

UDC 352:[005.21:[316.46:330.322]
 JEL classification: H540, H72, O21, R11, R58
 DOI: <https://doi.org/10.17721/1728-2667.2026/228-1/10>

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STRATEGY FOR INVESTMENT LEADERSHIP OF THE TERRITORIAL COMMUNITY: METHODOLOGICAL APPROACH TO EVALUATION

Background. The article substantiates the necessity of strengthening the competitiveness of the territorial communities of Ukraine through a rethinking of their investment leadership strategy with the aim of ensuring sustainable competitive advantages. The dynamic conditions of the functioning of the external and internal environment of the territorial communities of Ukraine necessitate the improvement of the methodological tools for assessing their investment attractiveness. The purpose of this article is to develop a methodological approach to the assessment of the level of investment attractiveness as the dominant integral indicator in the investment leadership strategy of the Irpin city territorial community.

Methods. The sources of data for the development of the methodological approach were the author's empirical research and the experience of participation in the expert group on the development of the Post-war Development Strategy of the Irpin city territorial community for 2025–2035. In this work, a combined approach was applied on the basis of financial and general methods, grounded in expert assessment of a number of structural blocks. For this purpose, the most optimal and significant initial parameters were proposed and analysed: economic potential and competitive conditions; infrastructure and environment; administrative support of entrepreneurship; development of the socio-economic sphere; and regulatory support for community development. The parameters were given substantive characteristics, assigned a coefficient of comparative significance, determined a coordinated final assessment, and the distance of the target indicator. According to the developed qualitative evaluation scale of the values of the integral indicator of investment attractiveness, the ranking of these parameters was carried out by average values. Averaged values of the assessment parameters of investment attractiveness of the Irpin city territorial community were obtained by separate structural blocks.

Results. The results of the assessment showed that the most attractive factors determining investors interest in investing capital in the territorial community of Irpin and its conglomerate are the prospects and substantiation of the Community Development Strategy with a time horizon of certainty until 2035, on which a group of domestic and international experts is currently working intensively; the available qualitative results of the implementation of the Program of socio-economic and cultural development of the Irpin city territorial community; the provision of equal opportunities for participation in public procurement procedures; resource and information support for entrepreneurship; transparency of permitting procedures in construction; consideration of public opinion in addressing issues of planning and development of territories; the substantiation and quality of the urban planning concept, as well as the favorability of the competitive environment for the entry of new entrepreneurs into the market.

Conclusions. Such components as the level of development of the industrial production sector and the existing economic potential of the community, the effectiveness of measures of financial, credit, and investment support for entrepreneurship, and the formation of favourable conditions for the realisation of the entrepreneurial potential of the Irpin city territorial community require substantial attention to enhance investment attractiveness.

Keywords: leadership, investment attractiveness, methodological approach, territorial community, Irpin.

Background

The contemporary challenges of a globalised world place critically important tasks of strategic transformations before national governments. First and foremost, this concerns the necessity of forming competitive advantages which, over a sustainable period, will make it possible to use them to ensure the economic growth of communities and territories and to improve the standard of living of citizens. A number of legislative changes in Ukraine, motivated by the harmonisation of the regulatory and legal framework and the unification of procedures with the European Union, have conditioned the implementation of territorial reform and the creation of new innovative concepts of urban development.

Undoubtedly, the systemic military factors of influence have altered and continue to alter the potential of territorial communities in Ukraine, which once again actualises the revision of their reserves and the development of an effective leadership strategy for them, based on the enhancement of investment attractiveness potential. Only market approaches and the strengthening of competitive advantages, and not a "donation-based economy", are capable of ensuring the sustainable development and prosperity of territorial communities.

One of such decisions was the recognition by the Irpin city territorial community of the irreversibility of the course of developing its own post-war development strategy (Order No. 97 was issued on 19 June 2023 by the Mayor of Irpin), to be the first to ensure investment leadership on a competitive basis. In 2023, the city leadership engaged a strong group of domestic and international experts from the academic environment, business, representatives of civil society, government, and institutions of the European Union, the United States, and others (Order No. 194 was issued on 7 November 2023 by the Mayor of Irpin), which is currently working out effective transformational solutions. The dynamics of political upheavals and military factors constantly adjust the working process of the expert group (Order No. 215 was issued on 26 September 2024 by the Mayor of Irpin) and have brought the realisation that the Irpin city territorial community must develop the Strategy of Post-war Development of the Irpin city territorial community for 2025–2035, to consolidate the strategic trend of increasing investment attractiveness based on strengthening its own competitive potential and resilience to shocks. This strategic document is to become an example for the development of

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other territorial communities in Ukraine and to demonstrate the best practices of innovative solutions of the international expert group to ensure the investment leadership of the territorial community.

This article aims to develop a methodological approach to evaluating the level of investment attractiveness as a key indicator in the Irpin city community's investment leadership strategy.

Literature review. Effective investment leadership at the territorial community level necessitates a multifaceted strategy that integrates economic governance, smart specialisation, stakeholder engagement, and spatial equity considerations. The methodological assessment of investment attractiveness must therefore incorporate diverse determinants, including governance models, digital and green transitions, regional infrastructure, fiscal competitiveness, and socio-economic resilience. Existing literature offers robust empirical foundations to guide such strategic positioning.

Territorial communities need to invest in creative industries and information and analytical institutions as the fundamental drivers of the development of public administration and the management of various types of economic activity. This is primarily necessary for the successful preparation and implementation of creative investment projects of national importance (Bugrov, Sitnicki, & Serbin, 2021). Proactive management tools based on the application of creative financial leadership in the successful practice of developing city territorial communities have made it possible to identify current trends in boosting the investment attractiveness of Ukrainian cities (Sitnicki, Prykaziuk, & Sitnicka, 2023). The investment potential of territorial communities is increasingly shaped by the flow and utilisation of FDI, which contributes to sustainable development and regional integration when accompanied by strong governance institutions and favourable legal environments (Bagirzadeh et al., 2025; Kaddouri, & Benelbar, 2024). At the subnational level, fiscal incentives and investment attractiveness mechanisms, such as competitive tax regimes, transparency policies, and public investment tools, play a critical role in shaping business climate and trust (de Moraes e Soares, & Pinheiro, 2023; Dobrovolska et al., 2024; Nguyen Son, & Phan Thanh, 2025). The presence of shadow economies, weak judicial enforcement against corruption, and unpredictable regulatory burdens erode the fairness of the investment environment, underscoring the need for systematic diagnostics (Dobrovolska et al., 2024).

Investment strategies of territorial communities are also embedded in the broader frameworks of smart governance, regional specialisation, and urban development. The implementation of the JRC smart specialisation methodology in Ukraine has shown promise in fostering regional innovation and clustering, though the alignment of local resources with national policy goals remains inconsistent (Ivashchenko et al., 2020; Polishchuk et al., 2019). The growing role of e-governance, citizen feedback mechanisms, and co-creation practices further shape the perception of transparency and participatory planning, which in turn enhances investment confidence and legitimacy (Kuzior et al., 2022; 2023; Oe, & Yamaoka, 2024; Slingerland et al., 2024; Ylipulli, Hämäläinen, & Palo, 2025).

Branding and strategic communication also contribute significantly to a territory's investment image. Smart city branding, especially when oriented toward resident perceptions and quality-of-life indicators, can serve as a soft attractor for capital, talent, and innovation (Grębosz-

Krawczyk, & Zakrzewska-Bielawska, 2024). However, the branding impact may be diminished if not coupled with material support for start-ups, digital infrastructure, and sustainable planning models (Kuzior et al., 2025; Springs, 2024a; Maricuț et al., 2025). Moreover, the disparity between smart city rankings and entrepreneurial ecosystems has been noted as a systemic tension requiring more granular analysis (Kuzior et al., 2025).

Socio-economic and environmental factors remain indispensable in territorial investment assessment. Spatial equity in utility pricing, such as electricity, affects not only household well-being but also regional competitiveness (Mentel et al., 2018). The development of tourism and health-based clusters, as seen in Yerevan or Japanese Blue Zones, provides evidence of how non-industrial sectors contribute to territorial investment attractiveness and community resilience (Orbelyan, 2024; Oe, Weeks, & Sartamorn, 2025). Meanwhile, leadership strategies must also navigate globalisation and liberalisation dynamics, as shifts in global capital flows and trade integration exert complex influences on regional economies (Ojaghlou, & Tercan, 2024; Yoon, 2023).

Local public investment behaviour is also shaped by structural and institutional factors. Panel data analyses from Morocco and South Africa highlight how institutional frameworks, socio-political cohesion, and financial decentralisation directly influence municipal-level investment patterns and financial viability (El Bakkali, & Guati, 2025; Sitishe et al., 2023; Ntshangase, Makole, & Msosa, 2024). In the Ukrainian context, the causal relationship between fiscal self-sufficiency of communities and local economic development highlights the importance of reliable revenue systems, strategic planning, and intergovernmental coordination (Voznyak et al., 2023).

The role of innovative and ethical leadership is a cross-cutting enabler of investment strategies. Leadership styles that promote inclusivity, ethical norms, and innovation readiness contribute not only to sound economic management but also to social capital formation and institutional legitimacy (Bian, & Wang, 2024; Springs, 2024a; Yetongnon, & Kasztelnik, 2024). In the context of smart and green cities, leadership that embraces digital agency and citizen-led innovation fosters more just and sustainable investment environments (Ylipulli, Hämäläinen, & Palo, 2025; Kuzior et al., 2022). At the rural level, the global envelope method offers a novel approach to assessing local economic potential by capturing spatial disparities and infrastructure deficits (Pártlová, 2023).

Ultimately, territorial communities must integrate the principles of smart governance, ethical leadership, and inclusive development into their investment strategies. Governance systems that align with global ESG trends, such as the future of Islamic real estate investment trusts or adaptive finance mechanisms, also provide adaptable models for territorial actors (Hicham, Abdellatif, & Karim, 2024). Cities that demonstrate readiness to integrate policing technologies, health innovations, and transparent communication platforms are more likely to position themselves as leaders in the next phase of regional competitiveness (Springs, 2024b; Vitálišová et al., 2024).

The literature suggests that the investment leadership strategy of territorial communities must be multi-dimensional, data-driven, and ethically grounded. Methodological assessment tools should account for fiscal, institutional, social, and digital factors. Moreover, resilient and inclusive governance structures are indispensable for enhancing a community's investment attractiveness in the contemporary global economy.

Methods

The sources of data for the development of the methodological approach to assessing the investment attractiveness of the Irpin city territorial community were the author's empirical research, the experience of participation in the expert group on the development of the Post-war Development Strategy of the Irpin city territorial community for 2025–2035, focus groups and working meetings during 2022–2025 with representatives of the entrepreneurial ecosystem, the creative intellectuals, architects, the educational environment, engineers, technologists, representatives of the healthcare sphere and compliance with the community's environmental standards, representatives of emergency services, law enforcement bodies, civil servants of the apparatus of the Irpin City Council, deputies, representatives of student self-government, representatives of the creative industries, current investors, experts of the European Commission, the USA, the United Kingdom, and other interested stakeholders.

In this work, a combined approach was applied on the basis of tools of financial and general methods of financial stability, liquidity, business, and market activity of the Irpin city territorial community. The developed author's methodological approach also takes into account monitoring data on the implementation of the Programme of socio-economic and cultural development of the Irpin city territorial community (Resolution No. 3113-41-VIII of 9 May 2024 by the Irpin City Council) and is grounded in expert assessment of some structural blocks for determining the integral indicator of investment attractiveness.

For this purpose, the most optimal and significant initial parameters of the investment attractiveness of the Irpin city territorial community were proposed and analysed: economic potential and competitive conditions; infrastructure and environment; administrative support of entrepreneurship; development of the socio-economic sphere; and regulatory support for community development. The parameters were given substantive characteristics, assigned a coefficient of comparative significance, determined a coordinated final assessment, and the distance of the target indicator. According to the developed scale of qualitative evaluation of the values of the integral indicator of investment attractiveness, the ranking of these parameters was carried out by average values. Averaged values of the assessment parameters of investment attractiveness of the Irpin city territorial community were obtained by separate structural blocks.

Results

The investment attractiveness of the Irpin city territorial community under the present conditions is determined by several structural blocks and factors, namely:

1. The economic potential of the Irpin city territorial community is formed by enterprises of the manufacturing industry, the chemical industry, as well as the production of rubber and plastic products, the production of furniture, non-metallic products (building materials); the production and distribution of electricity, gas and water (95% of pre-war industrial production accounted for the non-state sector). The necessity of strengthening the existing economic potential and ensuring its development conditioned the need for large-scale investments, while at the same time the Irpin city territorial community suffered significant destruction as a result of external aggression. The industrial enterprises located on the territory of the community were considerably affected and require restoration and comprehensive support.

2. The existing system of entrepreneurship support and the general state of entrepreneurship in the territorial

community are at a satisfactory level, ensuring the formation of favourable conditions for the disclosure and development of the entrepreneurial potential of the territorial community. At the same time, among the total number of registered small and medium-sized enterprises in the community, the overwhelming majority (98.9%) were micro-enterprises. An important component of improving entrepreneurship support was the introduction in 2020 of the Programme for the Development of Small and Medium-sized Enterprises (SME) of the Irpin city territorial community for 2021–2023, as well as in 2022 the "eRobota" programme for the provision of micro-grants for the organisation and development of own businesses, which overall have been implementing the set tasks quite successfully. In particular, financial, credit, and investment support for small entrepreneurship is envisaged, namely: stimulation of entrepreneurial activity; increasing the effectiveness of interaction between community business and government to strengthen the investment activity of the region; promoting economic stability for business entities; and the introduction of mechanisms of financial and credit support for SMEs. However, the full-scale invasion and armed aggression against Ukraine, to some extent, hindered the developed initiatives. At present, despite various difficulties, the revival of community development and the support of its entrepreneurial potential is taking place.

In the direction of implementing the tasks of supporting entrepreneurship of the Irpin city territorial community, there are currently functioning: an entrepreneurship support fund, two investment funds/companies, one business centre, and four public associations of entrepreneurs.

3. It is necessary to particularly note the favourability of the competitive environment of the Irpin city territorial community concerning the entry carpentry and joinery products, furniture, metal products, jewellery; funeral services; hairdressing services, etc.).

Small and medium-sized enterprises are provided with equal access to participation in public procurement procedures. The resource and information support of small entrepreneurship envisages measures for the creation of a mechanism of equal opportunities for all business entities. The sector of communal property of the Department of Infrastructure, Investment Development, and Housing and Communal Services of the Executive Committee of the Irpin City Council has created a database of unused non-residential premises of communal ownership, which are offered for lease or sale to business entities. This information is posted on the official city website on the Internet and is regularly updated.

4. The authorised bodies of local government provide the full spectrum of administrative services, in particular through the use of modern web platforms and a centralised electronic office for the provision of administrative services. Their quality, accessibility, and transparency undoubtedly deserve high appraisal. The Centre for Administrative Services "Transparent Office", based on engaging external financial consultants, provides information on available lending programmes and banking instruments accessible for entrepreneurs when starting their own business. The activities of the Centre are aimed at providing business and entrepreneurial entities with the opportunity to carry out document circulation in one place and to obtain the necessary permits and approvals for conducting business or entrepreneurial activity. It is also possible to use the banking services of a mobile branch of "PrivatBank" concerning the issuance of cards, payment of utility bills, processing of deposits, insurance policies, etc. The introduced measures

significantly reduce the time for obtaining authorising documents in the field of economic activity, create favourable conditions for the development of entrepreneurship, the overcoming of administrative barriers, and so forth.

An extremely important factor for the development of entrepreneurial activity, the effectiveness of which contributes to increasing the investment attractiveness of the region, attracting domestic and foreign investments, and the application of advanced technologies, is the practice introduced by the Irpin State Tax Inspectorate of the Main Department of the State Tax Service in Kyiv Region of providing business entities with accompanying informational support regarding current tax legislation and various instruments of support for SMEs.

Cooperation has been established with an extensive network of partners, enterprises and organisations regarding the search for financial opportunities and the establishment of links with potential investors, the implementation of projects for the restoration of the Irpin city territorial community, the corresponding support and implementation of joint projects and programmes, informational partnership support of activities, and the promotion of the protection of economic, social, investment and other common interests.

5. Under the conditions of martial law, enterprises have to overcome the consequences of infrastructure destruction and adapt to new conditions and challenges that confront them. A slight decline in the solvency of recipients of public utilities has been recorded; there is destruction of the housing stock, and a need for unplanned repairs. However, the active restoration of the community's engineering and transport infrastructure continues. Programmes of external support for financing the reconstruction of infrastructure are being implemented, in particular, large-scale financing is being attracted within the framework of the President's initiative "United24" and the State Programme of the Fund for the Elimination of the Consequences of Armed Aggression.

Exemplary transparency of permitting procedures in construction, consideration of public opinion in resolving issues of planning and development of territories, and a well-founded and high-quality urban planning concept have been noted.

It is worth highlighting the rather high level of development of the transport infrastructure of the Irpin city territorial community, with projects for its modernisation and improvement being implemented. At present, a whole range of companies providing internet connection services are operating, and in addition, the community has a fairly extensive postal network comprising 25 branches (as of the beginning of 2024).

6. At the same time, martial law in Ukraine and crisis processes in the Ukrainian economy have led to the curtailment of production and an increase in the number of unemployed people (the activity of job seekers has risen – the number of responses to vacancies, compared with the previous month, increased by 35%). The largest number of available vacancies is for workers and service personnel (40.5%), including sales specialists, IT and Internet specialists, and transport sector professionals (9%), as well as in construction (almost 6%). In terms of salary levels, Irpin, to some extent, lags behind Kyiv, where, on average, companies offer more than 25,000 UAH in monthly wages (as of the end of 2023); moreover, the largest number of vacant job offers is also open in the city of Kyiv (40.1% of the offers summarised by the State Employment Service).

Among the registered unemployed, 56% were persons over the age of 45 and those with 10 or fewer years remaining until retirement; 15% of the total number of registered unemployed were persons under the age of 35. The main causes of youth

unemployment are the mismatch between the volume and areas of vocational training and the needs of the economy and the labour market, the insufficient level of quality of vocational training, and the unsatisfactory working conditions offered to young people in specific workplaces.

Positive changes are taking place in the demographic development, in the humanitarian sphere, and in the healthcare sector of the community, with consistent support being provided to families and youth. Powerful educational initiatives are being implemented with the involvement of sponsorship and charitable support for the relevant activities, extensive cooperation has been established with the scientific community in the field of developing the educational space, and due attention is being paid to cultural and artistic mass events.

7. The state of law and order and the fight against crime, as well as the timely conduct of preventive work among risk groups and business entities of the community's territory, have a positive impact on the investment climate and socio-economic development of the community. High quality has been ensured in monitoring the threat of fires, detecting, preventing, and extinguishing outbreaks, and creating favourable conditions for the population's life activities. At the same time, work is being carried out on the construction of new additional civil protection shelters and the improvement of the arrangement of existing ones. The environmental factor is also quite favourable for the development of the territorial community: a low level of pollution of air, soils, and the hydrosphere, water resources, surface and underground waters, as well as the absence of large landfills and the storage of hazardous toxic substances.

8. The prospect of creating by 2030 a technopark between Irpin and Mykhailivka-Rubezhivka to achieve competitive leadership in attracting Ukrainian and foreign industries, drawing in innovative investments, and ensuring sustainable support for entrepreneurial activity is evaluated extremely positively. Accordingly, the planned opening of the International Irpin Exhibition and Creative Conference Centre "IRPIN ART CENTRE" will additionally influence the interest of various parties in the implementation of joint entrepreneurial projects.

In the modern conditions of urbanisation and the problems it generates, the implementation of the developed strategic concept of introducing recreational infrastructure on the territory of the Irpin city territorial community and the Irpin region, the restoration of the function of the Irpin forests as the lungs of Kyiv, and the integration of the Irpin forest, parks and squares into a large green zone with a network of tourist routes and large-scale land art is extremely attractive for attracting capital. In addition, the availability of land for the construction of private housing stock and industrial facilities also, to some extent, contributes to investors' interest in capital investment.

Additionally, it is worth noting the priorities concerning the development of infrastructure for the effective management of household waste, the provision of an appropriate technological process of waste recycling and sorting, and the neutralisation and disposal of hazardous waste on the basis of involving the most modern technologies.

Based on the results of the conducted analysis of the investment attractiveness of the Irpin city territorial community, an evaluation table was formed indicating the key parameters taken into account and detailing their importance (Table 1).

Based on the results of the final assessment, the integral indicator of investment attractiveness of the Irpin city territorial community amounted to 4.006584 (coefficient), which, according to the corresponding value scale (Table 2), is characterised as high investment attractiveness.

Table 1

**Initial parameters and their assessment for determining the integral indicator
of investment attractiveness of the Irpin city territorial community**

№ / row code	Parameters	Coefficient of comparative significance	Coordinated final assessment (max = 10 points)	Distance of the target indicator
1.	Economic potential and competitive conditions			
1.1.	Level of development of entrepreneurship, system of entrepreneurship support, formation of favourable conditions for the realisation of the entrepreneurial potential of the territorial community	1	7.50	0.0625
1.2.	Effectiveness of programmes and corresponding measures of financial, credit, and investment support for entrepreneurship	1	6.25	0.140625
1.3.	Level of development of the industrial production sector, the existing economic potential of the community, and the prospects for its development	1	6.00	0.160000
1.4.	Favourability of the competitive environment regarding the entry of new entrepreneurs into the market, the establishment of their own businesses, the absence of bureaucratic obstacles in the implementation of business projects, and the provision of the principle of equal opportunities for all business entities	2	9.75	0.000625
2.	Infrastructure and environment			
2.1.	State of transport infrastructure, provision of internet connectivity and its quality, and the extent of postal branches	2	.	0.015625
2.2.	State of development and restoration of infrastructure, housing construction, and availability of external support programmes for financing the community's infrastructure reconstruction	2	8.50	0.022500
2.3.	Quality of monitoring of fire threats, detection, prevention, and extinguishing of outbreaks, provision of favourable living conditions for the population, and arrangement of civil protection shelters	2	8.25	0.030625
2.4.	Level of pollution of air, soils, and the hydrosphere, water resources, surface and underground waters, absence of large landfills, and storage of hazardous toxic substances	2	7.25	0.075625
3.	Administrative support of entrepreneurship			
3.1.	Transparency of permitting procedures in construction, consideration of public opinion in resolving issues of planning and development of territories, substantiation, and quality of the urban planning concept	2	9.75	0.000625
3.2.	Range, quality, and transparency of administrative services provided by the authorised bodies of local government, and availability of web platforms for the provision of administrative services	2	9.50	0.002500
3.3.	Provision of equal opportunities for participation in public procurement procedures, resource and information support for entrepreneurship	1	9.75	0.000625
3.4.	Provision of accompanying informational support to business entities regarding current tax legislation and the support of SME	2	9.25	0.005625
4.	Development of the socio-economic sphere			
4.1.	State of the social sphere, employment of the population, correspondence of workers' qualifications to labour market demands, and average monthly salary	2	6.75	0.105625
4.2.	Demographic development, support of families and youth, the humanitarian sphere, and the healthcare sector	2	8.75	0.015625
4.3.	Educational initiatives, sponsorship and charitable support of activities, extensive cooperation with the scientific community in the field of developing the educational space, and implementation of cultural and artistic mass events	2	9.50	0.002500
4.4.	State of law and order and the fight against crime, timely preventive work among risk groups and business entities of the community's territory	1	9.25	0.005625
5.	Regulatory support for community development			
5.1.	Effectiveness of the implementation of the Programme of socio-economic and cultural development of the Irpin city territorial community for 2023 and the main directions of development for 2024–2025	1	9.75	0.000625
5.2.	Details, prospects, and substantiation of the Development Strategy of the Irpin city territorial community for 2022–2032	1	10.00	0.000000
5.3.	Availability of programmes for the development of innovative infrastructure, relevant clusters, the construction of technology parks, the creation of venture funds, etc.	1	8.25	0.030625
5.4.	Availability of agreements on long-term cooperation in the direction of implementing joint projects, searching for and attracting potential investors, and protecting common interests	2	8.75	0.015625

Source: author's development.

Table 2

Scale of qualitative assessment of the values of the integral indicator of investment attractiveness

No	Indicator value (coefficient)	Attractiveness characteristic
1	From 4.51 to 5.00	Excellent attractiveness
2	From 4.00 to 4.50	High attractiveness
3	From 3.51 to 3.99	Average attractiveness
4	From 3.00 to 3.50	Below-average attractiveness
5	From 2.51 to 2.99	Low attractiveness
6	From 2.00 to 2.50	Very low attractiveness

Source: author's development.

The impact of the component parameters of investment attractiveness of the Irpin city territorial community on the final result, according to their average values without weighting coefficients, is presented in Fig. 1.

Figure 2 presents a diagram that reveals the investment attractiveness of the Irpin city territorial community by aggregated blocks of evaluation parameters.

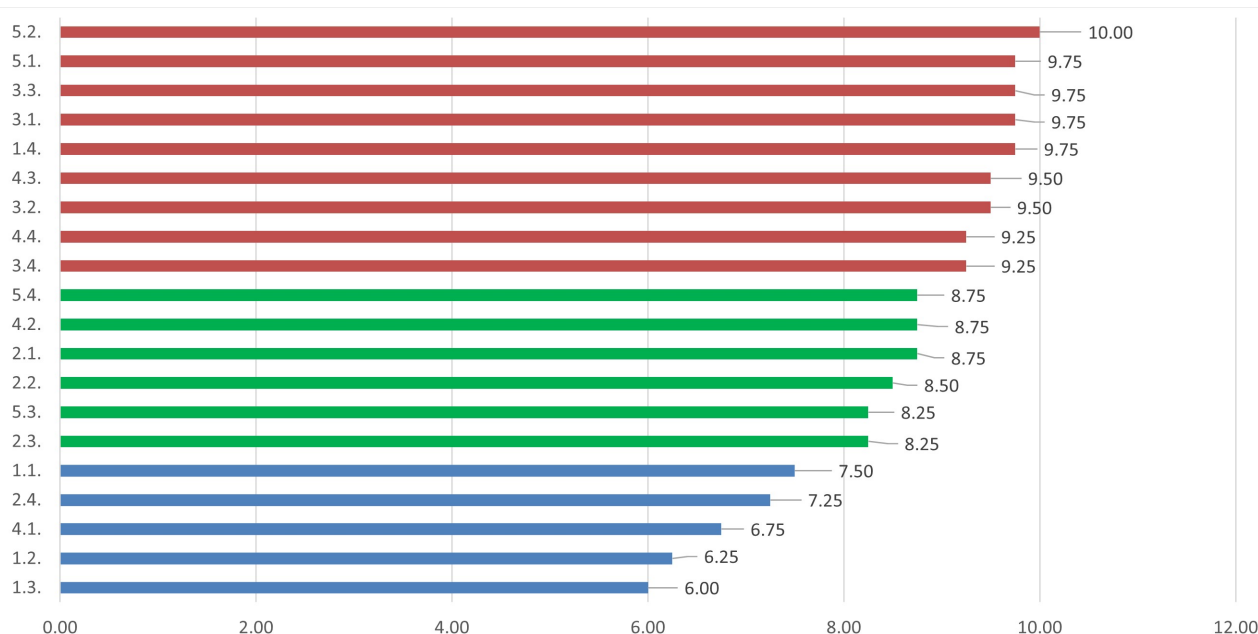


Fig. 1. Ranking of the parameters of investment attractiveness of the Irpin city territorial community by average values

Source: author's development.

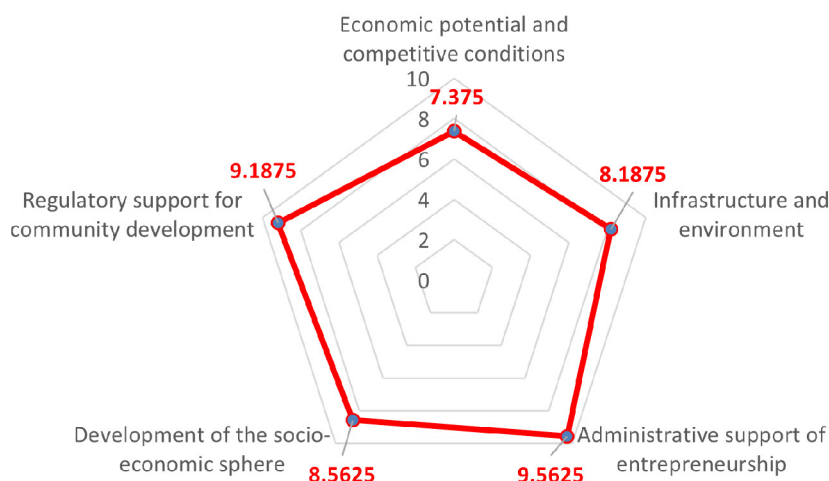


Fig. 2. Averaged values of the evaluation parameters of investment attractiveness of the Irpin city territorial community by separate structural blocks

Source: author's development.

Discussion and conclusions

The investment leadership strategy of the Irpin city territorial community must be based on the systematic strengthening of the community's competitive advantages, which increase its level of investment attractiveness and act

as drivers for attracting investors and other interested stakeholders. Thus, the most attractive factors determining investors interest in investing capital in the territorial community of Irpin and its conglomerate are the prospects and substantiation of the Community Development Strategy

with a time horizon of certainty until 2035, on which our international group of experts is currently working intensively; the available qualitative results of the implementation of the Programme of socio-economic and cultural development of the Irpin city territorial community; the provision of equal opportunities for participation in public procurement procedures; resource and information support for entrepreneurship; transparency of permitting procedures in construction; consideration of public opinion in addressing issues of planning and development of territories; the substantiation and quality of the urban planning concept, as well as the favourability of the competitive environment for the entry of new entrepreneurs into the market.

The authorised bodies of local government provide a wide range of administrative services with access to specialised web platforms and the provision of accompanying informational support regarding current tax legislation and the support of small and medium-sized enterprises. The state of law and order is maintained at a rather high level, the level of criminalisation of the environment is low, and constant preventive work is carried out in the direction of combating crimes among the relevant risk groups.

At the same time, such components as the level of development of the industrial production sector and the existing economic potential of the community, the effectiveness of measures of financial, credit and investment support for entrepreneurship, and the formation of favourable conditions for the realisation of the entrepreneurial potential of the territorial community require substantial attention with regard to the necessity of increasing investment attractiveness.

Authors' contribution: Agnieszka Postuła – conceptualization, methodology, literature review, validation, formal analysis, investigation, data curation, writing—original draft preparation, writing—review and editing, visualization, supervision; Svetlana Sitnicka – conceptualization, methodology, literature review, validation, formal analysis, investigation, data curation, writing—original draft preparation, writing—review and editing, visualization, supervision, project administration.

Acknowledgements. We are grateful to the Ukrainian people for their resilience and their belief in a bright future.

Sources of funding. This study did not receive any grant from a funding institution in the public, commercial, or non-commercial sectors. The funding is covered by the authors' own expense.

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Отримано редакцію журналу / Received: 17.09.25

Прорецензовано / Revised: 13.10.25

Схвалено до друку / Accepted: 22.10.25

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СТРАТЕГІЯ ІНВЕСТИЦІЙНОГО ЛІДЕРСТВА ТЕРИТОРІАЛЬНОЇ ГРОМАДИ: МЕТОДИЧНИЙ ПІДХІД ДО ОЦІНЮВАННЯ

В с т у п . Обґрунтовано необхідність посилення конкурентоспроможності територіальних громад України через переосмислення їхньої інвестиційної стратегії лідерства з метою забезпечення сталих конкурентних переваг. Динамічні умови функціонування зовнішнього та внутрішнього середовища територіальних громад України спонукають до вдосконалення методичного інструментарію до оцінювання їхньої інвестиційної привабливості. Ціллю цієї статті є розроблення методичного підходу до оцінювання рівня інвестиційної привабливості як домінуючого інтегрального показника у стратегії інвестиційного лідерства Ірпінської міської територіальної громади.

М е т о д и . Джерелами даних для розроблення методичного підходу виступили авторські емпіричні дослідження та досвід роботи в експертній групі з розроблення Стратегії повсякденного розвитку Ірпінської міської територіальної громади на 2025–2035 рр. В цій роботі застосовано комбінований підхід на основі інструментів фінансових і загальних методів, що ґрунтується на експертному оцінюванні низки структурних блоків. Для зазначеної цілі запропоновано та проаналізовано найбільш оптимальні та вагомі початкові параметри: економічний потенціал і конкурентні умови; інфраструктура і середовище; адміністративний супровід підприємництва; розвиток соціально-економічної сфери; нормативне забезпечення розвитку громади. Параметрам було надано змістовну характеристику, вказано коефіцієнт порівняльної значущості, визначено узгоджену підсумкову оцінку та відстань цільового показника. За розробленою шкалою якісного оцінювання значень інтегрального показника інвестиційної привабливості проведено рейтингування цих параметрів за середніми значеннями. Отримано усереднені значення оціночних параметрів інвестиційної привабливості Ірпінської міської територіальної громади за окремими структурними блоками.

Р е з у л ь т а т и . Результати оцінювання показали, що найпривабливішими чинниками, що зумовлюють зацікавленість інвесторів у вкладенні капіталу в територіальну громаду Ірпеня і його конгломерату, є перспективність та обґрунтованість Стратегії розвитку громади із часовим горизонтом визначеності до 2035 р. над розробленням якої нині посилено працює група вітчизняних і міжнародних експертів; наявні якісні результати реалізації Програми соціально-економічного та культурного розвитку Ірпінської міської територіальної громади; забезпечення рівних можливостей щодо участі у процедурах державних закупівель; ресурсного й інформаційного забезпечення підприємництва; прозорість дозвільних процедур у будівництві; урахування громадської думки під час розв'язання питань планування та будови території; обґрунтованість та якість містобудівної концепції, а також сприятливість конкурентного середовища щодо виходу на ринок нових підприємств.

В и с н о в к и . Потребують суттєвої уваги щодо необхідності підвищення інвестиційної привабливості такі її складові, як рівень розвитку промислового сектору виробництва та наявний економічний потенціал громади, ефективність заходів фінансово-кредитної та інвестиційної підтримки підприємництва, формування сприятливих умов для розкриття підприємницького потенціалу Ірпінської міської територіальної громади.

К л ю ч о в і с л о в а : лідерство, інвестиційна привабливість, методичний підхід, територіальна громада, Ірпінь.

Автори заявляють про відсутність конфлікту інтересів. Спонсори не брали участі в розробленні дослідження; у зборі, аналізі чи інтерпретації даних; у написанні рукопису; в рішенні про публікацію результатів.

The authors declare no conflicts of interest. The funders had no role in the design of the study; in the collection, analyses or interpretation of data; in the writing of the manuscript; in the decision to publish the results.