

Oleksandr Bondar

*Doctor of Biological Sciences, Professor,
Rector of the State Ecological Academy
of Postgraduate Education and Management*

Natalia Ryzhenko

*Doctor of Biological Sciences, Professor,
Head of the Department of Ecology and Environmental Control
State Ecological Academy of Postgraduate Education and Management*

Anna Chernykhivska

*Ph.D. in Economics, Associate Professor,
Professor at the Department of Ecology and Environmental Control
State Ecological Academy of Postgraduate Education and Management*

**STRATEGIC ASPECTS OF SUSTAINABLE
TERRITORIAL DEVELOPMENT PLANNING**

Summary

The study reveals the strategic aspects of planning and implementation of sustainable development at the local territorial level in the context of decentralisation of power. Emphasis is placed on the reform of local self-government through the concept of sustainable development which Ukraine needs today during globalisation and social transformation. Peculiarities of strategic planning of sustainable development of territorial communities taking into account the Goals of sustainable development are investigated. The theoretical essence and content of the concepts «sustainable development», «strategic planning», «strategy» are revealed. The scheme of strategic planning of sustainable development of united territorial communities is offered. It is determined that the basic elements of sustainable development of territorial communities are the rational use of all types of resources available on their territory and the protection and preservation of the environment. The priority tasks of achieving the goals of sustainable development at the local level are summarized. The transition to the concept of sustainable development is substantiated which provides for the construction of a qualitatively new model of social development with the solution to the problems of the present and future generations.

Introduction

In Ukraine as in many other countries of the world a strategic approach to planning the sustainable development of territories of various types is being

actively implemented and developed. In modern conditions, functions, tasks and approaches to the implementation of the planning process are significantly changing, and the purpose of planning in the local government system is undergoing changes. Strategic planning is gradually becoming a tool for increasing the competitiveness of territories and regions, a means of reforming local self-government, and also unites various subjects of territorial development around new values and long-term priorities.

The formation and implementation of the concept of sustainable development at the territorial level acquires special importance in the context of the reform of the administrative-territorial system in the country, which is accompanied by a number of reforms and the transfer of powers and resources in many areas to the local level.

Ukrainian society's overcoming of crisis phenomena and difficulties and its consistent entry into the path of stability and upliftment require proper conceptual support. That is why the concept of sustainable development as an imperative of social life and state policy in the economic, social and environmental spheres has its advantages compared to traditional theories of economic growth, ensuring the harmonious coexistence of man and nature.

Globalisation processes in the modern world, in particular, in the world economy, introduce new laws and change the level of responsibility for local development. Globalisation of the economy leads to a strengthening of the role of communities in the sustainable development of local territories and the country. Ukrainian society is aware that the country's development depends on the ability and interest of communities to engage in local territorial development.

Globalisation has changed the meaning of the main market participants, redistributing the responsibility of the state, regions and communities for sustainable development on the ground. Ensuring a positive process of local development is becoming increasingly technological and complex. The state as the main driving force in the local economy has become secondary. Currently, the subjects of economic relations are most often individual enterprises, regions and territorial communities.

The processes of globalisation and social transformation have prioritized issues of environmental protection and sustainable development and therefore require the introduction of urgent measures. For a long time the economic development of the regions of Ukraine was accompanied by unbalanced exploitation of natural resources and insufficient attention to environmental protection issues which made it impossible to achieve the goals of sustainable development.

Further economic development of Ukraine should be based on a combination of updating approaches to management and planning, taking into account the

environmental component and establishing a dialogue with society including increasing its environmental consciousness and awareness.

The process of transition to a model of sustainable development involves the modernization of economic and social spheres taking into account ecological and natural resource aspects in order to create qualitatively new living and reproduction conditions.

However, despite a certain scientific level of research in the field of sustainable development, its territorial aspect requires significant deepening, improvement and research into the peculiarities of planning at the local level in modern conditions of decentralisation of power.

Part 1. Sustainable development in the system of United Territorial Communities (UTC)

The strained relations between society and nature are increasingly considered, in particular, at the global level – the destruction of the ozone layer, climate change, degradation of biodiversity, desertification, acid rain, deforestation, locally – polluted air, poor-quality water, problems with waste disposal, dirt on the roads, deterioration of the population's health, poor-quality food products.

Environmental problems have become a priority for modern society. Irrational exhausting use of natural resources and environmental pollution all this leads to an ecological crisis.

The authorities at the local level are faced with complex and threatening problems that require immediate solutions:

- Extreme economic difficulties;
- Undeveloped infrastructure;
- Lack of a sense of security among people and regional inequality;
- Growing poverty and unemployment;
- Threat to biodiversity;
- Lack of water resources and their pollution;
- Soil degradation and erosion;
- Air Pollution;
- Unsatisfactory means of disposal of solid, hazardous and toxic waste;
- Limited access to safe sources of energy [9].

Most of the above-mentioned problems and challenges are closely related to each other, which reinforces the need to apply an integrated strategic approach to local development, namely sustainable development.

That is why the transition of territorial communities to sustainable development will help to implement the long-awaited changes through the construction of a qualitatively new and effective socio-ecological and economic model of the development of society and solving the problem of greening as a key direction of economic growth.

Depicting the classic triad of components of sustainable development, in particular, territorial communities it should be noted that its basis is the provision of socio-ecological-economic balance of the territorial system.

The ecological component characterizes ensuring the integrity of biological and physical natural systems, their viability on which the global stability of the entire biosphere depends. The ability of such systems to self-restore and adapt to various changes is of particular importance.

The economic component consists in the optimal use of limited resources and the application of nature-, energy-, and material-saving technologies to create aggregate income that would ensure preservation (not reduction) of aggregate capital. The development of the new "green" economy is stimulated not only by the scarcity of natural resources, but also by the increase in the amount of information and knowledge, which acquires the value of a product that is in great demand.

The social component is focused on human development, on preserving the stability of social and cultural systems, on reducing the number of conflicts in society. Humanity must participate in the processes of forming the conditions of its life, making and implementing decisions, and monitoring their implementation. Fair distribution of benefits between people, pluralism and tolerance in relations between them, preservation of cultural capital and its diversity are important for ensuring these conditions [3].

Therefore, the sustainable development of territories should be based on a territorially balanced approach, in which economic growth is ensured by the rational use and reproduction of natural resource potential, based on an objective assessment of all natural resources and ecosystems of the territory.

The key strategy of sustainable development policy is the balance of economic, social and environmental goals which was initiated by the UN and supported by all countries of the world. This is the ideal of development to which one should strive. It is not easy to achieve it since development in the public consciousness is associated, first of all, with economic development. One of the steps to achieve such a balance can be the transition from planning socio-economic development to planning and implementation of sustainable development at the national, regional and local levels [2].

The strategy of sustainable development of the state, region, and community at the current stage requires significant changes in legislation, management mechanisms, spatial planning, and social policy.

The reform involves the creation of a new model of territorial organisation of power, decentralisation of tasks, powers and responsibilities, development of the system of local self-government and formation of capable territorial communities and improvement of state regional policy.

The concept of sustainable development is based on rational nature management, which involves economic evaluation, integrated use,

reproduction and protection of resources, minimisation of waste and emissions and is carried out on the basis of strategic planning in the interests of the entire society based on the mutual dependence of natural, economic and social systems, compliance with ecological and social – economic balance.

Thus, sustainable development involves balanced development aimed at meeting the needs of the modern generation without harming the future in the social, economic and ecological spheres of society at the general civilisation, state and regional levels.

One of the defining priorities of the implementation of administrative reform and the establishment of Ukraine as a democratic state is the development of United Territorial Communities (UTCs) as effective local authorities that are as close as possible to the people. Without reforming local self-government and implementing decentralisation processes it is impossible to overcome negative processes in the socio-economic and cultural development of territorial communities and regions, to ensure a significant increase in the level and quality of life of the majority of citizens [3].

United territorial communities receive solvent local budgets and the opportunity to independently solve the issues of settlements, in particular in the environmental aspect. At the local level, the focus is on the decentralisation of power and partnership between its various levels and branches, as well as partnerships with the private and non-governmental sectors.

Therefore, sustainable development is a necessary and integral element of the development of local self-government as:

- The basis for harmonious development of the territory based on the most effective use of resources and preservation of potential for future generations;
- A modern element of planning, which allows unifying plans, programs and development strategies of different regions;
- The basis for combining socio-ecological-economic components in order to most effectively solve numerous problems, especially at the local level.

New Ukrainian realities encourage the search for ways to radically improve existing models of management activity in the territories, in administrative-territorial formations. The long-awaited reform of local self-government in Ukraine, which should provide real opportunities for its development, has become a reality.

Strategic planning for the sustainable development of Ukraine emerged as a search for a model of the economic development of the state capable of bringing the domestic economy out of the crisis on the basis of sustainability, the principles of "green economy" and cleaner production, making its functioning regulated, guided by public interests, taking into account the best global practices.

Strategic planning is carried out both at the central and local levels. In the conditions of carrying out systemic reforms, the question of applying strategic

planning at the local level, which gradually acquires the characteristics of municipal management in the modern competitive environment, is particularly relevant.

One of the defining priorities of the implementation of the administrative reform is the development of the United Territorial Communities (UTCs) as an effective and as close as possible to the people's local authorities. Without reforming local self-government and implementing decentralisation processes it is impossible to overcome negative processes in the socio-economic and ecological development of territorial communities to ensure a significant increase in the level and quality of life of the majority of citizens [10].

Society is beginning to realize that the state of the country's economic development directly depends on the ability and interest of communities to engage in local development in their territory. Territorial communities began to transform from an object to a subject of management and to independently form their capacity. Local self-government bodies will receive opportunities and motivation for the proper performance of their powers.

The creation of united territorial communities is a difficult way to develop full-fledged local self-government. The competitive environment in which the newly created UTCs operate is constantly changing, the degree of its uncertainty is increasing and unaccounted risk factors are liable to appear. United territorial communities face the need to respond in a timely manner to new challenges and trends of global development. That is why the transition of territorial to sustainable development will help to implement the long-awaited changes through the construction of a qualitatively new and effective socio-ecological-economic model of the development of society and solving the problem of greening [5].

Part 2. Strategic planning and ensuring sustainable development of UTC

Strategic planning is a system technology for justifying and making the most important decisions regarding local development, determining the desired future state of the territory and the way to achieve it which is based on a situational analysis of the external environment of the territory and its internal potential and consists in the formation of actions agreed with the territorial community the implementation of which the efforts and resources of the main subjects of local development are concentrated.

Strategic planning is a continuous process that consists of monitoring the implementation of defined tasks and the achievement of set goals, adjusting strategic priorities and operational tasks. The scheme of strategic planning of sustainable development is presented in Fig. 1.

The success of strategic planning is possible only under the condition of close cooperation, coordination of actions and coordination of resources by local self-government bodies, executive power, public organizations, political

forces, entrepreneurs and industrialists and consolidation of efforts of the entire community of UTC [10].

The main task of strategic planning is to ensure the sustainable development of territories, the main principles of which include:

- Focus on people's needs and interests;
- Consensus on the long-term goal of territory development;
- Comprehensiveness and integrity;
- Focus on clear budget priorities;
- Carrying out a comprehensive analysis of the state of development of the territorial community;
- Mandatory monitoring and evaluation;
- Availability of responsibility and leadership at the local level;
- The presence of an influential leading institution and the high readiness of authorities to comply with obligations;
- Development of existing mechanisms and strategies;
- Active and effective participation;
- Connection between the national and local levels.

A united territorial community can take as a basis for developing its development strategy the State Regional Development Strategy of Ukraine for the period until 2027, the Sustainable Development Strategy of Ukraine for the period until 2030 and also take into account the development strategy of the region in which the territorial community is located [1; 9].

Therefore, one of the priority tasks after the unification of the territorial community is the development of its development strategy.

Strategy is a long-term development plan which is developed, as a rule, for 7–10 years. This is the vision mission and priorities of the community this is where the community is going. However, the strategy is implemented according to annual development plans and programs, according to specific projects for which resources are allocated or attracted. The gradual, step-by-step implementation of such projects or programs brings the community closer to achieving its strategic goals.

World experience shows that social progress largely depends on maintaining a balance between the goals of supporting economic growth, business competitiveness, ensuring environmental safety and reducing social inequality. In order to achieve long-term goals, it is necessary to consistently perform defined short- and medium-term tasks.

Sustainable development is the modern most widespread concept of the interaction of society and nature, which is currently guided by the leading countries of the world. Sustainable development is the reconciliation between the economic and social development of society and the preservation of the environment. The basis of sustainable development is the parity of relations in the triad: man – economy – nature.

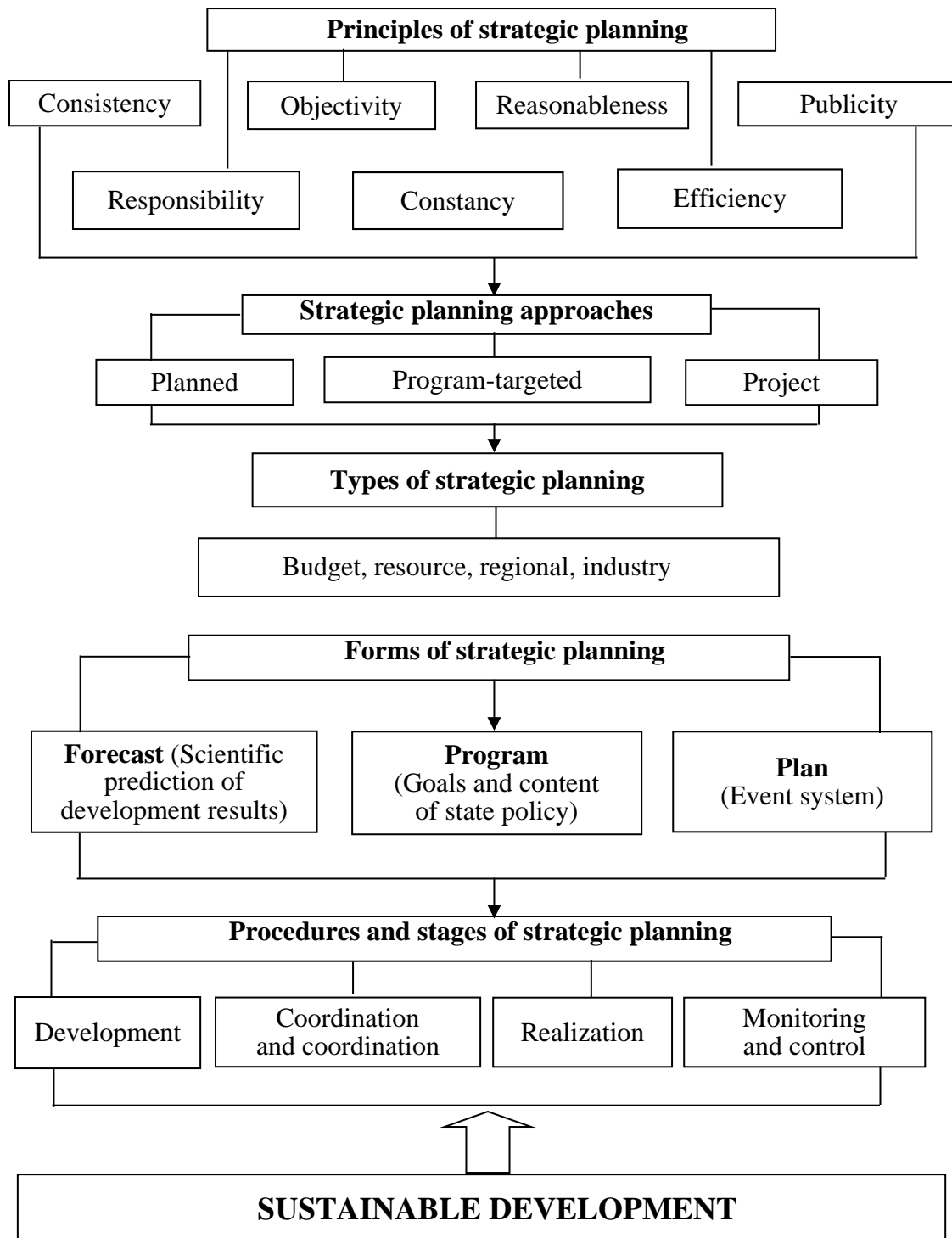


Figure 1. Scheme of strategic planning of sustainable development

Source: summarized by the author [6; 8; 9]

The priority tasks for achieving the Sustainable Development Goals (SDGs) at the local level are [9]:

1. Bringing strategic documents of socio-economic development (sectoral strategies, strategies for the development of regions, cities, UTC) into compliance with the Central Government of Ukraine.

2. Establishing clear measurable indicators of achieving goals and objectives within the framework of the implementation of such strategies in accordance with the indicators established in the Central Committee of Ukraine.

3. Ensuring the inclusiveness of the process – broad involvement of private business and society in the implementation of the SDGs involving partnerships the international level.

4. Ensuring effective management of territorial development.

5. Increasing the institutional capacity of public authorities and businesses, as well as, public awareness of these issues.

The strategy of sustainable development should ensure the achievement of the desired development in the long term, have clearly defined goals and priorities define specific steps and time limits for implementation, provide funds for monitoring and evaluation and for periodic reports [2].

Accordingly, national interests should be taken into account, as well as the fact that the implementation of sustainable development is the foundation of national security, where a major role belongs to the regions, because they make a significant contribution to strengthening the national economy, social policy and environmental protection [5].

Implementation of sustainable development will help local self-government bodies to adapt to changes and direct efforts to achieve a defined goal. Any subject of local development can initiate the process, justifying the relevance and effectiveness of their strategic actions for the development of the territorial community, determining probable obstacles to implementation and ways to overcome them (Table 1).

The sustainable development of united territorial communities should be based on the main principles of sustainable development, which are defined in the "Agenda for the 21st century" and ensure the achievement of the main goals of sustainable development, such as improving the quality of life; guaranteed health of people; meeting the basic life needs of both the modern population and future generations; fight against poverty; rational production and consumption structures, rational nature management; preserving ecosystems, protecting the climate and the ozone layer, ensuring environmental safety; environmental awareness, environmental ethics; formation of civil society; elimination of all forms of violence against man and nature.

An important aspect of achieving the goals of sustainable development is their resource provision. No country is able to overcome global problems alone, therefore partnership, interaction and cohesion in overcoming global challenges, based on national, regional and local sustainable development strategies, play a decisive role in achieving the SDGs. Countries with a high

level of income are obliged, in accordance with the Agenda 2030 to support other countries on the way to overcoming global and local problems [4].

Table 1

Principles of sustainable development of local self-government

Responsible management of the environment and rational use of natural resources	A healthy and fair community
<ul style="list-style-type: none"> - Improving awareness of limited natural resources and habitat hazards; - Improvement of living environment; - Saving and preserving natural resources for future generations 	<ul style="list-style-type: none"> - Provision of various needs - of all citizens through the promotion of personal well-being and social integration; - Ensuring equal opportunities for all
"Green" economy	Good governance practice
<ul style="list-style-type: none"> - Creation of a strong, dynamic resource-saving economy that ensures prosperity; - Creation of equal economic opportunities for all; - Ecological losses are compensated by those who cause them; - Stimulation of effective use of natural resources 	<ul style="list-style-type: none"> - Constant improvement - of effective management involving the creativity and energy of citizens

Source: summarized by the author [8; 9]

Therefore, when it comes to planning sustainable development in the community, first of all, it should be understood that it is about planning local economic development with an orientation to three components – social well-being, equal access of all residents to public services, health care, environmental cleanliness, environmental safety and security.

Strategic planning of sustainable development at the local level is carried out using aspen’s general principles of sustainable development:

- a harmonious combination of the development of society with the preservation of the natural environment;
- creation of mechanisms to prevent environmental, economic, man-made, humanitarian and other risks;
- constant monitoring of the environment and environmental expertise;
- development and implementation of environmentally friendly technologies;
- implementation of the "polluter and resource user pays" principles.

The concept of sustainable development of united territorial communities should consist of the following main components:

- rational use of nature, which necessarily involves an economic assessment;
- comprehensive use, reproduction and protection of resources;

- minimisation of waste and emissions;
- solving urgent economic, social and environmental problems;
- observance of ecological, social and economic balance.

When developing a strategy for the sustainable development of a united territorial community it is necessary to take into account two main conditions:

1) The development of territorial communities should take place in the direction of improving all spheres of life: economic, ecological, social, cultural, political and spiritual;

2) The process of development and implementation of the development strategy of the territorial community should involve its residents as much as possible.

The sustainability of local development is a set of simple and clear components:

- provision of adequate housing for all residents of the territory;
- improving the management of settlements;
- sustainable land use;
- creation of a complex infrastructure of environmental protection: water supply, sanitary and hygienic services, sewage, treatment and removal of solid waste;
- creation of reliable energy and transport systems in settlements;
- development of human resources, creation of potential for the development of settlements.

That is, it is about creating conditions for a normal, high-quality life for all citizens in accordance with the criteria determined by the local community and the authorities.

Strategic planning makes it possible to expand and effectively use inter-municipal cooperation in the interests of individual settlements and the region as a whole.

Strategic planning of territorial sustainable development should be carried out exclusively on the basis of integrated planning and management with the participation of the public, and the target indicator of the fulfillment of this task is the approval and implementation of one's own development strategies and action plans for their implementation.

The involvement of residents of the territorial community in participation in the sustainable development of the territory is defined by the current legislation, among them, in particular, the following:

- participation of residents in public hearings on community life issues;
- listening to the reports of the head of the community and deputies before the residents of the community;
- participation in holding open sessions of local councils with free access for residents;

- consumption and use in public, expert and business activities of information on important decisions of the community's life, highlighted on community websites;

- participation in the formation and submission of electronic petitions on the community website;

- participation in budget planning, etc.

Due to the fact that the new community will unite several settlements, conflicts of interest may arise, especially in conditions of limited financial resources. This makes it necessary to apply a system of taking into account the interests of different population groups. This problem can be overcome by involving the broad masses of the population in the discussion of the strategy taking into account public opinion as a result of conducting questionnaires and surveys of the population, conducting public meetings, developing a system of priorities based on population surveys, and developing a concrete step-by-step strategic development plan.

In order to receive the support of citizens, the perception of the strategy and the possibility of its further implementation, it is necessary to discuss strategic directions, goals, tasks, and planned results with the community at each stage of its development and implementation. This approach will contribute to effective work on the strategy, ensure its full support and viability and increase responsibility for its implementation.

The effectiveness of planned and implemented measures depends on the ability to combine the efforts of all local development entities. In addition, it will help to find and attract the necessary resources – human, material, financial and other. The ability of participants in the process of strategic planning and management to constantly expand their knowledge and skills through the use of various forms of training is one of the key success factors.

In this sense, the concept of security of sustainable development deserves special attention in within which the main principles of overcoming and avoiding challenges, threats, risks and dangers objectively caused by the absence or weakness of national security systems within the framework of adequate models of public administration capable of development and application of effective tools that would not allow critical deviations from the regular natural-historical development of human systemic formations [6].

In this context, new priorities of the bodies' activities are considered state power in the field of national security which are designed to ensure the conditions of stable secure development, which can be achieved only by transferring everything social development from dangerous, favourable [7].

With this in mind, sustainable development should be understood as the security of any which development, the achievement of which is possible only through optimization of processes development of modern society and their

coordination with its natural-historical and geo-political patterns of functioning.

The existing system of local self-government in Ukraine today does not meet the expectations and needs of society. The functioning of local self-government in most territorial communities does not ensure the creation and maintenance of a favourable living environment necessary for comprehensive human development, self-realisation, protection of rights and provision of quality and affordable services to residents based on sustainable development.

The reform of local self-government in conditions of decentralisation of power should take place in the system of formation of local policy of sustainable development. Local policy of sustainable development can be implemented through the mechanism of sustainable communities. This concept meets today's challenges because it involves integrated decision-making and is not limited to piecemeal approaches that satisfy one of the sustainable development goals at the expense of others at the local level.

The strategic goals of local authorities should include:

- formation of ecological values and principles of sustainable consumption and production in society;
- ensuring the sustainable development of Ukraine's natural resource potential;
- ensuring the integration of environmental policy in the decision-making process regarding the socio-economic development of Ukraine;
- reduction of environmental risks in order to minimise their impact on ecosystems, socio-economic development and population health;
- improvement and development of the state system of nature protection management.

Thus, sustainable development at the local level is aimed at ensuring ecological and economic balance, social equality and effective local governance.

Currently, the situation in the field of sustainable development management in Ukraine is characterised by [9]:

- lack of coordination of public policy in the field of sustainable development at all levels;
- inconsistency of regional and local development strategies with the national Central Development Goals;
- the impossibility of measuring the current state, assessing the problem for strategic planning of the sustainable development of regions and communities, as well as the progress of achieving the SDGs at the regional and local levels based on agreed approaches for determining strategic priorities for the sustainable development of regions and communities.

Conclusions

The strategic lever of local administrative influence on the sustainable development of territorial communities and on the strengthening of Ukraine's competitive positions is the definition and priority support of the system of "smart and balanced growth" in communities. Such a system should include the most innovative sectors of the local economy, capable of forming the potential for an economic breakthrough and the corresponding increase in the quality of the resource potential. It is also necessary to include local initiatives that direct their efforts to the implementation of projects or specific tasks of local development to accumulate resources and attract investments for the implementation of ideas. Such initiatives are formed in the public sector, economy, education, etc. and need the support of the community and local self-government bodies as the main stakeholders of the sustainable development of territories. Thus, the implementation of sustainable development goals in the program and strategic documents is an extremely important element in solving global and local problems.

The mentioned problems are aggravated by the absence in Ukraine of effective mechanisms for determining strategic priorities and a strategic planning system that covers all levels and coordinates processes and programs at the national and local levels as well as their resource provision. A significant number of programs developed at all levels leads to the dispersion of budgetary resources, and these programs themselves are systematically underfunded and not implemented, which turns them into formal ones.

Ukraine urgently needs institutional, methodical and technical support for mastering the methods of local communities' capacity to implement the goals of sustainable development. The strategy of sustainable development for Ukraine is not only the fulfillment of international obligations, it is primarily an opportunity to get rid of inefficient outdated practices that slow down the country's development, to move to a conceptually different model of development the key to which is the triad of environmental, economic and social aspects that have interact. And this, in turn, will stimulate the search for alternative management solutions that will not harm either the surrounding natural environment or the interests of local territorial communities.

References:

1. Derzhavna stratehiya rehionalnoho rozvytku na 2021–2027 roky [State strategy of regional development for 2021–2027]. Available at: https://dei.kyivcity.gov.ua/files/2020/10/22/POSTANOVA_KMU_695_DSRR_2027.pdf.
2. Kovalenko A.O. (2018) Stratehichne planuvannya staloho rozvytku Ukrainy [Strategic planning of sustainable development of Ukraine]. Kyiv. (in Ukrainian)
3. Lelechenko A.P., Vasylyeva O.I., Kuybida V.S., Tkachuk A.F. (2017) Mistseve samovryaduvannya v umovakh detsentralizatsiyi povnovazhen [Local self-government in conditions of decentralization of powers]. Kyiv. (in Ukrainian)

4. Methodychni rekomendatsiyi dlya vrakhuvannya tsiley staloho rozvytku v stratehiyakh rozvytku terytorialnykh hromad [Methodical recommendations for taking into account the goals of sustainable development in the development strategies of territorial communities]. Available at: <https://www.undp.org/content/dam/.../UNDPMetRecommendationv03.pdf> (accessed 22.11.2022).
5. Н. Васильченко, І. Парасюк, Н. Єременко (2015) Planuvannya rozvytku terytorialnykh hromad [Planning the development of territorial communities]. Kyiv: TOV «PIDPRYYEMSTVO «VI EN EY». (in Ukrainian)
6. Sadovenko A. (2011) Stalyy rozvytok suspil'stva [Sustainable development of society]. Kyiv. (in Ukrainian)
7. M.Z. Zgurovsky (2009) Stalyy rozvytok rehioniv Ukrayiny [Sustainable development of the regions of Ukraine]. Kyiv: NTUU "KPI". (in Ukrainian)
8. O. Berdanova, V. Vakulenko, V. Tertychka (2008) Stratehichne planuvannya [Strategic planning]. Lviv: ZUKTS. (in Ukrainian)
9. Stratehiia staloho rozvytku Ukrainy na period do 2030 roku (Proekt 2017) [Strategy of sustainable development of Ukraine for the Period to 2030 (Draft 2017)]. Available at: https://www.undp.org/content/dam/ukraine/docs/SDGreports/UNDP_Strategy_v06-optimized.pdf (accessed 23.11.2022).
10. М. Брил, О. Врублевський, О. Данчева (2018) Uspishna terytorialna hromada: buduyemo razom [Successful territorial community: building together]. Kharkiv: Faktor. (in Ukrainian)

Список використаних джерел:

1. Державна стратегія регіонального розвитку на 2021–2027 роки. URL: https://dei.kyivcity.gov.ua/files/2020/10/22/POSTANOVA_KMU_695_DSRR_2027.pdf.
2. Коваленко А.О. Стратегічне планування сталого розвитку України. Київ : ПрофКнига, 2018. 424 с.
3. Лелеченко А.П., Васильєва О.І., Куйбіда В.С., Ткачук А.Ф. Місцеве самоврядування в умовах децентралізації повноважень : навч. посіб. Київ, 2017. 110 с.
4. Методичні рекомендації для врахування цілей сталого розвитку в стратегіях розвитку територіальних громад. URL: <https://www.undp.org/content/dam/.../UNDPMetRecommendationv03.pdf>.
5. Планування розвитку територіальних громад: навч. посіб. для посадових осіб місцевого самоврядування / Г. Васильченко, І. Парасюк, Н. Єременко / Асоціація міст України. Київ : ТОВ «ПІДПРИЄМСТВО «ВІ ЕН ЕЙ», 2015. 256 с.
6. Садовенко А. Сталий розвиток суспільства: навч. посіб. / А. Садовенко, Л. Масловська, В. Серета, Т. Тимочко. 2-ге вид. Київ, 2011. 392 с.
7. Сталий розвиток регіонів України / наук. кер. М.З. Згуровський. Київ : НТУУ «КПІ», 2009. 197 с.
8. Стратегічне планування: навч. посіб./ О. Берданова, В. Вакуленко, В. Тертичка. Львів : ЗУКЦ, 2008. 138 с.
9. Стратегія сталого розвитку України на період до 2030 року (Проект 2017). URL: <https://www.undp.org/content/dam/ukraine/docs/SDGreports/UNDPStrategyoptimized.pdf>.
10. Успішна територіальна громада: будуємо разом / М. Брил, О. Врублевський, О. Данчева. Харків : Фактор, 2018. 128 с.