and Sports	
	number of young people involved in research activities, innovation projects, etc., people	55	70	100	Department of Education	
	number of centers (spaces), including youth centers, for self-realization of residents, units	25	25	27	Department of Education	
		0	1	1	Department of Youth and Sports	
	number of cultural and mass events held (events, festivals, exhibitions, concerts, etc.), units	87	87	87	Department of Education	
	number of cultural institutions, units	11	11	11	Department of Culture and Tourism	
	number of book collection of the library network, copies	308177	273000	249000	Department of Culture and Tourism	
	number of people visiting libraries, people	25504	23000	23000	Department of Culture and Tourism	
	provision of computer equipment to cultural institutions, in particular libraries, units	92	92	92	Department of Culture and Tourism	
	number of cultural institutions, including libraries, with open access to the Internet, units	20	20	20	Department of Culture and Tourism	
	number of activities aimed at developing and strengthening national and civic identity, units	2084	2185	2300	Department of Education	
		92	250	300	Department of Youth and Sports	
	number of measures aimed at strengthening social cohesion, units	20900	22000	24000	Department of Education	
		1342	1500	1600	Department of Youth and Sports	
	number of residents participated in activities to strengthen national and civic identity, strengthen social cohesion, individuals	1000	1300	2000	Public Relations Department	
		1260	3250	3900	Department of Youth and Sports	
	<b>Operational goal 3.2 Social protection and the formation of an inclusive environment</b>	number of social protection institutions providing social services, units	7	8	8	Department of Social Policy
		number of people receiving social services, people	7056	7400	8000	Department of Social Policy
number of resilience centers created, units		1	1	1	Department of Social Policy	
number of children in foster care, persons		12	12	12	Department of Social Policy	
number of information and awareness-raising activities conducted on social, psychological assistance and psycho-emotional support, units		6000	11200	15000	Department of Social Policy	

Operational goal of Strategy-2030	Indicator	Base value for 2023	Intermediate value for 2027	Target value for 2030	Data source
<b>Operational goal 3.2 Social protection and the formation of an inclusive environment</b>	number of soldiers receiving various types of assistance, including financial, treatment and rehabilitation assistance, persons	1587	2000	2500	Department of Social Policy
	number of war veterans and demobilized persons covered by the escort service		3000	3000	Department of Social Policy
	number of established support centers for war veterans, units		1	1	Department of Social Policy
	the number of persons discharged or released from military service from among war veterans, persons affected by hostilities, as well as persons in respect of whom it has been established that they were deprived of their personal liberty as a result of armed aggression against Ukraine, who receive social services, persons		3000	3000	Department of Social Policy
	number of veterans' assistants and number of veterans receiving support services, persons		30/3000	30/3000	Department of Social Policy
<b>Operational goal 3.3 Development of the digital ecosystem and increasing the level of involvement of residents in community development processes</b>	number of digitized paper documents and created digital databases, units	-	700 units/ 1 database	1500 units/ 1 database	Archives Department
	number of developed educational courses in digital literacy and digital skills, units	0	3	6	Information Technology Department
	number of people trained in digital literacy and digital skills, people	14	27	50	Information Technology Department
	number of new modern digital services implemented in municipal administration, units	0	2	2	Information Technology Department
	number of improved websites of executive bodies and municipal enterprises, units	1	1	1	Information Technology Department
	number of visits to websites of executive bodies and municipal enterprises, individuals	153254	248000	274000	Information Technology Department
	number of local e-democracy tools, units	4	6	8	Public Relations Department
	number of users of local e-democracy tools, people	1500	3000	4000	Public Relations Department
	number of administrative and other public services provided, units	155830	190380	207880	Electronic databases
	number of electronic administrative and other public services provided, units	1438	2264	2865	Electronic databases
	community digital transformation index, units	45,921			<a href="https://hromada.gov.ua/index/kr">https://hromada.gov.ua/index/kr</a>
<b>Operational goal 3.4 Implementation of gender policy principles</b>	number of measures to strengthen gender sensitivity and gender equality, units	47	70	85	Department of Youth and Sports
	number of people who have received training on gender sensitivity and gender equality, people	25	200	300	Department of Youth and Sports

### Strategic Goal 4. A community of centuries-old cultural traditions and historical heritage

Operational goal of Strategy-2030	Indicator	Base value for 2023	Intermediate value for 2027	Target value for 2030	Data source
<b>Operational goal 4.1 Preservation of historical and cultural heritage</b>	number of restored and reconstructed cultural heritage monuments, units				Department of Urban Planning and Land Resources
	number of monuments with developed accounting documentation, units				Department of Urban Planning and Land Resources
	number of local monuments included in the state register, units				Department of Urban Planning and Land Resources
	number of new elements of intangible cultural heritage included in the state list, units				Department of Urban Planning and Land Resources
<b>Operational goal 4.2 Development of tourism potential, recreation and creative industries</b>	a developed strategic state planning document, namely a strategy for the development of culture, tourism and creative industries of the community, units	-	1	2	Department of Culture and Tourism
	a developed strategy action plan and a roadmap for their implementation, units		1	2	Department of Culture and Tourism
	number of tourist services provided by the community's TIC, units	10	15	20	Department of Culture and Tourism
	volume of tourist tax revenues to the local community budget, million UAH.	1.14	1,550	1.93	Financial Management
	number of installed marks on attraction objects, units	33	40	45	Department of Culture and Tourism
	number of museum institutions included in tourist routes, units	8	10	13	Department of Culture and Tourism