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## **ПОДХОДЫ И МЕТОДЫ РАЗРАБОТКИ СТРАТЕГИИ МУНИЦИПАЛЬНОГО ОБРАЗОВАНИЯ**

В данной статье рассматривается необходимость разработки стратегии развития для муниципального образования (МО). Авторы рассматривают возможные преимущества подобной стратегии социально-экономического развития для руководителей муниципалитетов. Статья фокусируется на методах и подходах, применяемых в формировании и разработке стратегии муниципальных образований. Авторы приходят к выводу, что стратегическое планирование – это совокупность множества проектов, которые направлены на достижение единой цели, т.е. непрерывное процветание муниципального образования.

**Ключевые слова:** муниципальное образование (МО), стратегия, социально-экономическое развитие, уровень жизни, факторы, этапы формирования

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## **APPROACHES AND METHODS FOR DEVELOPING A MUNICIPALITY STRATEGY**

This article discusses the need to create a development strategy for a municipality. The authors consider the possible advantages of having a similar strategy of socio-economic development for municipal leaders. The article focuses on the methods and approaches adopted in the formation and development of the strategy of municipalities. The authors conclude that strategic planning is a combination of a set of projects aimed at achieving a single goal, i.e. continuous prosperity of the municipality.

**Keywords:** municipality, strategy, socio-economic development, standard of living, factors, stages of formation

Currently, the topic of creating a strategy for the development of a municipality has become topical for heads of cities and regions. At the present stage, due to globalization, due to the uneven distribution of natural, human resources and capital, which leads to social and inter-regional inequality and exacerbation of the social and political problems of our time [4, p. 20]. Properly created strategy allows determining the readiness of the municipality to respond to various environmental factors. The presence of this strategy of socio-economic development makes it easier for city councilors to receive subsidies from various sources, since it allows them to convincingly justify the spending of funds. The strategy is the basis for applications of local authorities to receive funding from the regional and federal budget for activities and facilities, for example, for the implementation of individual programs, targeted investments. «At the same time, one of the priorities is the maximum possible introduction of new institutions and “progressive” management technologies at both the corporate and state and intergovernmental levels» [6, p.31].

A strategy is a structured set of actions designed to achieve a specific goal [1]. In practice it is a single comprehensive project containing a whole set of projects. The strategy should contain realistic guidelines for the effective allocation of municipal resources, regardless of their type – human, social or financial. Effective implementation of a good strategy can be a decisive factor in determining continuous

prosperity or the possible decline of a municipality. The methodology for developing a strategy for the socio-economic development of a municipality is based on a combination of three approaches:

- an economic and mathematical approach, involving the analysis of existing statistical data (plans and programs of economic entities), identifying trends and constraints of development using multi-parameter economic and mathematical models;

- a sociological and communicative approach, i.e. the use of sociological methods to obtain the missing information, identify problems and prospects for the development of the municipality, develop solutions by the community and business entities;

- a scenario-based approach involving a qualitative and quantitative analysis of possible deviations and development alternatives, determining the most likely scenarios for its socio-economic and spatial development, as well as an action program for local governments aimed at implementing the most beneficial development scenarios and reducing the risk of adverse ones [2].

The combination of these approaches allows taking into account both objective and subjective factors of development, to overcome the limitations associated with a delayed provision, incompleteness, and unreliability of individual quantitative data and the subjectivity of qualitative assessments. In addition, such approaches provide an opportunity to anticipate various scenarios, to take preemptive actions, minimize the risks and negative effects of external forces, and create conditions for extracting maximum benefits from the implementation of a particular scenario [3].

Currently, the scientific literature, it is difficult to find in strict rules, methods, tools and recommendations for building a strategy for the development of the municipality. There are the following stages in the formation of the strategy of municipalities:

1. *Organizational and preparatory stage*: development and approval of the document structure; preparation of necessary teaching materials; defining of a team and its responsibilities for developing a draft concept; employee training; formation

of an information base; allocation of financial resources; involvement of experts to the development and examination of project materials; scheduling the development of the concept with all the stages of the formation of the concept, the composition of the team and its leaders.

2. *Development of the project concept* involves the formation of a project concept based on the existing methodological and information base, taking into account the identified priorities of socio-economic development.

3. *Coordination and approval of the concept.* At this stage, the project concept is finalized based on the results of the examination and public discussion. Next, the necessary linkage and approval of the decisions made with the possibilities of financial and other resources, coordination of the concept with state authorities, environmental authorities, in some cases with the concerned ministries and federal agencies and the representative body.

The growing informatization of society is the main feature of the current stage of development [5, p. 171]. Now the main element is strategic planning. It is not a kind of managerial work, realized only through the creation of a specialized unit within the local administration. This is a collection of many projects aimed at achieving one goal. Most municipalities recognize the high importance of strategic planning documents in municipal government and begin developing strategic planning documents. This allows them to identify priorities among possible regulatory measures for the implementation of investment, social, economic, environmental policies.

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