НАУКОВІ ЗАСАДИ ІНДУСТРІАЛІЗАЦІЇ ТА ЕФЕКТИВНОГО ВИКОРИСТАННЯ РЕСУРСІВ ГРОМАД, НА ПРИКЛАДІ ПОДІЛЬСЬКОГО РАЙОНУ ОДЕСЬКОЇ ОБЛАСТІ

Актуальність. Актуальність дослідження визначається необхідністю визначення концептуально-методичних засад і механізмів стимулювання економічного, в тому числі індустріального розвитку територіальних громад, як основи для реалізації ними бюджетоутворюючої функції. Виконання громадами функцій і повноважень в сфері лісівого виробництва потребує не лише інституційного вдосконалення, але і надання стабільних джерел фінансового забезпечення у вигляді податків від стабільно функціонуючого територіально-господарського комплексу, сформованого у відповідності до спеціалізаційних можливостей та ресурсної забезпеченості економічних систем адміністративно-територіальних одиниць в Україні. Одним з прикладів територіальної громади районного рівня, де прийнято рішення щодо відродження і розвитку промислового потенціалу та створення індустріального парку, але не визначено конкретних заходів та наукового обґрунтування щодо забезпечення реалізації такої задачі є Подільський район Одеської області.

Вирішення проблеми високотехнологічного розвитку національної економіки визначено як одне з пріоритетних для нашої держави і презентовано Президентом на всеукраїнському форумі "Україна 30. Інфраструктура". Офіційно є намір побудувати потужну систему індустріальних парків у кожному регіоні країни, але нині в Україні зареєстровано 46 індустріальних парків, і більшість із них не мають необхідної інфраструктури, комунікацій, доріг. Не вирішені питання наукового обґрунтування і раціонального планування розміщення промислових об'єктів на територіях громад, а також також заходи та механізми організаційно-економічного забезпечення розміщення промислових об'єктів у відповідності до наявних інфраструктурних можливостей, ресурсної забезпеченості та інших факторів. Сформульовані в даному дослідженні науково-методичні положення та пропозиції щодо розбудови мережі промислових підприємств, які збільшуватимуть додану вартість інших економічних вигод від використання ресурсного потенціалу території відповідають завданням Стратегії...
економічного та соціального розвитку міста Подільська до 2025 року, а також сприяння реалізації цілі №2 Державної стратегії регіонального розвитку України на період 2021-2027 років, яка передбачає формування конкурентоспроможних економічних підсистем адміністративно-територіальних одиниць в Україні.

Мета та завдання. Метою статті є визначення наукових засад забезпечення розвитку і підвищення спроможності економічних систем територіальних громад в Україні шляхом підтримки індустріалізації та ефективного використання економічних ресурсів, інфраструктурного, людського потенціалу, на прикладі Подільського району Одеської області, в контексті формування економічного базису адміністративно-територіальних одиниць для підвищення рівня їхньої спроможності щодо виконання функцій і задач забезпечення належного рівня добробуту і суспільного життя в громаді. Основними завданнями для вирішення проблем забезпечення індустріалізації економічних систем громад є обґрунтування доцільності створення виробничих підприємств з врахуванням наявних ресурсів і передумов для розміщення продуктивних сил, ринків збуту, попиту, визначення оптимального розташування підприємств, формування інструментів і механізмів щодо стимулювання інвестицій в створення і розвиток таких переробних підприємств.

Результати. Висновки разом з індустріалізації та ефективного використання місцевих ресурсів в територіально-господарських системах, на прикладі Подільського району Одеської області. На основі аналізу інституціональних умов щодо формування конкурентоспроможних територіально-господарських систем, визначених стратегічними документами в сфері державного регулювання регіонального розвитку, розглянуто різні сценарії його впровадження на території Подільського района, орієнтованих на створення максимально можливої доданої вартості, та оптимальне розміщення цих підприємств з метою найкращого використання наявних сировинних, людських ресурсів, транспортного, інфраструктурного потенціалів. Досліджено можливості економічного співробітництва підприємств району для створення в районі єдиної системи господарських зв’язків, заснованих на використанні спеціалізаційних переваг, ресурсної забезпеченості, на максималізації створюваної доданої вартості і сприяння економічному розвитку території району.

Висновки. Проведений аналіз інституціональних умов регіонального розвитку, стану розподілу повноважень, функцій і забезпечення їхнього виконання на різних рівнях, засвідчив про необхідність розбудови територіально-господарських систем, спроможних створювати нову вартість на основі ефективного використання ресурсів, що стає економічною основою для комплексної спроможності адміністративно-територіальних одиниць в умовах реформи місцевого самоврядування. Проведена оцінка господарської системи Подільського району Одеської області підтвердила перспективи для виробництва і збуту хлібопродуктів, що свідчить про доцільність створення відповідних підприємств і забезпечення економічного розвитку даної територіальної громади.

Ключові слова: індустріалізація, економічний розвиток громад, розміщення виробництв, конкурентоспроможність регіонів.
SCIENTIFIC PRINCIPLES OF INDUSTRIALIZATION AND EFFICIENT USE OF COMMUNITY RESOURCES, ON THE EXAMPLE OF PODILSK DISTRICT (RAION) OF ODESSA REGION

**Topicality.** The relevance of the study is determined by the need of forming of the conceptual and methodological principles and mechanisms for stimulating of economic development of territorial communities, including their industrial sphere, as a basis for their implementation of the budget-forming function. The performance of community functions and powers in the field of local government requires not only institutional improvement, but also the presence of a stable source of financial support in the form of taxes from a stable territorial economic complex, formed and developed in accordance with specialization and availability of resources in economic systems of administrative units in Ukraine. One of the examples of the territorial community of the raion level, where the decision was made to revive and develop industrial potential and create an industrial park, but did not identify specific measures and scientific justification to ensure the implementation of such a task is Podilsk raion of Odessa region. Solving the problem of high-tech development of the national economy has been identified as one of the priorities for our country and presented by the President at the All-Ukrainian Forum "Ukraine 30. Infrastructure". Officially, there is an intention to build a powerful system of industrial parks in each region of the country, but currently there are 46 industrial parks registered in Ukraine, and most of them do not have the necessary infrastructure, communications and roads. The issues of scientific substantiation and rational planning of production facilities in the territories of communities remain unresolved, as well as measures and mechanisms for organizational, economic, financial and tax incentives for investment in the development of such industrial parks. For Podilsky raion of Odessa region, the issues of scientific-methodical and organizational-economic support of production location in accordance with the available infrastructural opportunities, resource security and satisfaction of demand in industrial products are relevant and need to be addressed. The scientific and methodological provisions and proposals formulated in this study for the development of a network of industrial enterprises that will increase added value and other economic benefits from the use of resource potential of the territory meet the objectives of the Strategy of economic and social development of town of Podilsk until 2025, Strategy of regional development of Ukraine for the period 2021-2027, which provides the formation of competitive economic subsystems of administrative-territorial units in Ukraine.

**Aim and tasks.** The purpose of the article is to determine the scientific basis for the development and capacity building of economic systems of territorial communities in Ukraine by supporting industrialization and efficient use of resource, infrastructure, human potential, on the example of Podilsk raion of Odessa region, in the context of forming economic base, ability to perform the functions and tasks of ensuring an adequate level of well-being and social life in the community. The main tasks to solve the problem of industrialization of economic systems of communities is to justify the feasibility of creating of processing enterprises, taking into account availability of resources and prerequisites for the location of productive forces, markets, demand, determining the optimal location of enterprises, forming tools and mechanisms to stimulate the investments in such processing enterprises.

**Research results.** The results of researches of prospects and priorities of industrialization and effective use of local resources in territorial and economic systems, on an example of the Podilsky raion of Odessa region are stated. Based on the analysis of institutional requirements for the formation of competitive territorial and economic systems, defined by strategic documents in the field of state regulation of regional development, various scenarios of industrialization of the local economic system, on the example of Podilsk raion. Options for creating a new industrial enterprises in the district (raion), focused on creating of the maximum possible added value, and the optimal location of these enterprises in order to make the best use of available raw materials, human resources, transport and infrastructure potential. Possibilities of economic cooperation of enterprises of the raion to create a unified system of economic relations in the region, based on the use of specialization advantages, resources and infrastructure to maximize the added value and promote economic development of communities and raions, increase welfare. The expediency of organizing the production of bakery products, oil and biofuels, which meets the priorities of the economic
system of the Podilsk raion of Odessa region, in particular in terms of identifying promising industries within the industrial park "Podilsk".

Conclusions. The analysis of institutional conditions of regional development, the state of distribution of powers, functions and ensuring their implementation at different levels of government, showed the need to develop territorial and economic systems capable of creating new value through efficient use of resources, which becomes the economic basis for integrated administrative and territorial capacity, units in terms of local government reform. The assessment of the economic system of Podilsk raion of Odessa region confirmed the prospects for the production and sale of bakery products, oil and biofuels, which indicates the feasibility of creating appropriate enterprises and ensuring the economic development of the territorial community.

To stimulate the creation of industrial enterprises and attract investment at the local level, incentives are proposed, in particular, on the basis of preferential land tax during the start-up period and payback of the investment project, which will be compensated by increasing local budget revenues new jobs from the very beginning of each project.

Keywords: industrialization, economic development of communities, location of production, competitiveness of regions, economic cooperation, division of labor.

Problem statement and its connection with important scientific and practical tasks.

The key problem to be solved is the formation of scientific foundations to stimulate the creation of industrial enterprises in local communities as economic units that can effectively transform the resources available in regional economic systems into competitive products with high added value that are in demand and generate revenue from sales. This provides for payments to employees, social contributions, taxes and other payments to the budget. Industrialization as one of the ways of economic development of the regional economic system is one of the options for ensuring the development of a functional area provided that there are adequate resources, labor, infrastructure, demand and access to the markets for finished products. Active development of various types of economic activity is appropriate for the territorial communities of Ukraine in terms of forming the foundations of stable management and transformation of the community area into a functional area.

However, the steady prevalence of raw materials in total production in the country, the need to increase the value added of each unit by processing raw materials and turning it into industrial products, officially announced by the President course for industrialization of economic subsystems [1, 2] in the country, in particular creation and development of industrial parks, the actual lack of an active process of industrialization - all this requires the development of scientifically sound mechanisms to support the formation of territorial and economic complexes with industrial specialization on the basis of efficient use of available resources and rational location of production.

One of the examples of territorial and economic system, where there are prerequisites for the deployment of the industrialization process, transport and infrastructure conditions, raw materials, human resources and conditions for the sale of finished products, is Podilsk raion of Odessa region, for which economic development is essential to ensure ability to perform administrative, financial and budgetary, social and other functions [3].

Since July 2020, the city of Podilsk, according to the resolution of the Verkhovna Rada of Ukraine "On the formation and liquidation of raions", has become the center of the enlarged raion and the requirements for endogenous capacity of its economic system have increased significantly. Representatives of the governing bodies of the community of Podilsk and Podilsk raion [4, 5] are interested in receiving proposals and developing tools, mechanisms to enhance the economic development of the raion, the formation of cooperation between raw materials producers and processing enterprises, in creating new industrial enterprises to increase processing of raw agricultural products grown in the area in order to supply it to domestic and foreign markets.

There is a need for scientific and applied nature in substantiating the mechanisms for attracting investment in the creation of new industrial and processing enterprises. Development of mechanisms, measures to attract investment and methodological tools for planning the creation of new industrial enterprises in local communities, taking into account endogenous opportunities and in accordance with the needs of foreign markets meets the objectives of strategic documents in economic development of the country and individual territorial economic systems.

In particular, it corresponds to goal 2 of the State Strategy of Regional Development (Formation of competitive regional economic systems), Strategic guidelines 4 and 5 of the Strategy of development of Odessa region for the period 2021-2027 (Effective economic space and Formation of export-oriented food industry) [6, 7].

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Analysis of recent publications on the problem. Theoretical and applied aspects of development of regional economic systems, issues of achieving convergence of regions, solving problems of rational spatial arrangement of economic entities, creation and development of industrial enterprises in territorial systems were investigated in their works by Isard W., Thünen J.H., Doroguntsov S.I., Lukinov I.I., Barro R. J., Xavier S.M., Atack J., Margo R.A. and Rhode F.W. [8], Haveman R.H., Hollenbeck K. [9], Song H., Thisse J.F., Zhu X. [10].


Allocation of previously unsolved parts of the general problem. Despite a significant degree of research on the rational location of industrial enterprises in territorial and economic systems, the results of decentralization reform, change of administrative and territorial structure, redistribution of powers and functions between different levels of government, international and national strategic documents in the field of economic development challenges and actualizes the task of substantiating the creation and investment support for the development of industrial enterprises in territorial communities as a basis for economic stability of the community and financial support of the community's administrative, social and other functions and obligations to society.

Formulation of research objectives (problem statement). The purpose of the study is to form theoretical and applied scientific bases for assessing the feasibility, determining the factor possibility of creating industrial enterprises, encouraging investors to invest in such enterprises as the basis for the formation of economic capacity of local communities.

Defining mechanisms to ensure the development and capacity building of economic systems of territorial communities in Ukraine by supporting industrialization and efficient use of resource, infrastructure, human potential, on the example of Podilsk raion of Odessa region, in the context of economic base of administrative-territorial units to increase their capacity to perform functions and the task of ensuring an adequate level of well-being and social life in the community.

The main tasks to solve the problem of industrialization of economic systems of communities is to justify the feasibility of creating industrial enterprises, taking into account available resources and prerequisites for the location of productive forces, markets, demand, determining the optimal location of enterprises, forming tools and mechanisms to stimulate investment in such processing enterprises.

An outline of the main results and their justification.

For the gradual implementation of long-term strategic priorities set by the Strategy of economic and social development of the city of Podilsk until 2025, a decision was made on 09/26/2018 №558-VII "On the creation of the industrial park" Podilsk " and by the decision of the city council from 03.04.2019 p. №664-VII approved a new version of the Concept of the industrial park "Podilsk" [4].

Podilsk Industrial Park was entered into the Register of Industrial Parks of Ukraine and the Ministry of Economic Development and Trade of Ukraine issued an Extract to the Register of Industrial Parks dated March 22, 2019 №40. The total area of the park will be 31.0704 hectares, with the possibility of connecting engineering networks of industrial capacity and the presence of an extensive transport system of road transport. The priority areas of the industrial park are enterprises for food production, clothing and footwear, furniture, engineering, repair and installation of machinery and equipment, as well as logistics facilities (creation of a transport and logistics center with the possible opening of a customs warehouse), service maintenance and more. A key factor in the development of the industrial park is to attract "anchor" investors - domestic or foreign companies with great potential. Podilsk city territorial community is ready to offer investors looking for new opportunities for their business: favorable geographical location and environment; vacant land plots for industrial development and production areas; experienced staff; extensive transport network; developed industrial capacity infrastructure; granting benefits for the payment of local taxes and fees; great opportunities in the food and processing industry, in the field of entrepreneurial activity. The community is located in the agricultural area in the center of agricultural production. Podilsk City Council of Podilsk raion of Odessa Region is ready to create all possible conditions for fruitful cooperation with other communities of Podilsk raion regarding further development of the economic sector of the region. According to the results of previous research and analysis of information received from the Podilsk City Council and the administration of the Podilsk raion, it is established that the creation of industrial enterprises in the community is one of the priorities of its development, and not only because the raion has created and Podilsk
Park, but also because the raion needs stable economic development on the basis of enterprises capable of creating high added value, to produce competitive products, to use raw materials and road infrastructure efficiently, to generate financial resources necessary for the budgetary capacity of the raion community.

Given the limited internal opportunities for the formation and development of enterprises in the city of Podilsk, modern institutional support in the field of economic cooperation creates the minimum necessary conditions for cooperation of communities and enterprises with other entities of this and other areas, which significantly increases opportunities for economic development, promotes the formation of an extensive network of division of labor and the creation of added value, in which the city of Podilsk can be assigned the role of the central link and coordinator of cooperation processes to increase the economic potential of the territorial economic system. Podilsk raion has a convenient economic and geographical location. Its territory is crossed by railways and highways, which connect it with Kyiv, Odessa, Vinnytsia and other major cities of Ukraine with access to the countries of North-Eastern Europe and the Black Sea coast. The close proximity to Moldova allows cross-border cooperation with it, and cities in the area such as Podilsk, Okny and Kodyma can become convenient logistics hubs. It should be noted that foreign economic relations between Ukraine and Moldova are developing quite dynamically, for example, in 2018 the volume of exports of goods from Odessa region to Moldova amounted to 78.9 million dollars. US dollars, imports - 27.1 million US dollars.

The main production specialization of the raion is agricultural production. First of all, it should be noted crop production, which develops due to favorable climatic conditions and fertile chernozem soils. Cereals (wheat, barley, rye), rapeseed, sunflower, corn, sugar beet and vegetable crops give high yields. Livestock is also developing, but there is a tendency to reduce the number of farm animals. The main directions of industrial development: processing of agricultural products, food, mining, clothing, forestry and woodworking industry.

The raions that became part of the Podilskyi raion in 2020 were not among the leaders in terms of industrial indicators in Odessa region. For example, according to the Department of Economic Policy and Strategic Planning of the Odessa Regional State Administration, these raions in terms of sales of industrial products in 2017 ranked only from 15th to 25th among 26 raions of Odessa region.

The industry of the raion is poorly developed, many enterprises are idle or have ceased to exist. Characteristic features are, as a rule, a low level of technological development, a high degree of depreciation of fixed assets and raw materials orientation. As an example of an exception to this rule can be called PE "Baltic Garment Factory".

The food industry is represented by such enterprises as PE Industrial and Commercial Enterprise "Odessa-Bread M" (town of Lyubashivka), LLC "Savransky Bread", LLC "Juice Plant Kodymsky".

A significant problem of the raion is the emergency condition of a large part of highways: Podilsk - Ananyiv, Podilsk - Balta, Podilsk - Fedorivka, Podilsk - Maryanivka, Podilsk - Kodyma, Savran - Lyubashivka, Ananyiv - Pishchana, etc. Перед районом стоїть ряд завдань щодо вирішення екологічних проблем: будівництво і модернізація очисних споруд (м. Кодима), утилізація сміття (смт. Саврань).

The demographic situation is generally negative. The reasons for this are the natural population decline (excess of the number of deaths over the number of births) and the negative migration dynamics.

The creation of new jobs would help improve the demographic situation in the area. To assess the available human resources, we present the population of the largest settlements of Podilsk raion (Table 1).

<table>
<thead>
<tr>
<th>Settlements</th>
<th>Population as of 1.01.2020, persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Podilsk</td>
<td>40 023</td>
</tr>
<tr>
<td>Balta</td>
<td>18 242</td>
</tr>
<tr>
<td>Lyubashivka</td>
<td>8 963</td>
</tr>
<tr>
<td>Kodyma</td>
<td>8 639</td>
</tr>
<tr>
<td>Ananyiv</td>
<td>7 930</td>
</tr>
<tr>
<td>Savran</td>
<td>6 179</td>
</tr>
<tr>
<td>Okny</td>
<td>5 197</td>
</tr>
</tbody>
</table>

The low level of welfare of the population in the settlements of the raion, insufficient opportunities for professional self-realization and employment negatively affect the demographic indicators, human and social potential of the raion. There is an urgent need for the development of the economic base - efficient...
enterprises capable of sustainable use of endogenous resources and take a competitive position in terms of external influence. The most promising in terms of coordination of the process of economic renewal of the raion is the city of Podilsk, which is the administrative center of Podilsk raion, the city of regional subordination, an important railway and highway junction in southern Ukraine.

In previous years, the city had such enterprises as the Kotovsky meat-packing plant, a sugar factory, a feather and down factory, a factory of reinforced concrete products, and a cannery.

Note that the choice of Podilsk as the administrative center of the raion is not accidental. This city has the following strategic advantages:
- being in the center of the raion, the possibility of coordinating economic activities;
- provision of road infrastructure;
- the largest human resources in the raion;
- material and resource, raw material supply for the organization of processing production;
- successful preconditions for the implementation of intra-regional, inter-regional and cross-border (cross-border) cooperation.

But the level of economic development of the city, the number and volume of enterprises are insufficient to ensure the proper level of economic and budgetary capacity of the raion. In recent years (2017-2020), the economic system of Podilsk is characterized by a significant reduction in business activity and this affects the state of budgetary capacity (Table 2).

<table>
<thead>
<tr>
<th>Table 2</th>
<th>Indicators of the budget of the city of Podilsk (Podilsk city community)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Own income UAH million</td>
<td>153</td>
</tr>
<tr>
<td>%</td>
<td>32,42</td>
</tr>
</tbody>
</table>

When converted into US dollars at the NBU exchange rate, the dynamics of budget revenues will be as follows:

<table>
<thead>
<tr>
<th>Table 3</th>
<th>Dynamics of revenues to the budget of the city of Podilsk (Podilsk city community) (in USD) [10]</th>
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<tbody>
<tr>
<td>19,14</td>
<td>14,47</td>
</tr>
</tbody>
</table>

If from 2015 to 2019 the economy of Podilsk had a progressive positive development, although it was characterized by the obsolescence of fixed assets, infrastructure elements, technologies used in enterprises, as noted in the city development strategy until 2025 [9], then from 2020 economic indicators activity and budgetary capacity have declined significantly.

In 2020, the effects of the pandemic had an objective impact on the community's budget, but there was also a significant reduction in transfers to the local budget from the central budget. The increase in the share of own revenues of the Podilsk city community budget from 39.8% in 2017 to 75.02% in 2020 was not so much due to the absolute increase in own revenues to the local budget, but due to the absolute reduction of official transfers since 2017. And this situation is typical not only for the Podilsk city community, but also for most communities in Ukraine [22] (Table 4).

Requirements for the capacity of economic systems of territorial communities are growing throughout Ukraine, as the volume of transfers and subsidies to local budgets from the central budget is constantly declining.

Considering the task of creating a new enterprise in the territorial economic system (on the example of Podilsk raion), we will take into account the following factors:
1) prospects for sales, the availability of demand for products;
2) supply of raw materials;
3) staffing;
4) availability of transport and logistics infrastructure in the region (railways, highways, warehouses, equipment for loading / unloading, etc.), minimization of transport costs;
5) institutional capacity to create an enterprise and manage its work on the basis of cooperation of participants in the logistics chain of value added;
6) the presence of similar enterprises in the region;
7) economic effect (potential added value), budgetary effect (tax revenues), social effect (creation of new jobs, additionally paid wages, etc.), environmental effect (impact on the environment).

Table 4

| The ratio of indicators of own revenues and transfers in local budgets of Ukraine |
|--------------------------------|--------|--------|--------|
| Total local budget revenues   | 2018   | 2019   | 2020   |
| Own income                    | 562.4  | 560.5  | 471.48 |
| (% of total)                  | 262.5  | 299.53 | 310.6  |
| Official transfers            | 299.90 | 260.97 | 160.88 |
| (% of total)                  | 53.33  | 46.56  | 34.12  |

Concluded according to Openbudget [21, 22]

In addition, one should also take into account the regional context - the formation of new links in the regional economy, which play a stabilizing role in it.

In order to promote the formation of new enterprises or cooperation projects in the raion, levers of regulatory support are needed, which should be based on the principles of European policy and become part of the development strategy of the Podilsk raion. The best European and world practices include examples of state support for the development of necessary for society in a given area of economic activities or priority investment projects. Such measures should be provided, but first of all it is necessary to solve the problem of expediency and rationality of creation of new enterprises (or projects of cooperation of existing enterprises) in the conditions of the existing territorial and economic system.

For the newly formed Podilsk raion, development strategies have not yet been developed, and in the development strategies of the city of Podilsk, the task of creating new enterprises has not been considered in detail [23]. However, we believe that the specifics of raw materials, transport and infrastructure potential and human capital, demand for quality industrial and food products in the domestic local and general national markets in the area determine the importance and feasibility of production orientation of business in this area. For the newly formed Podilsk raion, development strategies have not yet been developed, and in the development strategies of the city of Podilsk, the task of creating new enterprises has not been considered in detail [23]. However, we believe that the specifics of raw materials, transport and infrastructure potential and human capital, demand for quality industrial and food products in the domestic local and general national markets in the area determine the importance and feasibility of production orientation of business in this area. For the newly formed Podilsk raion, development strategies have not yet been developed, and in the development strategies of the city of Podilsk, the task of creating new enterprises has not been considered in detail [23]. However, we believe that the specifics of raw materials, transport and infrastructure potential and human capital, demand for quality industrial and food products in the domestic local and general national markets in the area determine the importance and feasibility of production orientation of business in this area. Using these 7 criteria for assessing the appropriateness of starting a new project (enterprise) in the economic system of the raion (region or community), we offer the following logical and structural scheme of decision-making and support of the project (Fig. 1)

Based on the analysis of statistical data on the development of the economic system of Podilsk raion and on the basis of surveys of representatives of local governments in the raion, representatives of Podilsk raion state administration identified such priority, possible and relevant areas of management (according to 7 criteria), project (enterprise), the operation of which will take place on the basis of economic cooperation:
- production of flour products;
- oil production;
- biofuel production.

The definition of priority economic activities in which it is appropriate to implement cooperation projects is based on a system of criteria, but the main one is resource security. This does not contradict the
laws of market economy, as the demand for products will be in both domestic and foreign markets, but in conditions of critical influence of the factor of proximity of material and human resources, the provision of these resources becomes crucial. Therefore, the problem of locating new productions is solved by us with the main emphasis on proximity and provision of material resources.

Fig. 1. Logical and structural scheme of decision-making on the initiation and support of the project to create an enterprise in the economic system of the community (raion, region) on the basis of economic cooperation

The main mechanisms to support the creation of new enterprises (projects) on the basis of cooperation and division of labor should be implemented within the program event already planned by the administration of Podilsk raion and Podilsk City Council - the creation of an industrial park in Podilsk. In September 2018, the Podilsk City Council decided to create an industrial park in the city of Podilsk. Podilsk Industrial Park can play a stimulating and systemic role in creating new enterprises. It can become a tool to increase the efficiency of the future economic complex through the use of general infrastructure of engineering networks, rational use of land resources, centralized implementation of innovative environmental and energy saving technologies.

Among the areas of economic development of the city are identified primarily the following [4, 23]:

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Institutional framework for the formation of a new enterprise on the basis of cooperation (principles and provisions of national, European, world regional policy), current legislation, strategies for the development of territorial and economic systems of state, regional, basic levels.

Principles of capacity, subsidiarity, sufficiency, rationality, sustainability, inclusiveness, payback, etc.

Adjustment of goals and objectives, promotion of new rational and sound initiatives for economic development of the community (district, region)

Substantiation of expediency of creation of the new enterprise (project) on the basis of cooperation and division of labour

Substantiation of program measures, tools and mechanisms to support project implementation

Project implementation and evaluation of efficiency for different groups of stakeholders from the functioning of the created enterprise (project)
1) creation of a transport and logistics center with a customs-licensed warehouse to ensure foreign economic activity
2) the formation of new enterprises for the processing of agricultural products
3) development of the food industry (construction of a baby food factory, shops for the production of sausages, pasta and canned goods)
4) production of reinforced concrete products
5) production of fuels and lubricants
6) production and processing of rubber products;
7) construction of a photovoltaic solar power plant;
8) resumption of work of former enterprises, modernization of existing ones;
9) introduction of innovative technologies at industrial enterprises;
10) construction of a plant for sorting solid waste
11) development of transport infrastructure;

Obviously, the park should be created in order to more successfully implement this program. In case of its successful implementation, Podilsk should become the center of industrial development of Podilsk raion.

The concept of the industrial park "Podilsk" contains the following strategic goals [23]:
1) Development of the transport and logistics component (which provides for the creation of a transport and logistics center with the possible opening of a customs and license warehouse, development of infrastructure for transport campaigns);
2) Development of the processing industry of agricultural products (which involves the creation of new enterprises and reconstruction of existing industrial facilities, namely - the creation of shops for processing agricultural products) [24, 25]. It should be noted that the goals of creating an industrial park are in good agreement with our proposed measures for the development of industry in Podilsk and Podilsk raion [4, 23, 26]. Podilsk Industrial Park can be an example of a systematic approach to the industrialization of the region. This industrial park is already registered and there is a question of methodological, methodical, scientific substantiation and planning of ways of its effective development, realization of practical measures of stimulation of formation and functioning of the effective enterprises capable to rationally use available resources and advantages, turning them into added value. To build an industrial park, it is necessary to solve a number of organizational and technical problems. For example, it would be advisable to charge for land not from the moment of establishment of a certain enterprise, but from the moment of the beginning of payback of investments in the project. To do this, we propose to introduce a fee for land in stages, as shown in the table below (Table 5).

<table>
<thead>
<tr>
<th>№</th>
<th>Stages</th>
<th>Payment for land as a percentage of the usual rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Preparatory stage (construction of buildings and structures, purchase and installation of equipment, start of production)</td>
<td>0%</td>
</tr>
<tr>
<td>2</td>
<td>Payback stage of the project (return on investment)</td>
<td>30-50%</td>
</tr>
<tr>
<td>3</td>
<td>The stage of obtaining a return on investment</td>
<td>100%</td>
</tr>
</tbody>
</table>

As a result of the study of the economic system of Podilsk raion and substantiation of the expediency of creating new enterprises in the priority types of economic activity for the raion, promising projects for the development of economic cooperation of communities have been identified. Prospects for the development of this study are the implementation of further justifications, calculations of efficiency and definition of mechanisms, tools, measures to stimulate the creation of new enterprises that will produce high added value in the area and will be based on building a network of economic cooperation chains.

Conclusions and prospects of further research. Industrialization of economic systems of territorial communities in Ukraine is one of the promising ways of their integrated development by increasing the degree of processing of raw materials, transformation into finished products with high added value, which ultimately increases the financial and budgetary capacity of communities, makes it possible to improve welfare. The course announced by the country's leadership for the industrialization of regional economic systems, the creation of a network of industrial parks should be accompanied by systematic actions to

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Table 5

Preferential regime for payment of local land tax for investment projects implemented under the regional industrialization program, on the example of the industrial park "Podilsk"
implement investment projects to create a network of industrial production in local communities based on efficient division of labor, specialization and resource management. The Podilsk raion considered in this article has a convenient economic and geographical location and climatic conditions favorable for agriculture, which is developing quite successfully. The economic system of the community has mainly the raw material type of products produced.

Budget capacity, quality of infrastructure, living conditions for social growth of the population are relatively low and require economic and financial resources to improve the situation. There are favorable industrial sources in the economic system of the raion. However, most of the existing industrial enterprises in the area are idle or have ceased operations completely. One of the best and rational ways to solve the problem of increasing economic activity in the area is the organization of industrial processing of agricultural raw materials. Based on the need to provide the company with raw materials and personnel, after appropriate analysis using the apparatus of graph theory, the feasibility of placement is justified:

- bakery - in Balta or Podilsk;
- oil extraction plant - in Balta or Podilsk;
- biofuel plant - in Okny or Podilsk;

The criterion for the optimal choice of the city was the minimum volume of freight from the place of collection to the place of processing. As a target function, we considered the turnover, taking into account the total length of roads from raion centers to the new enterprise. Each of the options for the location of the enterprise, we depicted in the form of a graph in which the edges indicate the relationship of the type "supplier-consumer". In fact, we solved the problem of finding the minimum spanning tree.

Thus, Podilsk and Balta may turn into the centres of industrial development of Podilsk raion.

The process of formation and development of new enterprises with high added value will be facilitated by the implementation of the Podilsk Industrial Park project, the goals and objectives of which correlate and correspond to the priorities identified by us during the study. To encourage investors to invest in the development of industrial enterprises in the area, a tool of tax incentives is proposed by the community itself, in particular, the provision of deferral of land tax, which is local, can be regulated by territorial communities of basic level and can significantly affect investors' long-term investment in the development of industrial enterprises in the area.

Prospects for further research are methodological, methodological justification and proposals for effective development and operation of efficient enterprises capable of rational use of available resources and benefits, turning them into added value, comprehensive coherence of mechanisms to stimulate industrialization and support the development of other activities in regional economic systems, compliance with the strategies of their sustainable development, the State Strategy of Regional Development.

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