

**RESEARCH ON STRATEGIC PLANNING PROCESSES FOR THE DEVELOPMENT OF A TERRITORIAL COMMUNITY****Kateryna Lemish<sup>1</sup>, Antonina Sova<sup>2</sup>, Olena Tokarenko<sup>3</sup>**

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**ABSTRACT.** The article explores the conceptual foundations and methodological approaches to strategic planning for the development of territorial communities in Ukraine under decentralization and martial law. The purpose of the study is to conduct a comprehensive, multidimensional assessment of a community's socio-economic development level using the case of the Boyarka City Territorial Community, in order to identify key resilience factors and justify effective planning mechanisms. The research combines qualitative and quantitative methods within a case-study framework, applying content analysis of strategic documents and expert interviews with local authorities. The scientific novelty lies in the proposed integrated system of indicators for assessing community performance across five dimensions - economic, social, environmental, infrastructural, and cultural-civic - which together form a structured analytical tool for local governance. The authors' contribution consists in developing a unified methodological basis for evaluating local development efficiency, adaptable to other Ukrainian and international communities. The practical significance of the study is in offering a replicable model for diagnosing the current state of a community and forming data-driven strategies for post-war recovery and sustainable growth. The obtained results demonstrate that a multidimensional evaluation of territorial community development enables more balanced management decisions, helps to mobilize resources, and enhances transparency and citizen participation in planning. The findings may be applied by local governments, regional administrations, and researchers engaged in socio-economic development and strategic management.

**Keywords:** strategic planning, territorial community, decentralization, local self-government, crisis management.

**INTRODUCTION.**

**Problem statement and its relevance.** In the current development conditions of Ukraine, the issue of effective management of territorial communities, which have acquired significant managerial and financial powers due to decentralization reform, is of particular importance. This necessitates the implementation of clear and effective strategic approaches to planning their development.

Strategic planning processes enable communities to formulate long-term goals, define priority development directions, optimally use available resources, and attract investments [4, pp. 16-17]. In the context of post-war reconstruction and the need for sustainable territorial development, strategic planning becomes an important tool for ensuring socio-economic stability, improving the quality of life, and strengthening local democracy.

Moreover, the topic's relevance increases in the context of Ukraine's European integration aspirations, which require territorial communities to adapt to best management practices, decision-making transparency, and effective use of international technical assistance. European integration requirements increasingly push local governments to adopt best management practices, strengthen decision-making transparency, and implement modern monitoring tools. As highlighted in international analytical reports, sustainable development strategies in EU countries rely on systemic governance approaches, transparency, and integrated monitoring mechanisms [12, pp. 6-8]

The experience of the Boyarka City Territorial Community, operating under martial law, demonstrates a unique model of adaptive local governance based on ethical practices, strategic planning, and a multidimensional development approach. This case may be valuable to the international scientific community as an example of resilient local governance in the context of a deep systemic crisis. It is especially relevant for countries seeking to transform local governance models in response to challenges related to security, social vulnerability, or the need to mobilize internal resources.

Thus, research on strategic planning processes for the development of a territorial community is a timely and necessary step to ensure effective local self-governance, restore territories after hostilities, and create a competitive environment for citizens' life and work. This is also confirmed by practical studies of strategy implementation models in Ukrainian territorial communities [11, pp. 234–236].

**Analysis of the latest researches and publications.** The development of territorial communities in the modern context of decentralization in Ukraine is the subject of active scientific debate and interdisciplinary research. Scholars note that decentralization has created the prerequisites for enhancing the managerial autonomy of communities while simultaneously confronting them with the need to design their own models of strategic development and mechanisms of socio-economic resilience. In this context, the analysis of theoretical and applied approaches that define the content and tools of contemporary strategic planning becomes particularly relevant.

A number of studies emphasize that decentralization has significantly transformed local governance systems, changing both the management structure and the financial base of communities. In particular, Sodoma et al. (2023) highlight that the newly acquired powers of territorial communities are accompanied by increased responsibility for strategic development, and the effectiveness of decentralization largely depends on the ability of communities to formulate their own long-term strategies based on real data and comprehensive analysis of local indicators [10, pp.306-307]. Similar conclusions are drawn by Hnatkovich (2023), who stresses that the financial capacity and economic activity of a community are fundamental prerequisites for strategic management, whereas limited resources can become a major barrier to the achievement of strategic goals [5, pp. 119-120].

An important block of scientific research focuses on modeling the development of territorial communities and identifying indicators that most accurately reflect their socio-economic dynamics. Bihun, Lytvyn and Oleksiv (2021) propose mathematical models for assessing community development that integrate economic, demographic, and infrastructural parameters [1, pp.7-11]. The authors emphasize that the application of comprehensive models makes it possible to identify critical risk zones and develop more substantiated managerial decisions. Tarasenko et al. (2021) conducted a clustering analysis of Ukrainian territorial communities by their level of socio-economic development, demonstrating significant interregional disparities and the need for adaptive approaches to strategic planning [13, pp. 592-593].

Another segment of the literature addresses the issues of strategic management in communities within the context of wartime challenges and post-war recovery. Shveda (2024) points out that the war has sharply intensified the need for crisis planning, particularly in areas such as infrastructure reconstruction, social protection, and the mobilization of internal resources [9, pp.1-7]. The researcher emphasizes the necessity of creating strategies that account not only for traditional development parameters but also for security risks, institutional resilience, and the level

of social cohesion. These approaches are relevant to the Boyarka City Territorial Community analyzed in this article, which operates under martial law and requires an adaptive governance model.

In current academic discourse, one of the key issues remains the role of entrepreneurship as a driver of local development. Bondar (2025) notes that the activity of small and medium-sized enterprises directly affects the formation of local budgets, employment levels, and social stability. At the same time, changes in the business environment during wartime require new approaches to supporting entrepreneurs and stimulating investment [3, pp. 1-6]. This aligns with the data presented in this study, where the dynamics of entrepreneurship in the Boyarka community serve as an important indicator of socio-economic activity.

A crucial aspect of modern approaches to strategic management is the importance of transparency, digitalization, and civic participation. Voitenko (2022) demonstrates that the transparency level of local self-government bodies acts as a critical indicator of social trust, indirectly influencing both economic processes and the effectiveness of strategic document implementation [15, p. 387]. In turn, Lakhyzha et al. (2024) emphasize the role of innovative management tools - particularly digital platforms and monitoring systems - that enhance the efficiency of decision-making and strengthen interaction between authorities and citizens [6, p. 1404]. Researchers also emphasize that the formation of the local budget is a central element of strategic management, while balancing revenues and expenditures is its key objective (Tokarenko & Matviienko, 2023) [14, p. 38].

Zavidna (2022) emphasize that post-COVID economic recovery of regional economies requires the implementation of targeted anti-crisis measures, including support for local entrepreneurship, stimulation of investment activity, and strengthening institutional capacity. The authors demonstrate that such interventions significantly enhance the sustainability of local socio-economic systems [16, p. 1687].

International experience also demonstrates the effectiveness of systematic monitoring tools in strengthening transparency and accountability. For example, the Manchester City Council has implemented a comprehensive KPI-based system for evaluating the performance of municipal programs across economic, social, and environmental dimensions. Each project is assigned measurable indicators reflecting progress toward strategic goals, including the number of beneficiaries reached and citizen satisfaction levels. KPI data are collected quarterly, allowing authorities to promptly adjust actions when expected results are not achieved, while the publication of monitoring outcomes on the municipal website enhances transparency and public trust [7, pp. 3-12].

Similarly, the City of Stockholm has developed and implemented an integrated monitoring framework covering key areas of urban development-economy, environment, transport, social policy, and community well-being-ensuring a data-driven approach to sustainable development and long-term planning [12, pp. 6-8].

Summarizing the results of the literature analysis, it can be stated that the development of territorial communities in modern conditions is multidimensional, and strategic planning requires a comprehensive approach encompassing economic, social, environmental, infrastructural, and civic indicators. The development assessment models and management recommendations presented in the literature confirm the relevance of applying a multidimensional analytical framework, as used in this article. They also emphasize the need for adaptive strategies capable of taking into account wartime specificities, institutional challenges, and the communities' needs for resilience and effective resource management.

**The purpose of the article.** The purpose of this article is to conduct a comprehensive multidimensional assessment of the development level of a territorial community under conditions of decentralization and martial law, using the case of the Boyarka City Territorial Community, in order to identify the factors of socio-economic resilience and justify approaches to strategic development planning.

**Methodology.** The study applies a combination of qualitative and elements of quantitative analysis within a case-study framework aimed at an in-depth study of management decisions in one of Ukraine's territorial communities - the Boyarka City Territorial Community under martial law. The main methods included: content analysis of the community's strategic documents, in particular, the Development Strategy and socio-economic development programs; semi-structured expert interviews with local authorities and administration representatives. The methodology is oriented toward an inductive approach, where conclusions are based on a deep analysis of a specific case, followed by generalizing possible lessons for other communities and countries.

The limitations of our research are related to the localized nature of the case, as it covers only one community; the limited observation period, since the analysis was conducted during an active phase of martial law, which could affect process stability and actors' behavioral models; and the inability to control variables: in wartime, many external factors (e.g., military actions, humanitarian aid, population displacement) cannot be controlled by the researcher, complicating the isolated assessment of management effectiveness.

### **RESEARCH RESULTS.**

In the context of decentralization reform in Ukraine, the Boyarka City Territorial Community, as one of the active and promising communities in Kyiv Oblast, received broad powers in the sphere of local self-government. At the same time, the community faced new challenges related to the need for strategic territorial development management, resource mobilization, improved quality of life, and sustainable growth under limited budgetary conditions.

Located on the outskirts of the capital, the Boyarka community benefits from unique advantages (logistics, market access, labor resources), but also faces competition for investments, jobs, and social services. This requires the local government and civil society to have a strategic vision for balanced, inclusive, and future-oriented development.

Considering the challenges of wartime, the need for rapid crisis response, and post-war reconstruction plans, the issue of effective strategic planning becomes especially urgent. Only a systematic, analytically grounded strategic vision will enable the Boyarka City Territorial Community (TTC) to define socio-economic development priorities, concentrate resources on the most critical areas, attract national and international support, and enhance public participation in decision-making.

Therefore, research into strategic planning processes for the development of the Boyarka City Territorial Community is extremely relevant, as it contributes to creating an effective community development governance model based on transparency, partnership, and innovation.

A comprehensive assessment of the development level of territorial communities is an integral part of modern strategic governance in Ukraine. In the context of local self-government reform and the implementation of decentralization principles, there is a need to introduce effective monitoring mechanisms and analytical support for community development. Such an approach enables timely identification of problem areas, prioritization in resource allocation, and improvement of the population's quality of life.

A comprehensive assessment of a territorial community's development level is carried out through a systematic analysis of key indicators reflecting its main functional areas [8]:

1. Economic indicators. These are basic markers of a community's economic capacity, including employment levels, SME development dynamics, local budget tax revenues, and community GDP. The aggregate data allow for conclusions about economic activity, investment attractiveness, and financial autonomy.
2. Social indicators. These reflect the population's quality of life and social well-being. Key indicators include education level, availability and quality of healthcare services, the state of social infrastructure (educational, cultural, and social facilities), and demographic processes (birth/death rates, migration). These are crucial for human capital formation and community social resilience.
3. Environmental indicators. This dimension includes environmental condition assessment and ecological safety levels. Key criteria include air/water/soil pollution, waste

management efficiency, and sustainable use of natural resources. Environmental stability is essential for sustainable development and healthy living conditions.

4. Infrastructure indicators. The level of infrastructure development defines basic living conditions. Key indicators include the development of transport networks, access to water, electricity and gas supply, and broadband internet coverage. Infrastructure directly affects a community's competitiveness and investment appeal.
5. Cultural and civic indicators. This group reflects civic engagement, cultural development, and social cohesion. It includes civic participation in local governance, implementation of cultural-social initiatives, and civil society activity. These elements determine the strength of social capital, a foundation of effective grassroots democracy.

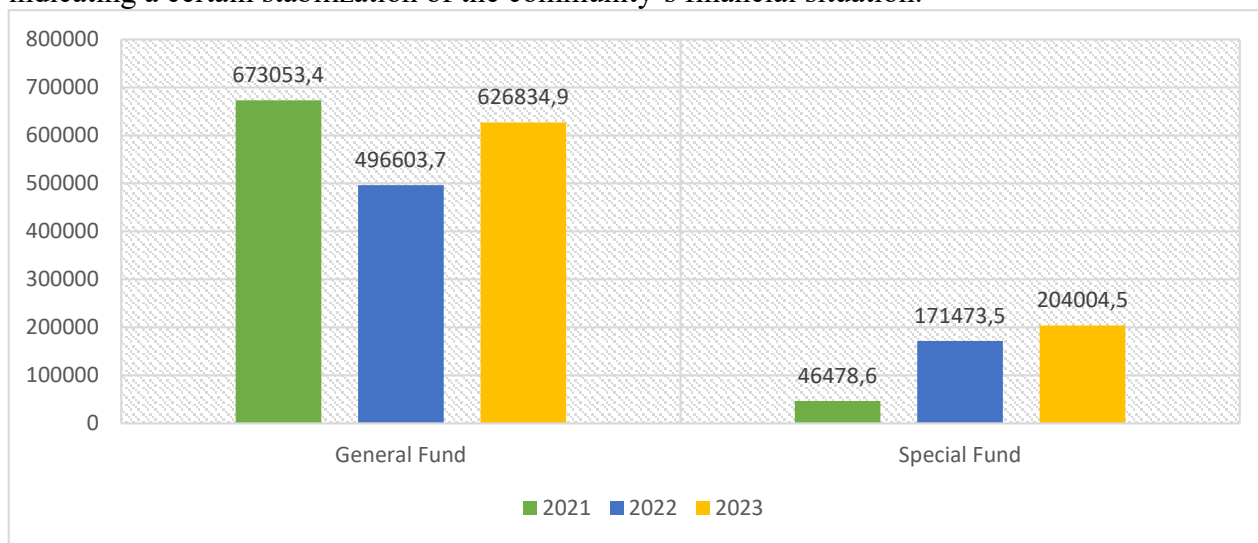
A comprehensive approach to assessing territorial community development levels requires the integration of multidisciplinary data and systematic analysis. The proposed indicator model can serve as an effective tool for local authorities, experts, and researchers in strategic planning processes. Such assessment not only reflects the current state but also lays the groundwork for long-term sustainable development.

Table 1 presents the results of the economic development indicators assessment of the Boyarka City Territorial Community [2].

**Table 1. Dynamics of Key Economic Indicators of the Boyarka Territorial Community for 2021–2023**

Indicators	2021	2022	2023	Dynamics, abs. deviation, ths. UAH		Dynamics, relative deviation, %	
				2022/2021	2023/2022	2022/2021	2023/2022
Permanent population, persons	53161	52523	51885	-638	-638	-1,2	-1,2
Revenues, ths. UAH							
General Fund	673053,4	496603,7	626834,9	-176449,7	130231,2	-26,2	26,22
Special Fund	46 478,6	171 473,5	204004,5	124994,9	32531	268,9	18,97
Expenditures, ths. UAH							
Education	348928,3	359429,7	387621,9	10501,4	28192,2	3,01	7,8
Interbudgetary transfers	78 743,6	12 344,3	17 149,7	-66399,3	4805,4	-84,3	38,9
Reverse subsidy	74 497,0	9 949,7	12452,1	-64547,3	2502,4	-86,6	25,2
Housing and communal services	60 946,1	77 027,2	87 310,8	16081,1	10283,6	26,4	13,4
Public administration	65 860,4	70 429,8	84 891,6	4569,4	14461,8	6,9	20,5
Healthcare	22 818,6	32 884,3	35 071,0	10065,7	2186,7	44,1	6,7
Culture and arts	17 601,8	16 310,1	18 663,0	-1291,7	2352,9	-7,3	14,4
Social protection and welfare	15 684,0	15 791,0	21 858,0	107	6067	0,7	38,4
Physical culture and sports	9 848,9	8 114,4	10 094,7	-1734,5	1980,3	-17,6	24,4
Other expenditures	3 106,60	11 821,2	16 877,0	8714,6	5055,8	280,5	42,8

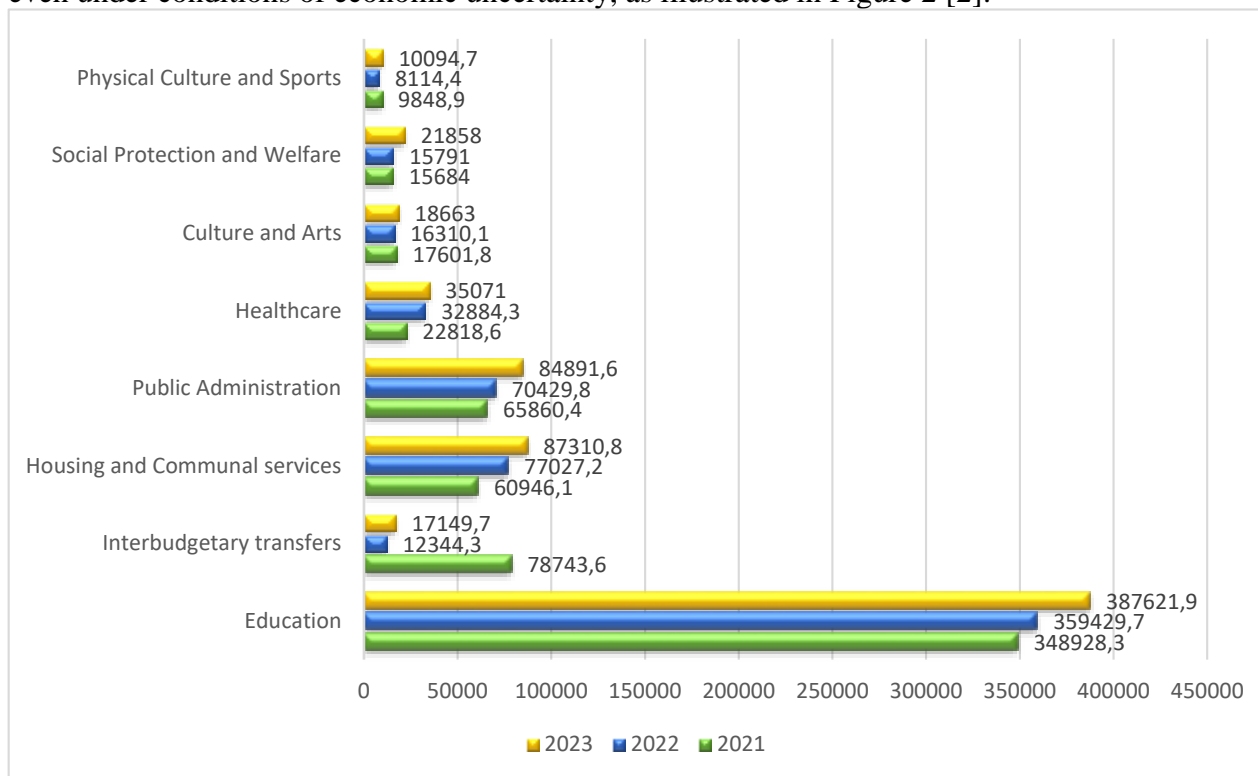
According to the data in Table 1 and as illustrated in Figure 1, the general fund of the Boyarka Territorial Community's budget experienced a significant decrease of 26.2% in 2022 (an absolute decline of 176,449.7 thousand UAH), which was likely caused by the economic crisis resulting from the full-scale war. At the same time, in 2023, the general fund increased by 26.2%, indicating a certain stabilization of the community's financial situation.



**Figure 1. Dynamics of Revenues to the General and Special Funds of the Boyarka Territorial Community for 2021–2023.**

The special fund demonstrated a significant positive trend: in 2022, it increased by 268.9% (by 124,994.9 thousand UAH), and in 2023 — by an additional 18.97%. This growth can be interpreted as a result of intensified investment activity or the receipt of targeted funds.

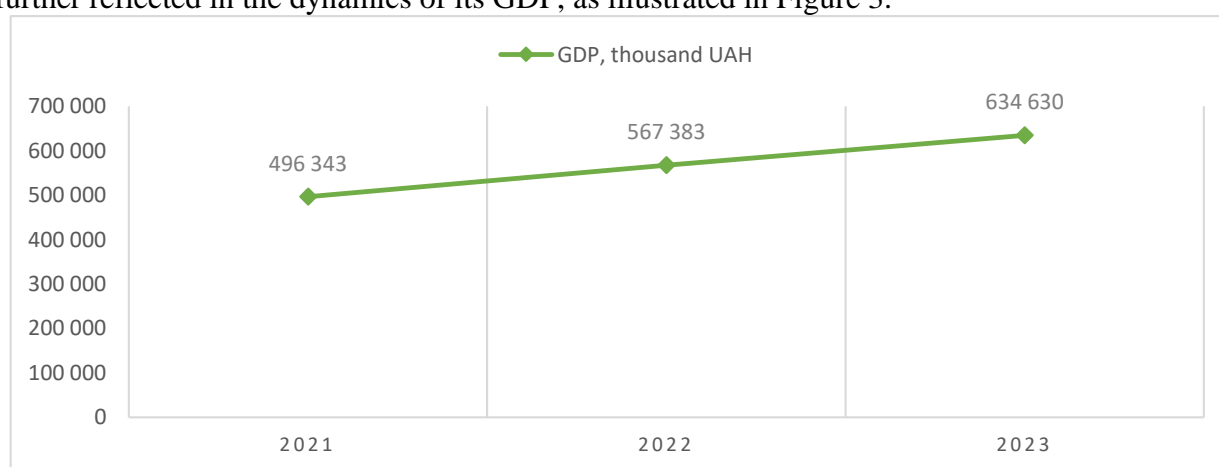
Expenditures on the education sector continued to rise throughout both years of the analyzed period: by 3.01% in 2022 and by 7.8% in 2023, indicating the prioritization of education funding even under conditions of economic uncertainty, as illustrated in Figure 2 [2].



**Figure 2. Dynamics of Expenditures of the Boyarka Territorial Community by Sector for 2021–2023**

Further analysis of expenditure-related indicators presented in Table 1 reveals significant structural shifts in the allocation of budgetary resources. Interbudgetary transfers decreased by 84.3% in 2022, indicating a decline in state support. In 2023, partial recovery occurred - with an increase of 38.9%. The community's financial capacity was also reflected in the reduction of funds transferred to the state budget: in 2022, this indicator dropped by 86.6%, pointing to existing financial difficulties. In 2023, a 25.2% increase was recorded, which may suggest a gradual recovery of budget revenues. A significant increase in expenditures on housing and communal services (HCS) - by 26.4% in 2022 and 13.4% in 2023 - indicates the implementation of projects aimed at improving critical infrastructure. Healthcare expenditures rose by 44.1% in 2022 and 6.7% in 2023, corresponding to the community's needs during wartime and the pandemic. At the same time, spending on culture decreased by 7.3% in 2022 but grew by 14.4% in 2023. In the area of social protection, expenditures remained almost unchanged in 2022 (+0.7%), but a significant increase of 38.4% was recorded in 2023, reflecting the growing need for social support for vulnerable population groups.

The overall impact of public expenditures on the economic output of the community is further reflected in the dynamics of its GDP, as illustrated in Figure 3.



**Figure 3. Dynamics of the GDP of the Boyarka Territorial Community Based on Government Expenditures for 2021-2023**

The analysis of employment indicators (Table 2) shows a decline in the number of employed persons during 2021-2023. In 2022, the number of employed decreased by 3.2% (520 individuals), and in 2023 - by another 7.8% (1,231 individuals). This trend indicates a reduction in business activity, job losses, and overall labor market instability as a result of the war [2].

**Table 2. Employment, Unemployment, and Business Environment in the Boyarka Territorial Community for 2021–2023**

Indicator	2021	2022	2023	Dynamics, abs. deviation, ths. UAH		Dynamics, relative deviation, %	
				2022/2021	2023/2022	2022/2021	2023/2022
Permanent population, persons	53161	52523	51885	-638	-638	-1,2	-1,21471
Employment level, persons	16332	15812	14581	-520	-1231	-3,2	-7,78523
Unemployment level, persons	202	415	568	213	153	105,5	36,86747
Number of business entities, incl.:	6339	7093	7449	754	356	11,9	5,019033
Legal entities	2534	3219	3265	685	46	27,03	1,4
Individual entrepreneurs	3805	3874	4184	69	310	1,8	8,0

The results of the assessment of social indicators, including educational activities, medical services, and social infrastructure, are summarized in Table 3 and further illustrated by the expenditure and subsidy dynamics shown in Figures 4 and 5.

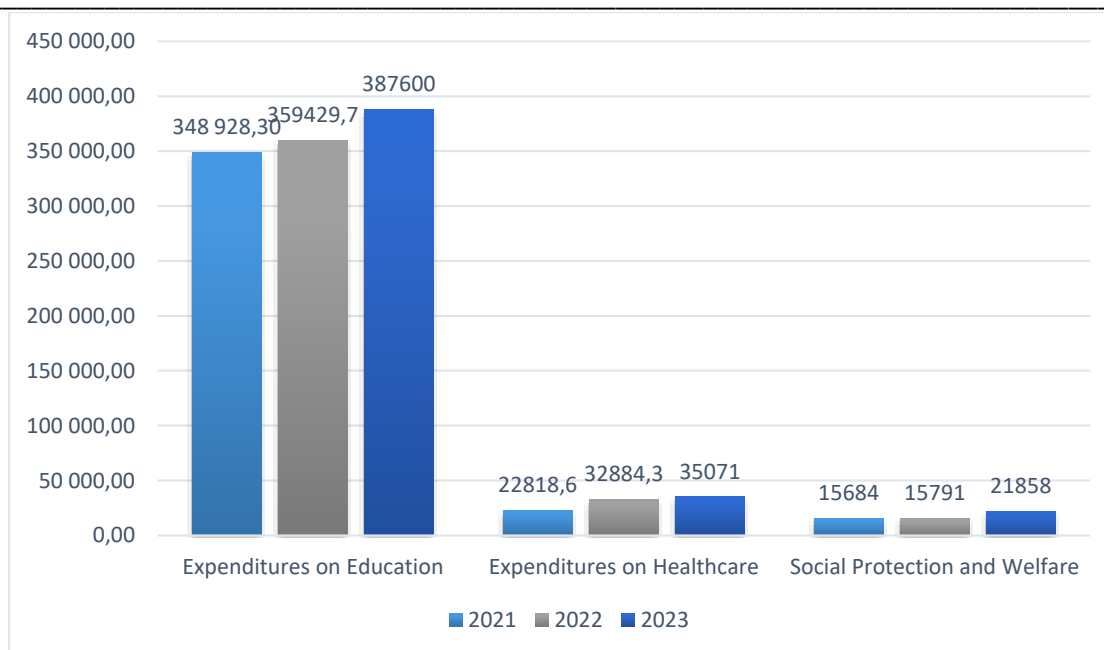
**Table 3. Dynamics of Social Indicators of the Boyarka Territorial Community's Activities for 2021-2023 [2]**

Indicator	2021	2022	2023	Dynamics, abs. deviation, ths. UAH		Dynamics, relative deviation, %	
				2022/2021	2023/2022	2022/2021	2023/2022
1	2	3	4	5	6	7	8
Registered educational institutions (schools and lyceums)	11	12	12	1	0	9,1	0
Expenditures on education (thous. UAH)	348 928,3	359 429,7	387600	10501,4	28170,3	3,01	7,8
State educational subsidies	135846,0	146011,0	132889	10165	-13122	7,5	-8,99
Healthcare:				0	0		
Number of healthcare institutions	6	6	6	0	0	0	0
Expenditures on healthcare (thous. UAH)	22818,6	32884,3	35000,0	10065,7	2115,7	44,1	6,4
State healthcare subsidies	15 252,7	25623,9	2733,4	10371,2	-22890,5	68,0	-89,3
Social infrastructure:							
Social protection programs in place	6	5	3	-1	-2	-16,7	-40
Number of socially serviced individuals	19064	26419	29421	7355	3002	38,6	11,4
Social protection and welfare expenditures (thous. UAH)	15684,0	15791,0	21858,0	107	6067	0,68	38,4

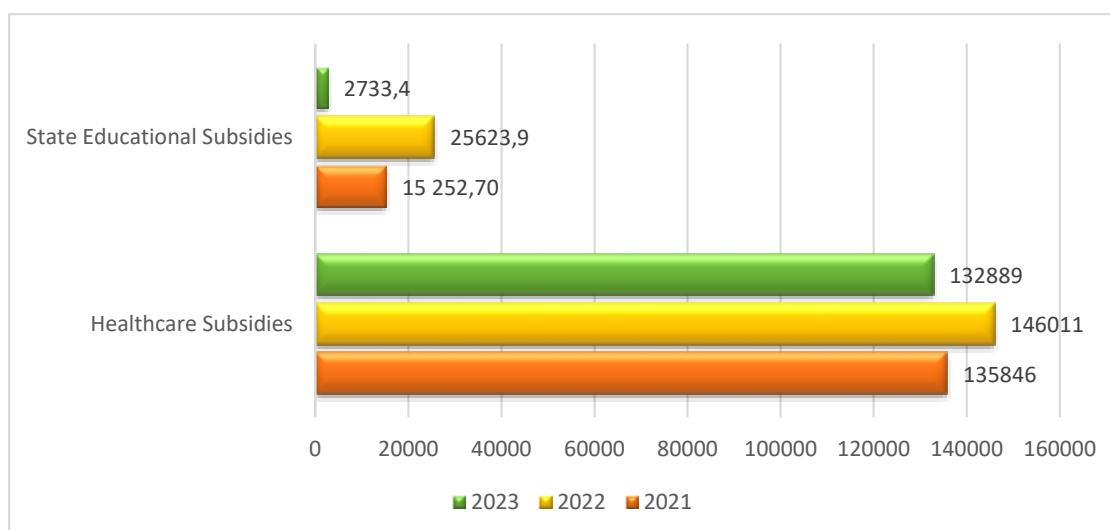
The number of educational institutions increased by 1 unit (9.1%) in 2022 and remained stable in 2023 (12 institutions). Expenditures on education showed moderate but steady growth: by 3.01% (UAH 10,501.4 thousand) in 2022 and by 7.8% (UAH 28,170.3 thousand) in 2023.

The healthcare infrastructure remained stable in terms of the number of institutions (6 facilities); however, funding fluctuated. In 2022, healthcare subsidies increased by 68%, but in 2023 decreased by 89.3%. At the same time, overall healthcare expenditures grew: +44.1% in 2022 and +6.4% in 2023.

Educational subsidies increased by 7.5% in 2022 but decreased by 8.99% in 2023, which may indicate changes in the state's approach to education financing.



**Figure 4. Dynamics of Expenditures on Education, Healthcare, and Social Protection and Welfare in the Boyarka Territorial Community during 2021-2023**



**Figure 5. Dynamics of State Budget Allocations for Education and Healthcare to the Boyarka Territorial Community in 2021-2023**

The number of social protection programs declined: by 1 program in 2022 (–16.7%) and by 2 more in 2023 (–40%). However, the number of people receiving social services increased by 38.6% in 2022 and by 11.4% in 2023.

Overall, the presented data indicate increasing social expenditure pressure under conditions of declining state subsidies.

Between 2021 and 2023, the Boyarka Territorial Community implemented environmentally oriented measures, including hazardous waste collection, elimination of illegal landfills, development of solid waste management infrastructure, and the implementation of energy-saving programs such as lighting modernization and the use of power generators.

In the transport sector, capital repair projects for streets were implemented, with a total budget exceeding UAH 2.3 million. Water supply development was achieved through the commissioning of 67 artesian wells and the purchase of generators for pumping stations.

From 2021 to 2023, the community maintained a high level of civic engagement. Numerous events were held - from traditional gatherings to international meetings with twin cities. In 2023, special attention was given to organizing "Ukrainian Culture Days" abroad.

Funding for the cultural sector in 2023 amounted to UAH 300 thousand, enabling the implementation of various projects in library development, artistic initiatives, and cultural heritage support.

### CONCLUSIONS.

The summary of the comprehensive assessment of the development of the Boyarka Municipal Territorial Community provides a holistic view of its current socio-economic, infrastructural, environmental, and cultural potential under crisis conditions, particularly military aggression and economic instability. Based on the analysis of key indicator groups - budget indicators, employment dynamics, entrepreneurship development, state of the social sphere, environmental initiatives, and civic engagement - both positive developments and critical areas requiring increased management attention were identified. The results can be used for further strategic planning, the development of targeted development programs, and the optimization of the community's resource allocation. Furthermore, the experience of the Boyarka Territorial Community demonstrates that even in times of profound crises - such as war and economic uncertainty - strategic planning based on multidimensional assessment (economic, social, infrastructural, environmental, and cultural) can serve as an effective tool for resource mobilization, social resilience, and inclusive local policy formation. This approach is also relevant for other countries seeking to strengthen local governance in conditions of uncertainty or transformation.

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