

## PROBLEM ASPECTS OF FORMING A PROFILE OF A TERRITORIAL COMMUNITY AS A TOOL OF LOCAL ECONOMIC DEVELOPMENT

**Liudmyla Horbata**

Doctor of Philosophy (PhD), Associate Professor at the Department of Public Management and Administration, National Aviation University, Ukraine  
e-mail: luda\_gorbata@ukr.net, orcid.org/0009-0007-6576-8925

### Summary

The article examines the problematic aspects of forming a profile of a territorial community as a tool of local economic development. The community profile is considered as a complex information and analytical tool that provides systematization of data on the socio-economic state of the territory, its natural, infrastructural and human resources. It is proven that the development of a profile is an important stage of strategic planning that contributes to the adoption of effective management decisions and the implementation of investment projects. The legal framework regulating the process of forming a community profile was analyzed and its insufficient detail was revealed, which complicates the practical implementation of this process. Key problems were identified, in particular, the lack of a unified methodology for creating a profile, a low level of data digitalization, limited access to relevant information, and insufficient competence of local authorities in the field of data analysis. Particular attention was paid to the lack of integrated approaches to forming a profile, which include the participation of the public and business. A number of recommendations were proposed to improve the process of forming a profile of territorial communities. In particular, the need to develop a unified methodology, implement modern information and communication technologies, create open-access databases, and train personnel was emphasized. The importance of integrating the community profile into the strategic planning system in order to increase the effectiveness of local economic development was emphasized. The results of the study may be useful for local governments, experts in the field of regional development, and scientists involved in strategic planning and socio-economic analysis.

**Key words:** economic development, territorial communities, sustainable development, local development, community profile.

DOI <https://doi.org/10.23856/6727>

### 1. Introduction

Formation of a territorial community profile is one of the key tools of strategic management and local economic development. The community profile provides a comprehensive assessment of the socio-economic state of the territory, its resource potential, demographic characteristics, infrastructure, environmental condition and other important aspects that affect the viability of the territorial community. However, in the context of decentralization and increased competition between territories for resources and investments, the process of creating a profile faces a number of problems.

Firstly, the lack of a unified methodology for developing a profile complicates its integration into the overall strategic planning system. Different communities use their own approaches, which leads to data incompatibility and the complexity of their further use at the regional and state levels.

Secondly, a significant problem is the insufficient level of digitalization and access to up-to-date information. Many communities lack effective databases that could ensure systematic collection, analysis and updating of information. In addition, access to key statistical and analytical data is often limited.

Thirdly, the problem remains the low level of competence of local self-government bodies in the field of strategic analysis, the use of modern information and analytical technologies and the involvement of stakeholders in the process of forming a profile. This reduces the effectiveness of management decision-making and the implementation of investment projects.

Thus, the relevance of the topic of forming a profile of a territorial community is determined by the need to solve the above-mentioned problems in order to increase the competitiveness of territories, ensure sustainable development and strengthen the economic potential of communities.

The issue of forming an economic profile of territorial communities is covered in the scientific literature mainly in the context of the methodology for planning long-term development of territorial communities. Scientists focus on studying the analysis of the internal and external environment, as well as factors of community development when creating strategies for socio-economic development. In these works, the category of “profile” is usually considered superficially, as an initial component of the analytical stage of strategic planning of territorial entities.

The research mainly summarizes the practical experience of implementing a number of programs and projects of international technical assistance in Ukraine, such as the USAID program “Competitive Economy of Ukraine”, the Swiss-Ukrainian project DESPRO “Support to Decentralization in Ukraine” and the project “Partnership for Urban Development” (PROMISE). A significant contribution to the study of this issue was made by such scientists as O. Berdanova, V. Vakulenko, I. Valentyuk, G. Vasylenko, I. Hryshchenko, N. Yermenko, I. Parasyuk, A. Tkachuk and others. Their work is based on supporting strategic planning processes in individual territorial communities. Despite the value of the developments, the problem of forming the economic profile of a community requires further research, in particular, the development and justification of a unified methodology for its creation, which would take into account the specifics of territorial communities and modern challenges of socio-economic development.

The purpose of the article is to study the problematic aspects of forming a territorial community profile as a key tool for local economic development, to develop scientifically based approaches and recommendations for improving the process of creating a profile, taking into account modern challenges, community needs and strategic planning requirements.

This involves:

- analysis of the current regulatory framework and methodologies for forming territorial community profiles;
- identification of the main problems and obstacles that affect the quality and effectiveness of profile development;
- justification of the role of the community profile in ensuring sustainable economic development and attracting investments;
- development of practical recommendations for local governments on the use of modern information and analytical tools, methods of data collection and analysis, as well as integration of the profile into the system of strategic territorial management.

## 2. Challenges and prospects of local economic development in the context of war and post-war recovery

February 24, 2022 was a turning point in the history of Ukraine. The war created a new reality for territorial communities, posing new challenges for local governments. In the context of the daily struggle to ensure the viability and sustainability of territorial communities, it is critically important to mobilize efforts and reorient activities to stimulate local economic development (*Hryshchenko, Horbata, 2024; Horbata, Synelnyk, 2023*).

This is a process of interaction between local governments, business, civil society organizations, institutional partners and active community residents, aimed at sustainable socio-economic development and improving the quality of life of the population (*Gryshchenko etc., 2024*).

Local economic development should become a priority for communities. The key tasks of local governments include:

- effective use of territorial resources, in particular human capital, financial resources and land;
- supporting the functioning of local and relocated businesses;
- creating new jobs;
- contributing to increasing local budget revenues.

The current situation has led to the involvement of new subjects in the process of economic development – Internally displaced persons (IDPs) and relocated businesses. This has led to the emergence of new forms of cooperation, communications and an increase in the importance of the security factor for economic development stakeholders.

The main tasks of local governments in wartime are:

- preserving and restoring the economic potential of the community;
- supporting local businesses and residents;
- integrating IDPs and relocated businesses into the community economy;
- ensuring interaction with displaced persons and relocated enterprises.

Local economic development planning should be closely linked to the community development strategy. Decisions on economic development should be integrated into the operational goals and objectives of this strategy.

This approach involves end-to-end planning, which includes:

- strategic goals defined in the community development strategy;
- an action plan for implementing the strategy;
- local economic development program;
- local target and budget programs.

This allows to ensure consistency of results – from strategic indicators to specific indicators of implementation of budget programs.

The Local Economic Development Program is an important document for the community. It should include a number of specific projects designed for the medium term (2–4 years), the implementation of which will help achieve the economic development goals defined in the Community Development Strategy. The development and implementation of this program is carried out by the Local Economic Development Working Group, which includes representatives of various stakeholders.

During the development of the Local Economic Development Program, instruments of various nature are identified. The implementation of these instruments creates conditions for the development of the community economy, in particular for creating new jobs, starting

new businesses, implementing entrepreneurial initiatives of residents and IDPs, strengthening and expanding existing enterprises, as well as improving the quality of life (*Storonianska et al., 2022*).

### 3. Community profile as a tool for promoting local economic development

In academic circles, it is generally accepted that local economic development is a process that combines the efforts of the public, private and non-governmental sectors to strengthen the competitiveness of a territorial community, stimulate its economic growth, attract investments, create new jobs and improve the quality of life of residents (*Makmallin, 2016*). Among the numerous tools for promoting local economic development, the community profile is particularly important. It provides access to key information about the development potential of a municipal entity and investment opportunities within a territorial community. The concept of a community profile is relatively new to Ukrainian science. This concept is mostly covered in practical manuals developed for local self-government bodies of the basic level, mainly for cities. Such literature mainly reflects international experience in strategic planning of local economic development. The idea of a community profile is borrowed from the strategic planning practice of the European Union, Canada, and the USA, where the profile is considered an analytical document that includes comprehensive and objective information about the local economy, its potential, competitive advantages, and development prospects (*Berdanova et al., 2017: 52; Vasylychenko et al., 2015: 53*). As a rule, the formation of a territorial community profile precedes the development of a socio-economic development strategy.

At the legislative level of Ukraine, the concept of “community profile” has not yet been defined. At the same time, many researchers believe that the community profile is similar to the socio-economic analysis, which is an integral part of the development strategies of administrative-territorial entities. It is important to note that we are talking only about the similarity, not about the complete identity of these concepts or documents.

Common features of the community profile and socio-economic analysis include information on the history of the municipality, its geographical location, natural resource potential, climatic conditions, demographic situation, labor market, economic development dynamics, infrastructure status, business environment development, environmental situation, and local development management system. These data are the basis for planning and assessing the economic potential of the community.

At the legislative level in Ukraine, the elements of the community profile are partially taken into account as a component of regional development strategies, in particular in the description of the main trends and challenges of regional development (*Methodology, 2020*). They are also used in strategic and socio-economic plans for community development as an analytical part of these documents.

Despite this similarity, it is important to emphasize their differences. The main difference lies in the purpose for which information is collected, processed and presented in the analytical document, as well as in the circle of users. The socio-economic analysis serves as the initial information for creating a territorial community development strategy, its users are mostly members of the working groups preparing the relevant document. This information is not always available to a wider range of stakeholders.

In contrast, the community profile is based on socio-economic analysis, but has a different purpose. It serves as a tool for making management decisions by businesses, investors, community residents, grantors and other stakeholders. The community profile allows you to

identify key issues and conclusions based on statistical data that help assess community development, identify problems or identify priority areas for intervention and correction of undesirable trends.

It is the difference in the end users of the profile and socio-economic analysis that emphasizes the importance of developing a specialized methodology for creating a profile for territorial communities.

The methodology for forming a community profile is defined as a set of interrelated methods and techniques for collecting, systematizing and analyzing information that covers all key aspects of the functioning and development of an administrative-territorial unit. It should include a definition of the concept of a community profile, the sequence of its development and structure.

It is proposed to understand a community profile as an analytical document that contains information in analytical and statistical form (tables, graphs, diagrams and text comments). This document highlights key aspects of community life, indicates areas of activity that require additional attention, and identifies promising areas of local economic development.

The main purpose of such a document is to answer the questions:

- At what stage of economic development is the community?
- What resources does the community have to achieve strategic goals?
- What are the opportunities for entrepreneurship and investment in the community?
- How attractive is the community to potential investors and donors?

The achievement of this goal is ensured by performing the following tasks:

- analysis of the structure of the local economy, interrelationships between industries, potential and prospects for the development of the territorial community;
- assessment of local indicators, identification of the dynamics of their changes, successes and problems;
- comparison of local indicators with similar indicators of other communities, regional and national average indicators;
- determination of the competitive positions of the community, its specifics at the local and regional levels.

Identifying the unique characteristics of a territorial community, which can become its advantages or cause potential threats, is an important stage in forming the economic profile of a united territorial community.

The process of creating a territorial community profile includes the following main steps:

1. Identification of responsible entities that will be involved in developing the profile.
2. Formation of a data set for conducting an analytical study.
3. Analysis of statistical indicators and processing of survey results.
4. Preparation and compilation of an analytical document.

The profile of a territorial community can be compared to its “business card”, so its development should begin immediately after the decision to create a community is made. The primary interest in this document is the local government bodies of the newly formed community, which are the main subjects of its creation. However, it is extremely important to involve business representatives, public organizations and specialists in the field of local economic development planning in the process.

As a rule, a territorial community combines the potential of the administrative-territorial units that are part of it. Therefore, the profile should take into account the historical, geographical, economic, social, environmental, ethnic, cultural and other features of these territories, as well as the ability of local government to effectively address issues of meeting the needs of the population.

The main sources of information for creating a profile are official statistical data, information from local government bodies, local enterprises, business associations, as well as the results of sociological surveys and interviews. It is also important to take into account the opinions of community residents through questionnaires, surveys or public discussions.

This approach is based on the principle of complexity, which ensures comprehensiveness and quality of analysis. Comprehensive diagnostics of the current state of the community includes three levels of research:

- statistical analysis (analysis of key statistical indicators of the community);
- sociological analysis (assessment of the state of the territorial community based on surveys of local residents and businesses);
- strategic analysis (study of the current state of the community taking into account trends in socio-economic development, setting priorities and readiness for change).

The set of indicators for analysis is determined by the developers of the profile and should cover at least a five-year period to identify sustainable trends. Cartographic materials, economic and geographical maps, cadastral documents, photographic materials and other illustrative means can be used in the work.

The formation of the database should take into account the following principles:

- identification of information needs and effective ways to meet them;
- objective reflection of the processes of using community resources (land, labor, financial);
- unity and consistency of data from different sources with minimization of information duplication.

This approach allows you to create a high-quality analytical document that will become the basis for strategic planning and effective management of the development of the territorial community.

It is worth considering that in many administrative-territorial units the potential for economic development remains insufficiently explored. For small settlements, access to statistical data is often limited, since a significant part of the necessary information is available only at the district level. This complicates the search for data and may require additional calculations.

Since the community profile is an analytical document that includes various data, tables, graphs, diagrams and text comments, its structure should be clear, convenient for analysis and provide logical connections between different blocks of information (*Smentyna, 2020*).

The recommended structure of the community profile includes the following sections:

1. General characteristics of the community. This section contains basic information about the territorial community: the date of its formation, a list of settlements, area, borders, population, share of agricultural land. It is also advisable to include a brief historical background, key events that have influenced the economy of the community, its traditions and social ties. Particular attention should be paid to the role of the community at the regional, oblast or national level, comparing its main indicators (area, population, density, etc.) with neighboring communities, subregion or country. In addition to the section, geographical maps can be included.

2. Local economic environment. This section describes the economic attractiveness of the community for business. Priority sectors of the economy, availability of natural resources, state of the land fund, level of business development, production volumes, export/import data, budget revenues and expenditures are considered. Information is also provided on investment activity plans in the territorial community.

3. Population. The section characterizes the demographic situation, which is an important indicator of community development. The dynamics of population changes, natural and



migration growth, age, educational, gender and ethnic composition are analyzed. Forecasts of demographic development and comparison of migration processes with similar communities help determine the prospects for community development or identify challenges.

Demographic trends are also an indicator of the quality of life of the population, therefore their analysis lays the foundation for further strategic planning.

People remain to live in the community provided there is decent work, affordable housing, a safe environment, coziness and comfort. At the same time, they decide to leave the territorial community if they find better opportunities for life, livelihood and employment.

Demographic processes are a key factor for making management decisions regarding the development of territorial communities. They serve as the basis for planning socio-economic processes, organizing production and consumption, housing construction, infrastructure development, workforce training, forecasting budget expenditures, social payments, and financing educational and medical institutions.

4. Section “Labor Market”. This section of the community profile analyzes the employment of the population, including the structure by type of activity, income level and wages (by business size and economic sectors), as well as the unemployment rate (with distribution by age, education, duration of unemployment). In addition, the structure of the labor force by professions, industries and the availability of vacant jobs is considered. When analyzing unemployment, the difficulties of obtaining objective data should be taken into account. In particular, regarding self-employed persons and part-time workers should be taken into account.

5. Section “Economic Infrastructure”. The business entities of the community are described: the number and types of businesses, small enterprises, main employers, as well as key indicators of entrepreneurial activity (employment, production volumes, sales of products, investment flows). The analysis is performed for the full range of business entities, including legal entities and individual entrepreneurs.

It is also important to take into account the limitations of official statistics, which do not always provide a complete picture of economic processes in the community. Local governments are recommended to independently collect the necessary information for an objective assessment.

6. The “Social Infrastructure” section contains information on medical, educational and social services, public organizations, sports and cultural facilities, as well as the social capital of the community.

7. The “Physical Infrastructure” section. The condition of the housing stock, housing provision, accessibility of utilities, opportunities for construction and accommodation of guests, as well as the development of engineering networks and transport infrastructure are assessed.

8. The “Governance” section analyzes the organization of local government, the interaction of the head of the territorial community with the local council, the structure of executive bodies and the efforts of the authorities towards economic development.

And in the version proposed by the SURGe project team, the community profile consists of the following sections:

- general information about the community. Contains basic data: area, population and settlements, number of internally displaced persons (IDPs), as well as the security situation. These indicators provide an overview of the community;

- community features. Includes key facts that distinguish the community from others, as well as its main achievements. For example, entering the TOP-100 leaders of digital communities, having the largest winery in Ukraine, or a large share of forestry land (55%);

- restoration and development projects. A list of implemented projects supported by international partners that contributed to the restoration and development of the community is presented. This demonstrates experience in cooperation and a commitment to achieving results;
- strategic vision of the community. Describes the vision and strategic goals of the community, confirming the systematic approach to change management and development outlined in its strategy;
- priority areas of cooperation. Focuses attention not only on the needs of the community, but also on its strengths. Defining clear priorities contributes to more effective cooperation with potential partners. Partnerships should be based on mutual trust and common interests;
- contacts. Providing up-to-date contact information is an important element of the profile. It is recommended to use a professional email address created specifically for international contacts. Contact persons must be fluent in English, which will ensure effective communication with international partners;
- a quote-call from the head of the community. A motivational address that reflects the community's readiness for cooperation. This is a personal element that introduces potential partners not only to the community, but also to its representatives;
- profile images. It is important that the photos are high-quality, relevant and reinforce the content of the text. If using third-party images, the source must be indicated, observing copyright;
- QR codes. Placing QR codes that lead to the official community website, DREAM profile, strategic enterprises or tourist locations. This provides quick access to additional information and attracts potential partners and investors.

Preparing a community profile begins with collecting the necessary information. For this, communities fill out a questionnaire developed by SURGe experts. Most of the data is also contained in community development strategies. Based on these strategies, profiles were created for 4 of the 19 pilot communities of the SURGe project. The project team also helps with the design of the document and translation of the profile into English (*Community Profile, 2024*).

This concise and informative presentation of the community opens up new prospects for international cooperation, and also contributes to its restoration and development. It can be used for the following purposes:

- placement on the official community website. An English-language profile provides international partners with quick access to key information about the community. This approach has already been implemented by the Blyznyukivska, Shabivska, Kholmyska and Savynska territorial communities, where anyone can view their profiles;
- creating profiles on platforms for searching for international partners. For example, on the portals Cities 4 Cities / United 4 Ukraine, Interreg Europe, etc. These platforms usually have their own requirements for the information structure, and a ready-made community profile allows you to quickly fill in the necessary data. Thus, the Blyznyukivska territorial community has already posted its profile on Interreg Europe and is actively looking for opportunities for partnership projects;
- participation in international conferences and forums. The profile acts as a calling card for the community during events with a large number of donors and potential partners. For example, the Blyznyukivska community plans to use its profile at the international exhibition and conference REBUILD UKRAINE 2024 to present achievements and establish new contacts;
- participation in grant competitions. The profile helps to effectively present the community, especially focusing on successfully implemented projects that demonstrate its experience



and capabilities. Even if it is not possible to add a profile to the application, you can provide a link to it, which will facilitate access for experts;

– cooperation with twin cities. The exchange of profiles helps to identify common interests, plan and implement joint projects, as well as build partnerships. This practice is used by Buchanan and Irpin territorial communities (*Community Profile, 2024*).

The profile of a territorial community is an important tool for assessing its socio-economic status, identifying problems, potential and prospects for development. This document contributes to attracting investments, forming strategies and supporting business development. The information contained in the profile may be of interest to investors, entrepreneurs, local residents, and guests of the community.

#### 4. Conclusions

Thus, the effective use of the community profile involves a comprehensive approach that includes not only economic, but also social, cultural and institutional aspects of development. Given the above, we can draw the following conclusions:

1. To form an effective profile of a territorial community, it is necessary to take into account not only the available economic resources, but also human capital, infrastructure, social ties and opportunities for entrepreneurship development. This allows creating favorable conditions for attracting investment and developing local business.

2. One of the key aspects of forming a community profile is a deep analysis of current needs and development potential. Collection and systematization of data on the demographic, economic and social characteristics of the community allows predicting development directions, which is critically important for effective planning of local strategies.

3. The community profile should take into account both global and local problems that affect economic development. In war conditions, for example, mechanisms for recovery, integration of displaced persons and relocated businesses, as well as adaptation of the local economy to new conditions are of great importance.

4. For the formation and implementation of the community profile, interaction with various stakeholders is important – local residents, local governments, the business community, public organizations and state institutions. The joint efforts of these participants allow to achieve synergy in economic development.

5. An important component of the community profile is the integration of innovative technologies and approaches to development. This may include creating conditions for the development of digital technologies, investments in sustainable development and modernization of infrastructure.

Therefore, the profile of a territorial community is an important tool for local economic development, which allows taking into account the specifics of each community and directing efforts to achieve sustainable and balanced development. And since the process of forming a territorial community profile is dynamic, further research should pay attention to the influence of external factors, such as changes in the state's economic policy, changes in global markets, as well as the adaptation of the profile to changing social and technological realities.

#### References

1. Berdanova, O.V., Vakulenko, V.M., Valentiuk, I.V., & Tkachuk, A.F. (2017). *Stratehichne planuvannia rozvytku obiednanoi terytorialnoi hromady [Strategic planning of the development of a united territorial community]*. K., 121 [in Ukrainian].

2. Gryshchenko, I., Havrilenko, N., Krasnostanova, N., Kapyrulya, M., & Banchuk-Petrosova, O. (2024). *The Role of Industrial policy in the Development of the States defence industry: international legal and economic regulation. Financial and Credit activity problems of Theory and Practice.* 5(58), 290–302. Retrieved from <https://fkd.net.ua/index.php/fkd/article/view/4483/4206> [in English].
3. Horbata, L.P., Synelnyk, T.B. (2023). *Osoblyvosti natsionalnoi systemy stiikosti na rivni terytorialnykh hromad v umovakh viiny [Peculiarities of the national system of resilience at the level of territorial communities in wartime]. Investytsii: praktyka ta dosvid – Investments: practice and experience.* 22, pp. 191–196. Retrieved from <https://www.nayka.com.ua/index.php/investplan/article/view/2568/2604> [in Ukrainian].
4. Hryshchenko, I.M., & Horbata, L.P. (2024). *Terytorialni hromady: mekhanizmy zabezpechennia stiikosti [Territorial communities: mechanisms for ensuring resilience].* Kyiv, NUBiP Ukrainy. Retrieved from <https://dglb.nubip.edu.ua/items/22dfbd9c-3afc-43d1-866c-b13b-8cfb1626> [in Ukrainian].
5. Makmallin, K. (2016). *Mistsevyi ekonomichnyi rozvytok – tse postiina synerhiia dii biznes-spilnoty, vlady, hromadianskoho suspilstva ta naukovykh kil. Partnerstvo dlia rozvytku mist [Local economic development is a constant synergy of actions of the business community, government, civil society and academia. Partnership for urban development].* pleddg.org.ua. Retrieved from <http://pleddg.org.ua/ua/2016/kent-makmallin> [in Ukrainian].
6. *Metodyka rozroblennia, provedennia monitorynhu ta otsinky rezultatyvnosti realizatsii rehionalnykh stratehii rozvytku ta planiv zakhodiv z yikh realizatsii: Nakaz Ministerstva rehionalnoho rozvytku, budivnytstva ta zhytlovo-komunalnoho hospodarstva Ukrainy vid 31.03.2016 № 79 (u redaktsii nakazu Ministerstva rozvytku hromad ta terytorii vid 18.05.2020 № 123) [Methodology for developing, monitoring and assessing the effectiveness of the implementation of regional development strategies and action plans for their implementation: Order of the Ministry of Regional Development, Construction and Housing and Communal Services of Ukraine dated 31.03.2016 No. 79 (as amended by the Order of the Ministry of Community and Territorial Development dated 18.05.2020 No. 123)].* (n.d.). zakon.rada.gov.ua. Retrieved from <https://zakon.rada.gov.ua/laws/show/z0632-16#ext> [in Ukrainian].
7. *Profil hromady yak vazhlyvyi instrument dlia poshuku mizhnarodnykh partneriv [Community profile as an important tool for finding international partners].* (n.d.). decentralization.ua. Retrieved from <https://decentralization.ua/news/18876> [in Ukrainian].
8. Smentyna, N.V. (2020). *Ekonomichnyi profil terytorialnoi hromady yak instrument aktyvizatsii mistsevoho ekonomichnoho rozvytku [Economic profile of the territorial community as a tool for activating local economic development].* 2 (53). ir.duan.edu.ua. Retrieved from <https://ir.duan.edu.ua/server/api/core/bitstreams/72be404f-a602-43f1-8483-2b0d5ea19a9d/content> [in Ukrainian].
9. Storonianska, I., Patytska, Kh., Dub, A. (2022). *Mistsevyi ekonomichnyi rozvytok u terytorialnykh hromadakh. Antykrizovi instrumenty u voiennyi i pisliavoiennyi period. Posibnyk dlia orhaniv mistsevoho samovriaduvannia [Local economic development in territorial communities. Anti-crisis tools in the war and post-war period. Manual for local self-government bodies].* Lviv. Retrieved from <https://decentralization.ua/uploads/library/file/838/LED.pdf> [in Ukrainian].
10. Vasylichenko, H., Parasiuk, I., & Yeremenko, N. (2015). *Planuvannia rozvytku terytorialnykh hromad [Planning the development of territorial communities].* K.: VI EN EI. 256 [in Ukrainian].