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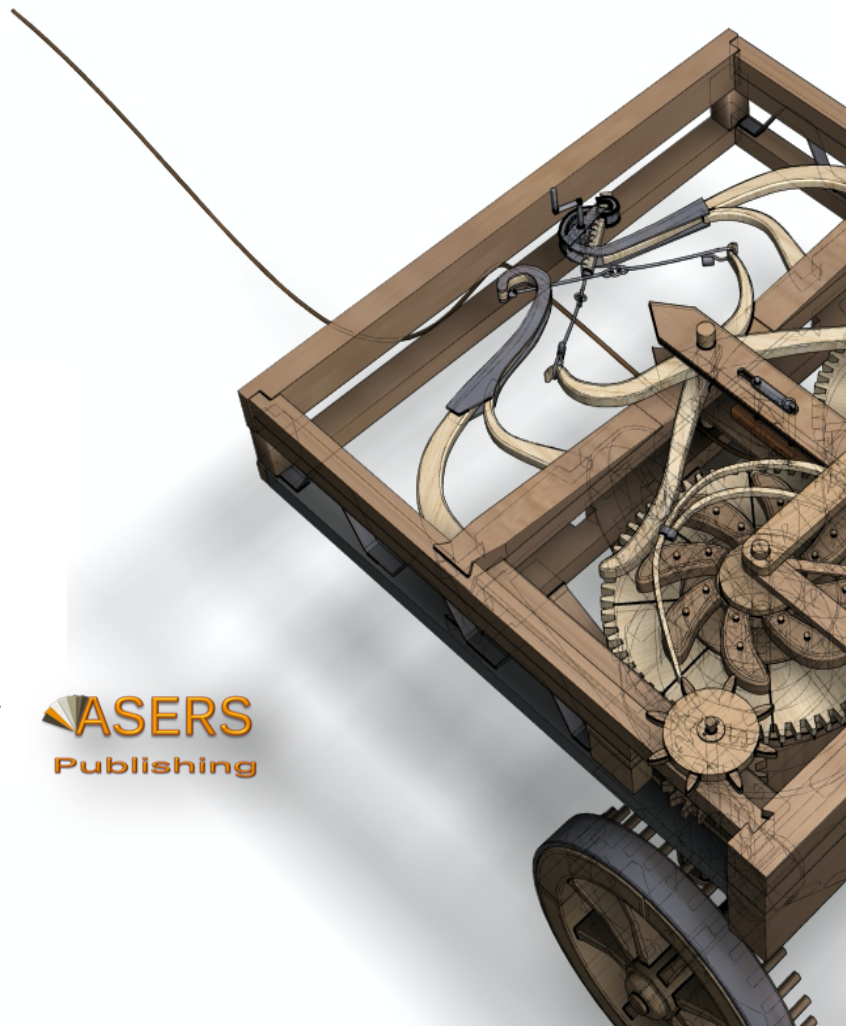
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Management of Business Activity of Territorial Communities: Case of Ukraine

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Abstract:

The article analyzes challenges and prospects of development of business activity of territorial communities (hereinafter – TC) in terms of decentralization. Particular attention is paid to the extension of the opportunities for entrepreneurs due to the establishment of TC and in the context of implementation of the European Green Deal. The principal powers concerning support of economic development, solving environmental problems and supply of social services on the territory are delegated to the local bodies. It is a positive aspect, but it requires improvement of human resources of the local governmental bodies to secure efficient use of the provided opportunities. The research substantiates directions of business activation in TC, particularly creation of favorable environment for enterprises development at the state level, supply of broader access to financing for small and medium-size enterprises, simplification of tax administrating for small and medium-size enterprises, promotion of business culture and development of business skills and sustainable thinking, support for internationalization and greening of small and medium-size business, improvement of competitive capacity and innovative potential of enterprises. The work suggests a model of efficient management of business activity of territorial communities. The authors define the principal criteria for setting local taxes and charges at the level of community. The research also marks the problems that have a negative impact on business development of TC, particularly, restraints for business running, development of local infrastructure, and employment of population. The article specifies the reasons and factors of the obstacles appearance and proposes the ways for them overcoming.

Keywords: sustainable development of territorial communities; environmental entrepreneurship; simplification of tax administrating; efficient management.

JEL Classification: Q50; Q56; Q58.

Introduction

A change of local development priorities in terms of reforming of administrative-territorial formations of a basic level and transfer of responsibilities, resources and authorities to the local government in order to support development of the territory gives priority to the issue of economic development of united territories. It can be stimulated by the bodies of local government through rational management and use of resources, application of specific legal, administrative, informative, and financial tools. Moreover, under responsibilities of local government bodies and entities of the community economy for its social and economic development, one should stress the priority of balanced development of the territorial community as a social-economic system, which is based on Strategy for Small and Medium-sized Enterprise Development in Ukraine until 2020 (2017):

- determination of sustainability of the territorial community development as a strategic task of local authorities;
- dynamic balance as a fundamental for the community development;
- harmonious development of the community, *i.e.* relationship and interdependence in the “social sphere – economic sphere – ecological sphere” system;
- stability of development, *i.e.* support of positive tendencies of the community development for a long period;
- competitiveness, *i.e.* activation of the opportunities for community subjects to increase their potential and efficiently employ strengths of the community economy;
- safety, *i.e.* capability of the territorial community, as a social-economic system, to maintain its self-recovery and resistance to destabilizing factors.

Permanent economic growth can be supported by increase of production efficiency and, consequently, rise of the investment constituent of the economic dynamics. Activation of the economic development of a community suggests:

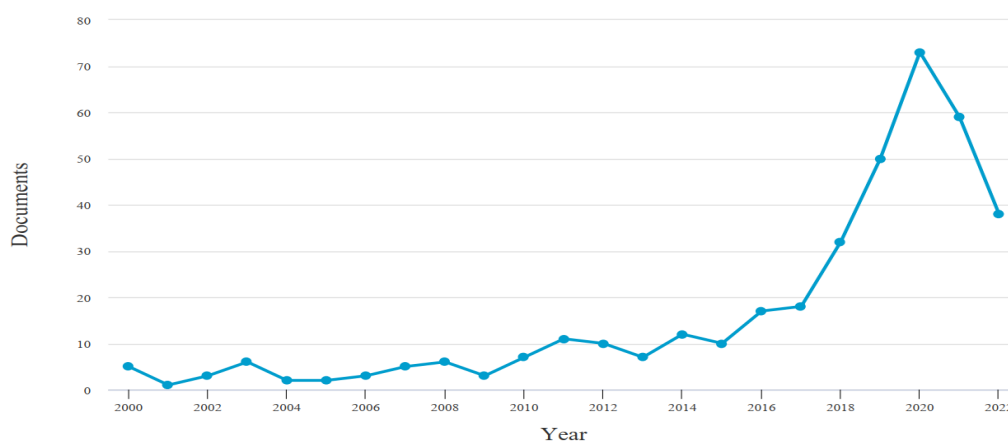
- measures concerning upgrading and formation of the technical and social infrastructure on the territory;
- support for rational management of the objects of public ownership;
- stimulation of business activity on the territory of a community and creating of its positive image.

Nowadays, development of business is considered as a principal stimulator of the community development and improvement of its financial capability. First, business is taken as an instrument for rise of employment on the community territory, and as a source for increase of profitability of the local budget and residents of the territory, *i.e.* as a means to improve living standards of the community's population.

However, attraction of business onto the territory of a community requires creating of the appropriate positive environment for its development, whereas establishment of such environment depends on the policy and actions of local government in that direction, which are focused on rise of the level of competitive capacity of the appropriate territory.

Analysis of the recent publications on territorial communities based on the Scopus database indicates a significant increase in the number of publications on this topic in the world during the last five years (Fig. 1). In total, 380 documents were published and indexed in Scopus during 2000–2022, 66.3% (252 documents) of which were published during 2018–2022 (as of 10th of August 2022).

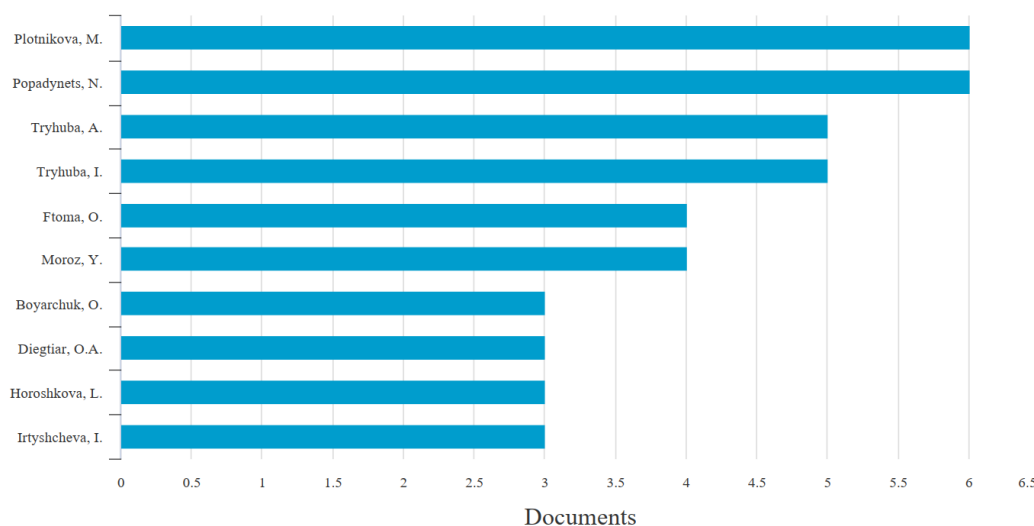
Figure 1. Distribution of waste production in Ukraine



Source: composed by the authors based on the Scopus database as of 10th of August 2022.

The following scientists had the largest number of publications on territorial communities as of August 10, 2022: M. Plotnikova, N. Popadynets, A. Tryhuba, I. Tryhuba, O. Ftoma, Y. Moroz and others (Fig. 2). Among the fields of knowledge, the following dominated: social sciences (24.6%); economics, econometrics, and finance (13.3%); business, management and accounting (9.9%); environmental science (7.5%); earth and planetary sciences (7.2%).

Figure 2. Search results by authors for TITLE-ABS-KEY (territorial communities) query in the Scopus database for the 2000–2022



Source: composed by the authors based on the Scopus database as of 10th of August 2022.

Representatives of the neoclassical economic school (Cambridge or neoclassical economic school, 50–70s of the 20th century, represented by William Stanley Jevons, Francis Ysidro Edgeworth, Alfred Marshall, Arthur Cecil Pigou) concern liberalization of the economy as a fundamental for their ideas. They substantiated the idea of self-regulation of a market economy with the expediency to restrict the state entry into the processes of the system development. The principal fundamentals of the neoclassicists, in terms of territory development, emphasized the importance of the state role for support of continuous economic growth. Thus, the state must implement the functions of structural reconstruction of the economy in the direction of its optimization and efficiency, stimulation of innovative development in the economy, and activation of scientific and technical progress. A specific task was to distinguish the functions of the state and the private sector entities, where the state was authorized to shape the financial policy, while the private structures had to implement it.

Theoretical fundamentals of the economic development of territories are studied in the works of such foreign scientists as E. Ahmad, G. Brosio and V. Tanzi (2008), R. Bahl (1999), A. Shah (2007). In domestic and foreign literature, considerable attention is paid to study of the potential of a region or territory development. In particular, Y. Nazarchuk (2013) studies potential of development of a territory (Province) as a factor, describing the reached level of economic, social development, and creates conditions for its assessment in the future. The author stresses that potential of development determines the scales and structure of investment activity of the regions, as well as makes decisions about the future location of new enterprises. It makes a positive impact on the region's economy (Nazarchuk, 2013).

In economic literature, much attention is paid to detection and analysis of the factors of impact on development of a region, territory. M. Riekhel (2003) also argues that each region has its potential, which determines its capability to generate and support development, and it is the result of various human activity. A significant contribution to study of territorial development was done by Polish scientists. For instance, D. Miltsarek (2005) concerns potential of the territories as an aggregate of resources (geographical, technological, demographical, and social), and the possibility to influence and stimulate development of a definite region, that is the result of the potential employment in different fields. According to M. Poniatowska-Yaksh (2006), development of a territorial unit (voivodeship, gmina in Poland) is shaped by its accumulated potential.

Among Ukrainian scientists, the theoretical foundations of territorial development are formed on the economic basis of the development of territorial communities, as administrative-territorial units of the basic level in order to ensure their sustainable development, which are studied in the works of V. Borshchevskyi (2014), H. Vozniak (2015), P. Zhuk (2019) and others (Vaskivska & Chopyk, 2019). Analysis of the recent publications on

development on the territories communities shows that scientists focused on the following issues: assessment and empirical analysis of socio-economic determinants of sustainable development of territorial communities (Khirivskiy *et al.* 2020a; Pylypenko *et al.* 2022; Tarasenko *et al.* 2022); legal foundations of the formation and development of communities in conditions of decentralization of power and open market of agricultural land (Goncharuk *et al.* 2022; Ladyka *et al.* 2022; Nepomnyashchyy *et al.* 2022); problems and prospects of forming the territorial communities' local budgets, efficiency of use of the financial resources, determinants of the growth of the financial-economic potential and financial well-being of territorial communities (Horoshkova & Khlobystov, 2021; Khirivskiy *et al.* 2020b; Patytska *et al.* 2021; Vdovenko *et al.* 2021; Voznyak *et al.* 2022); agroecological bases of sustainable development of the rural territorial communities (Portukhay *et al.* 2021); social capital and social responsibility of rural territorial communities (Pylypiv *et al.* 2020; Zaiats *et al.* 2022). Only one work is devoted to certain aspects of the business activity of territorial communities in the context of the European Green Deal implementation (Yasnolob *et al.* 2021).

In spite of the studies of domestic and foreign scientists on the issue of development of business activity of territorial community, at the state level, there is a need to establish an integral systemized idea of the position of economic policy in development of the territories, setting of goals, tasks, and mechanisms of their formation and implementation under decentralization conditions in the context of the implementation of the European Green Deal.

1. Materials and Methods

The study begins with a theoretical analysis of the recent publications on business development on the territories, which is the basis for ascertaining the current state of research and identifying the gaps that this article aims to fill (Fig. 3). Then, based on the analysis of business development of territorial communities, the main directions of business activation in these communities, and the scheme of efficient management of business of the territorial communities are proposed. Finally, the main problems and factors, stagnating business on the area of territorial communities are defined and the key directions of their solution are outlined.

Figure 3. Scheme of the methodology of research of business activity of the territorial communities



Source: composed by the authors.

The main material of the research is data from the Scopus database, research and development of scientists on the analyzed issues, the results of own observations and generalizations regarding the development of business activity of territorial communities in the conditions of decentralization in Ukraine.

2. Results and Discussion

Analysis of business development of territorial communities. Emphasizing the need for economic development of communities, it is worth noting that each territorial unit is a part of a larger social-economic system. It experiences the effects of the factors influencing formation of business environment of the community. Either the factors depend on the impact and actions of the bodies of local government, or such impact is not made. They include geographical position of the territorial community, its location referring to other communities, availability of the borders of important routes on its territory or near it, available natural resources, etc. Those factors act as the reason for differentiation of the territorial communities and "privileged environment" of some of them.

Moreover, entrepreneurs have got more opportunities due to establishment of territorial communities,

primarily because of removing barriers and elimination of the direct line of district management. That aspect is particularly important for business people, who originate of that community, because any decision, done at the level of the community of the entrepreneur's inhabitance, can be easily approved due to direct communicating with the head of the community and support of local deputies. In particular, before reforming the administrative-territorial organization at a local level, a district administration was responsible for strategy formation, while a district council – for approval of the strategy of the district development. It meant accumulation of the functions of economic development of a territory at a higher level. However, after the establishment of territorial communities, all powers are approved at the level of a body of the community government, *i.e.* both formation and approval of a plan of economic development of the territory. The advantage is also that territorial communities are authorized with broader functions in the field of social services supply. Nowadays, people can get the services immediately in the community, not at the district level as it used to be before reforming.

Thus, the principal authorities concerning maintenance of economic development and social services supply on the territory are transferred to the local level that is a positive aspect. However, it requires improvement of human resources of the bodies of local government for efficient employment of the provided opportunities.

Regardless of the initial conditions and considering the existing factors, which depend on the impact and actions of the bodies of local government, their task is to maintain the policy, focused on the most efficient employment of the economic potential of a community. Nevertheless, support for balanced economic development of a territorial community and activation of business is possible under conditions of performance of a system diagnostic analysis of exogenous and endogenous environment. It will result in the appropriate clear conclusions, which can be used in the future as an informative base for preparation and making of the decisions concerning territory management. Thus, economic development and stimulation of business activity in a territorial community should be based on the fundamentals of strategizing.

Considering the decentralization approach to organization of the state support for development of business, which is based on the principle of subsidiarity, and recognizes the expediency of tasks distribution between the central and local levels, it is important to study the main directions of maintenance of business development (primarily in the context of environmental entrepreneurship) at those two levels.

Analysis of the impact of central executive authorities on development of business activity (in particular, environmental entrepreneurship) in the country confirms specification of the following forms and levers:

- creation of sustainable macro-economic business-environment;
- provision of the necessary legal framework in the relevant field;
- activation of the programs of support for business;
- formation of the institutional environment for business development;
- formation of business behavior in society, particularly through the system of education.

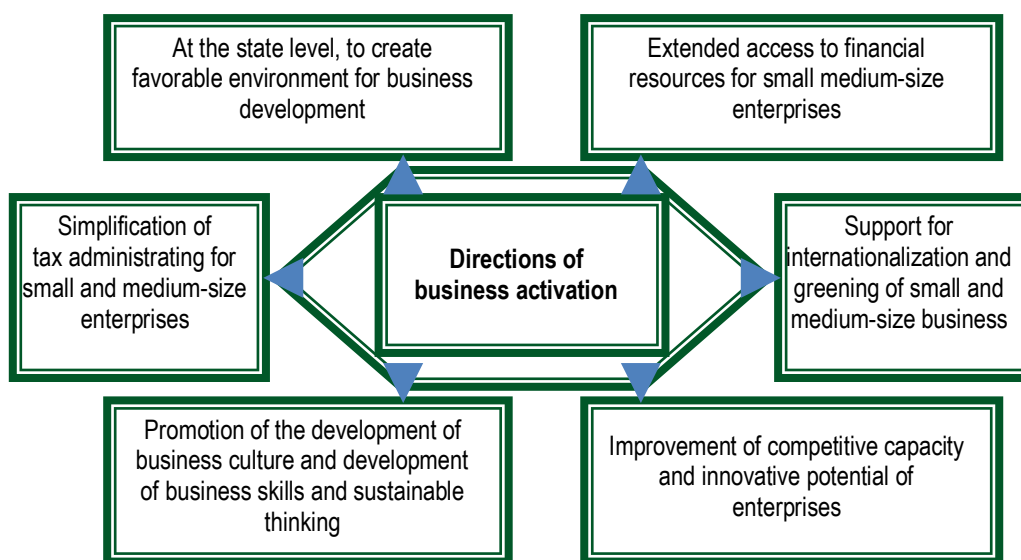
At the state level, Ukraine has approved the Strategy for Small and Medium-sized Enterprise Development in Ukraine until 2020 (2017). It identifies the main problems that negatively affect the development of business (in particular, environmental entrepreneurship) in the territory, including:

- lack of well-functioning and efficient system coordination of the interested parties, including central and local executive authorities, local self-government, public unions of entrepreneurs, international organizations, projects of international technical support, implemented on the territory of Ukraine;
- uncoordinated state policy in the field of business development;
- instability and unexpectedness of the regulatory environment of business performance;
- weak interaction between the central and local executive authorities on the issue of current problems solution in the field of business development;
- insufficient level of institutional capability to implement the state policy of business development;
- little volume of foreign investments and limited investing in the enterprises, focused of export of their products;
- limited state support for some fields of the governmental policy, particularly development of small and medium-size business, due to the economic recession in 2014–2015;
- limited access to resources (financial, property, natural, etc.) for the entities of small and medium-size business;
- high level of the informal sector of the economy, which, according to the assessment of the European Investment bank, accounts for 20% of the number of employed population;
- discrepancy between the existing infrastructure of business support and the needs of small and medium-size business, as well as low quality and quantity of the supplied services;
- improper consideration of the priorities of the implementation of the European Green Deal and the lack

of economic incentives for the implementation of environmental entrepreneurship.

Currently, while establishing territorial communities with different populations and peculiarities of their location, it is not reasonable to supply the same powers for all of them. Moreover, according to P. Morhos (2006), number of institutions in the relevant area is a significant factor of power decentralization, *i.e.* the larger the number of them is, the greater the opportunities for administrative and institutional decentralization. Considering practice of the countries, which demonstrate significant success in development of business on the territory of their country, it is necessary to define the main directions for solution of the above-mentioned problems and subjects, responsible for the set tasks completing (Fig. 4).

Figure 4. Directions of business activation in territorial communities



Source: composed on the base (Strategy for Small and Medium-sized Enterprise Development in Ukraine until 2020) and author's additions.

Most of the steps to support business development in Ukraine are determined by the authorities of the central executive authorities, particularly in the field of extension of the access to financial resources for business entities. Nevertheless, the local self-government is also of great importance.

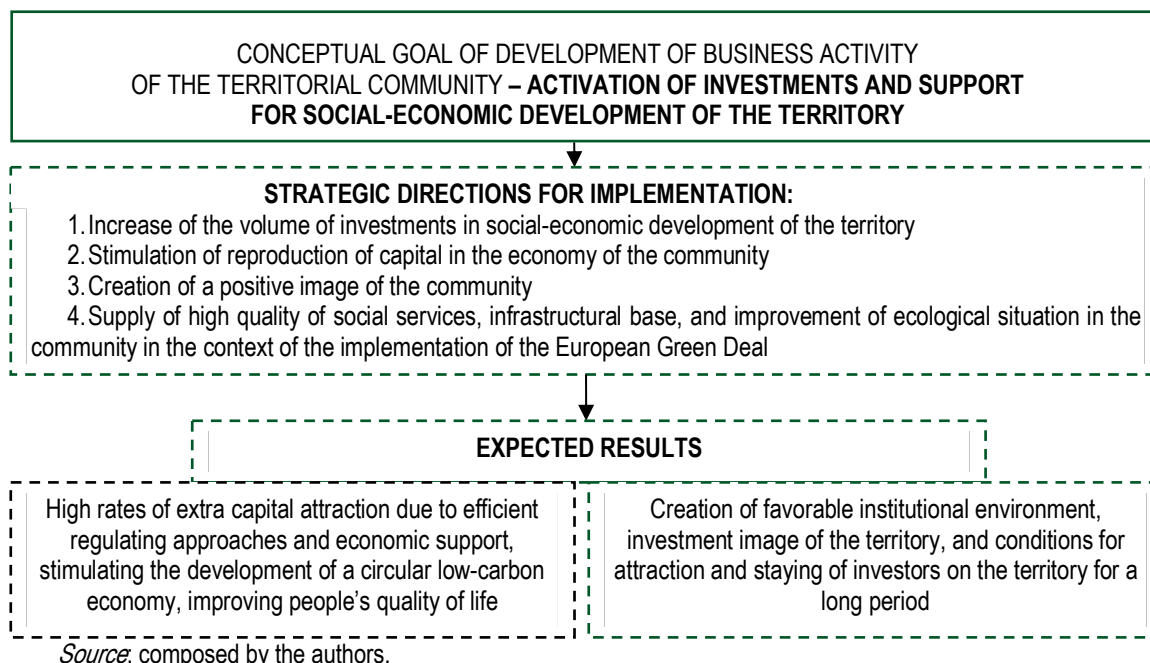
This document declares, "decentralization of power expands opportunities for local self-government bodies, which should especially promote the development of entrepreneurship". It concerns the transfer of some tasks concerning the development of business to the local level, *i.e.* regional and basic ones. Nowadays, at the level of local government, management of TC is competent about the problems of social sphere on the territory (residential fund and supply of housing and utilities services, medical and educational establishments), availability of the infrastructural base. However, they face new challenges, *i.e.* the need to establish relations of a new level with the representatives of small and medium-size business, as well as support of systemized work in the direction of business development in the community.

Although establishment of TC, as administrative-territorial units of a basic level with the relevant managerial bodies, authorities, and tasks, is still in the progress, there is a current problem of insufficient experience of efficient administrating of business activity and use of available instruments for economic growth in the communities.

In the context of business development stimulation on the territory of a community, the actual task is to build the scheme of efficient administrating of business activity (in particular, environmental entrepreneurship) of the territorial community (Fig. 5).

Nowadays, most communities have similar problems, which stagnate development of business, including the main obstacles for business activity (in particular, environmental entrepreneurship), problems of local infrastructure development and employment of population (Fig. 6). In the majority of territorial communities, the main restraints of business activity include:

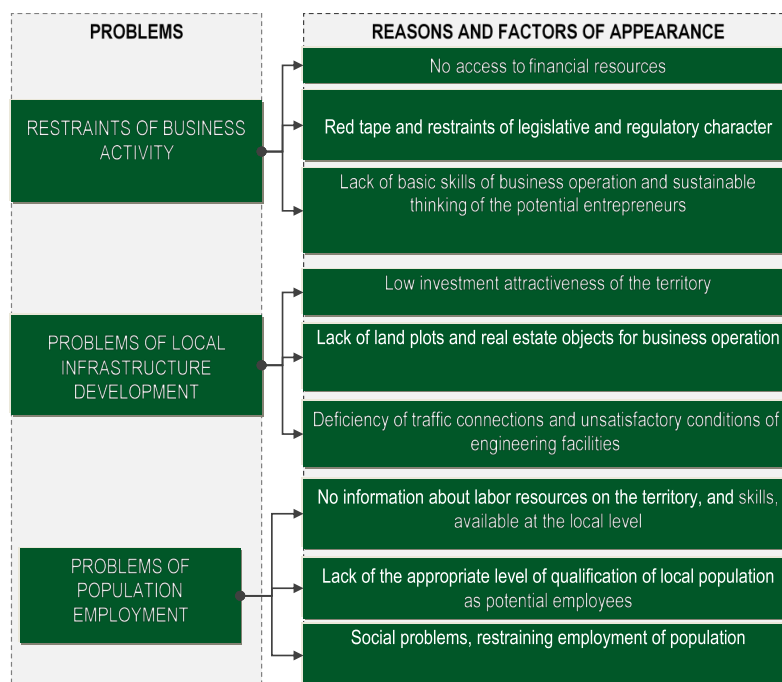
Figure 5. Scheme of efficient management of business of the territorial community



1. No access to financial resources. Personal funds serve as the main source of financial support for small and medium-size businesses. There is restricted access to credit resources due to their high costs. Thus, one should be noted the problem of complicated running of business activity and appearance of the risks of insolvency, as well as incapability of the representatives of small and medium-size business to implement cost investment and innovative projects.

The high degree of the shadow operation of such entities, characterized by concealing of actual information about accumulation and distribution of profit is an essential reason for the high level of self-financing of small business. That problem is defined in the national strategy as a task for execution by the bodies of central power, because its solution urgently requires introduction of efficient state regulating policy, as well as development of the infrastructure of financial support for business activity.

Figure 6. Determination of typical problems and factors, stagnating business on the area of territorial communities



Source: composed by the authors.

At the level of local government, the following steps can be done to approach the access to financial resources for business entities:

1) attraction of banks to start departments on the territory of the community is rather complicated task, and can be performed mainly in the TC with a center in a city or large economically developed town; importance of that task increases along with increase of the distance from the territorial community to a big, developed city, because it is not actual for suburban area. Stimulation to start a department of a bank institution on the territory of a community expects completion of an appropriate plan of the local economy development, particularly private sector, to supply the "field of activity". Moreover, it is important to provide support for the bank to find the adequate premises and to create favorable conditions for lease. It may motivate to open a department;

2) accumulation of the needed information and its supply for business entities, because the need for extra financial resources for the development of business entities is actual any time. Human resource of a local council of an territorial community should include a specialist on accumulation of the information about the opportunities of additional financing for business, in particular in context of the implementation of the European Green Deal, supply of the information for business entities, as well as assistance and advisory service at completing of an application form, business plan, and other documents to get the funds. That specialist should be competent in business development, periodically take specialized courses, and participate in topical events; the obtained information should be presented at information seminars. Such step to approach the access to financial resources for business entities does not require great costs, because the expenditures are needed only for labor payment, whereas, under appropriate organization, it will secure high efficiency;

3) introduction of financial mechanisms of support for the entities of small and medium-size business, because the issue of access to financing for enterprises is a priority in terms of activation of business-environment in the community, and bodies of local government are directly interested in development of business. It is necessary to develop and introduce modern financial instruments of support for small and medium-size business, particularly by intention of the local budget funds for support of business activity, as well as lobbying the appropriate measures at the regional level, and attraction of the granted funds from international and domestic donors. In that case it is reasonable to specify some kinds of business activity (primarily environmental entrepreneurship), which are primary for complex development of the community, as well as support for innovative and youth business. We propose to introduce a zero or preferential tax rate for small and medium-sized enterprises that produce certified organic products and introduce carbon neutrality technologies.

At present, most territorial communities in Ukraine have shaped or are developing the strategy of the community development, or better to say, a program of development of small and medium-size business. According to those programs and the set priorities of development of small and medium-size business, some communities (referring to the law of Ukraine "On the National programme of action for the development of small enterprise in Ukraine" of December 21, 2000 № 2157-III, Law of Ukraine "On development and state support of small and medium-sized enterprises in Ukraine, from March 22, 2012 № 4618-VI, Presidential Decree of February 28, 1997 № 187 "On measures to ensure filling of the state budget and strengthening of financial and budgetary discipline", Order of the Cabinet of Ministers of Ukraine of May 24, 2017 № 504 "On approval of the Strategy for Small and Medium-sized Enterprise Development in Ukraine until 2020" establish funds of business support on the community territory, define the main aspects of their performance, particularly peculiarities of completion of business projects and particularities of their financing. The Laws of Ukraine define the following kinds of governmental financial support for the entities of small and medium-size business:

- providing of guarantees and provision of loans of small and medium-sized business entities;
- providing loans, including microloans, for starting and running a personal business;
- providing loans for purchase and introduction of new technologies;
- reimbursement of the expenditures for development of cooperation between entities of small and medium-size business and large enterprises;
- financial support for introduction of energy-saving and environmental technologies;
- other types of legally allowed state financial support.

Thus, the opportunity of development of business-environment of the community, with consideration of local social-economic, cultural-historical, ecological and other peculiarities of development, is the advantage of such approach to financial support of business activity, along with the immediate access to the information concerning the subject of financing, reducing the risk of costs default. Moreover, nowadays, its implementation at the level of territorial communities is mostly an exception, as it requires considerable additional financial resource, not available at all communities, and highly qualified specialists of local governing bodies.

2. Red tape and restraints of legislative and regulatory character. For a long period of economic

development of our country, one can say about no permanent positive dynamics of development of small and medium-size business. It confirms the existence of the problems, stagnating its development, and the need to run consistent adequate and efficient state policy concerning support for business development. The most common problems include excessive administrative penetration, particularly in the form of demands for beforehand payment of taxes to the budget, non-argued tax checks and other measures of control, frequent inquiries for information. Thus, restraints of administrative character for business activity include complexity of tax reporting and artificial obstacles at the report submitting, prejudiced attitude of controlling bodies and courts while interacting with business entities (EBA, 2019). The permanence and completeness of that list of restraints for business running confirm a system character of those drawbacks, while the repetition from year to year argues no progress in that direction.

Hence, the administrative barriers for business development (in particular, environmental entrepreneurship) can be grouped into three categories:

- high tax and administrative burden;
- complexity and long duration of the procedures for permission obtaining;
- corruption in decision making at the level of power bodies.

At the local level, red tape and corruption risks make a negative effect, revealed in cease of the interest to business activity of those, who plan to start their own business, and fall of the motivation of business entities, as well as in reduction of financial investments in the community development by external investors.

At the level of local governmental bodies of the community, it is possible to make partial solution of the problem of administrative character. Particularly, in many territorial communities, there are already performing centers of administrative services supply, which provide most of the services concerning registration and running of business. The centers have already contributed to the solution of the problems of simplification of the procedure of business registration and completing of permission documents. Moreover, bodies of local government can also simplify and reduce the time of the procedure of land plot transfer to use, and completing of the documents for use of real estate objects, approval of an efficient order of setting of small architectural forms, etc.

Thus, reduction of red tape and improvement of microeconomic environment in the community should be based on creation of a clear system of partnership of local governmental bodies and local entrepreneurs for shaping of a consistent protectionism policy in the field of business activity, supply of legal protection for entrepreneurship, and simplification of administrative procedures.

Formation of optimal tax burden for the entities of small and medium-size business of a community is another aspect for consideration. According to the Ukrainian laws, conditions of national taxes charging to the budgets of different levels are determined by the central authorities, *i.e.* bodies of local government do not influence the rules of payment. In contrast, the opportunity to reduce or optimize the level of tax burden of the entrepreneurs operating on the community territory, is available in terms of setting of local taxes and charges.

Referring to the Tax Code, decisions about local taxes and charges are made by village, town councils, and the councils of territorial communities within their authorities. Those taxes include property tax (payment for land, traffic tax, tax for real estate, separate from a land plot), single tax, tourist charge, fee for vehicle parking. According to the Tax Code, obligatory taxes include payment for land, traffic tax and single tax, whereas tax for real estate and local charges are not compulsory.

It is important and logically to distinguish obligatory and not compulsory taxes and charges, because, in case a local council, being the body of local government, does not decide to set the appropriate local taxes and charges, the obligatory taxes will be charged at minimum rates, while payment for land – at the rates, being valid until December 31 of the year, previous to the budget one. However, non-compulsory payments are not charged at all in that case.

Thus, the bodies of local government possess efficient tools and broad authorities to perform the set tasks. However, positive/negative decisions about setting of local taxes and charges have to be determined by assessment of clear criteria, defined from the position of the expected features for a set tax or charge (Fig. 7).

3. *Potential entrepreneurs feel a lack of basic business skills.* One of the key tasks of local government bodies concerning activation of business (in particular, environmental entrepreneurship) on the territory of the community is to stimulate population to run business and support its development. It is important to establish an efficient system of business-support for entrepreneurs. Lack of the principal skills and knowledge of business founders concerning finance, management, and legal issues is one of the main risks of small business.

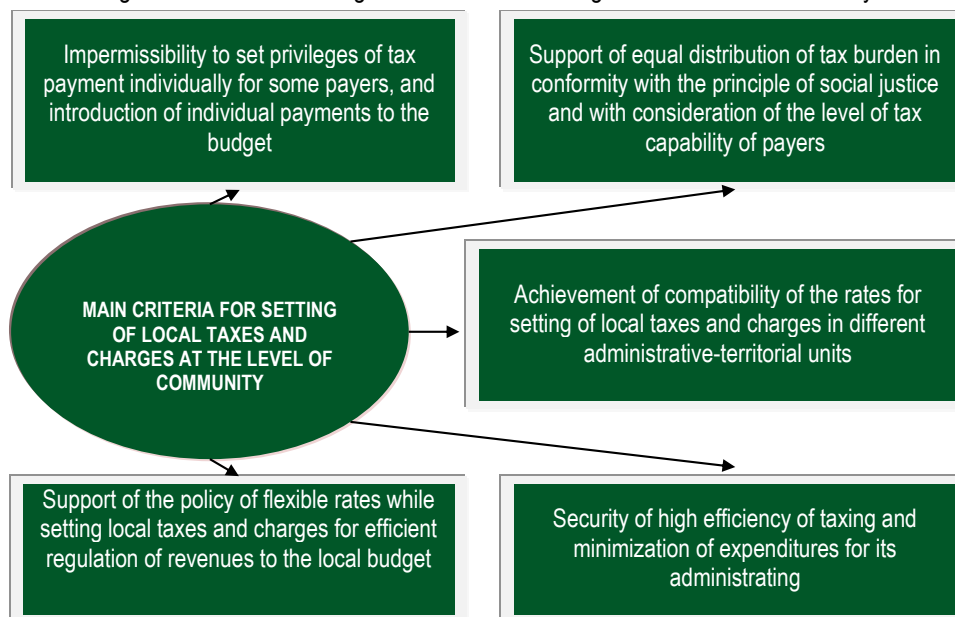
To solve the set problem by local governmental bodies, the following steps can be efficient:

- 1) establishment of the service of support for business development and simplified procedure of initiation

and development of business-associations (in terms of TC, it is reasonable to say about support for establishment of business-associations in the form of business structures of some communities), which are self-governed organizations of small and medium-size business and are founded and coordinated by the very entrepreneurs. Such associations supply:

- a) efficient relations between different business entities and representatives of large business;
- b) expert information;
- c) consulting and other services for business development;
- d) improvement of the quality standards of business activity;
- e) anti-corruption management by the state authorities and self-government.

Figure 7. Criteria for setting of local taxes and charges at the level of community



Source: composed by the authors.

The service of support for business development should perform the following tasks, particularly advisory services and supply of information about additional opportunities and peculiarities of business operation, as well as support for solution of the tasks of personal business development, setting of efficient relations in the system of “bodies of local government – business – community”. Transfer of all inquiries of business and guarantee of their fast and efficient solution due to engagement of the appropriate specialists of the local authority to the task fulfilment, contributes to simplification of the relations between entrepreneurs and power bodies, and to improvement of business-climate in the community [13, pp. 75–84]. It is expected such specialists cooperate and solve the problems with all internal departments and the local council on behalf of all enterprises in the community. It is necessary to publish and supply the required information for entrepreneurs or present it on the site (nowadays, most TC have such sites);

1) initiative of the bodies of local government concerning marketing of the products of local enterprises, *i.e.* such activity is primarily performed by the service of support for business in the community, because one of its tasks is to set relations between entrepreneurs, and between business and population. Promotion of the products is not the principal task of the bodies of local government, but only a form of support for their development. Advertising of the products of local entrepreneurs can be organized through attraction to local trade fairs, celebrations, business-picnics, celebrations of business days in the community, etc.

Completion of a map of enterprises and placement of the map on the community site for free access is another aspect of promotion of those enterprises by the bodies of local government. It secures:

- a) establishing contacts with local entrepreneurs;
- b) informing about the types of enterprises, operating on the territory, and noting of those, which are not present;
- c) support in the field of relationship in the “producer – supplier” system is possible first through completing of the above-mentioned map of enterprises, as it will distribute the information and arrange contacts between the entrepreneurs not just within community, but also outside it, particularly in terms of search for suppliers and potential partners.

Conclusions

The main problems, stagnating business activity of territorial communities (in particular, environmental entrepreneurship), include underdeveloped local infrastructure:

1. Low investment attractiveness of the territory. Considering current conditions and establishing of TCs, bodies of local government are able to influence formation of a complex of factors for support of investment attractiveness of the territory that is possible through completing of the following steps, particularly supply of free cheap land or real estate objects for entrepreneurs, support or financing of training for local labor forces, simplicity of interaction with the bodies of local government, and obtaining of administrative services, etc.

2. Lack of information about land plots and objects at the market of real estate to run business activity. On the territory of communities, there are free plots of industrial and agricultural intended use, which are in public or private ownership, and free objects of real estate. Thus, it is important for entrepreneurs to get access to consolidated and appropriate information about the number of such plots (their cadastral number) and objects, their area, owners, peculiarities of past employment, availability of engineering networks and location, distance to residential buildings and other objects, etc. To secure fulfilment of that task, it is necessary to place the information on the community site and other online resources of the area of the appropriate database.

Preparation of business cases on the current objects is an additional tool to solve the problems. They suggest description of their main characteristics and opportunities to use, as well as examples of similar objects use. It sufficiently simplifies communication between the bodies of local government and entrepreneurs, as it includes analysis of the directions of objects use, their advantages, and drawbacks for running of such kinds of activity.

3. Lack of traffic connection and unsatisfactory conditions of engineering networks. The experience of municipalities in the developed countries and territorial communities in Ukraine confirms importance of traffic connection and supply of appropriate public facilities for development of business entities. It is substantiated by the fact that the bodies of local government commit many financial resources to development of the territory infrastructure and its improvement.

The problems of population employment include:

1. Lack of information about labor resources of the community and skills available at the local level.

2. Lack of the appropriate level of qualification of local population as potential employees for enterprises.

Study of the conditions of formation and development of the labor market at the local level confirms low efficiency of the enterprises' search for employees due to unavailability of the information about employers and potential employees, or inconformity of the available labor force with the requirements of business structures. The solution to that problem is actual both for the above-mentioned entities, and for the bodies of local government, because employment of population and development of business on the territory are the principal tasks of the community.

One of the ways to fulfill those tasks is to make analysis of the need for human capital by the enterprises which operate on the community territory. Such analysis will reveal possible reserves of labor resources, along with the work on improvement of the image of requested professions, and implementation of educational programs for retraining of potential employees. It is necessary to cooperate with the State service of employment and to involve professional-technical educational establishments in the training. Moreover, such activity will contribute to initiation of partnership relations between local entrepreneurs, representatives of educational sphere, employment service, and bodies of local government, resulting in efficient and complete flow of information between those subjects, their informing concerning the issues of correlation of the needs of business and available labor resources.

3. Social problems which restrain employment of the population. In that context, it concerns activation of economic development and business, particularly at the level of territorial communities. It is necessary to stress the problem of stimulation to employ the people, which are, on different reasons, excluded of the labor market. Considering the territory limits, each community, which is characterized by a small population, high level of unemployment, and long period of recession, due to large distance to the developed centers, needs social support and rise of the employment level. In that case, it is useful to cooperate with non-governmental organizations and voluntary groups, which immediately contact those communities. The effects, focused on improvement of living standards and development of public activity, attraction of socially passive people to development of the territory, can become a part of the strategy on the way of economic development of the community, as well as support for establishment of permanent job places in the process of business activation. Such policies of the bodies of local government can also help reintegration groups to activate themselves as

community members.

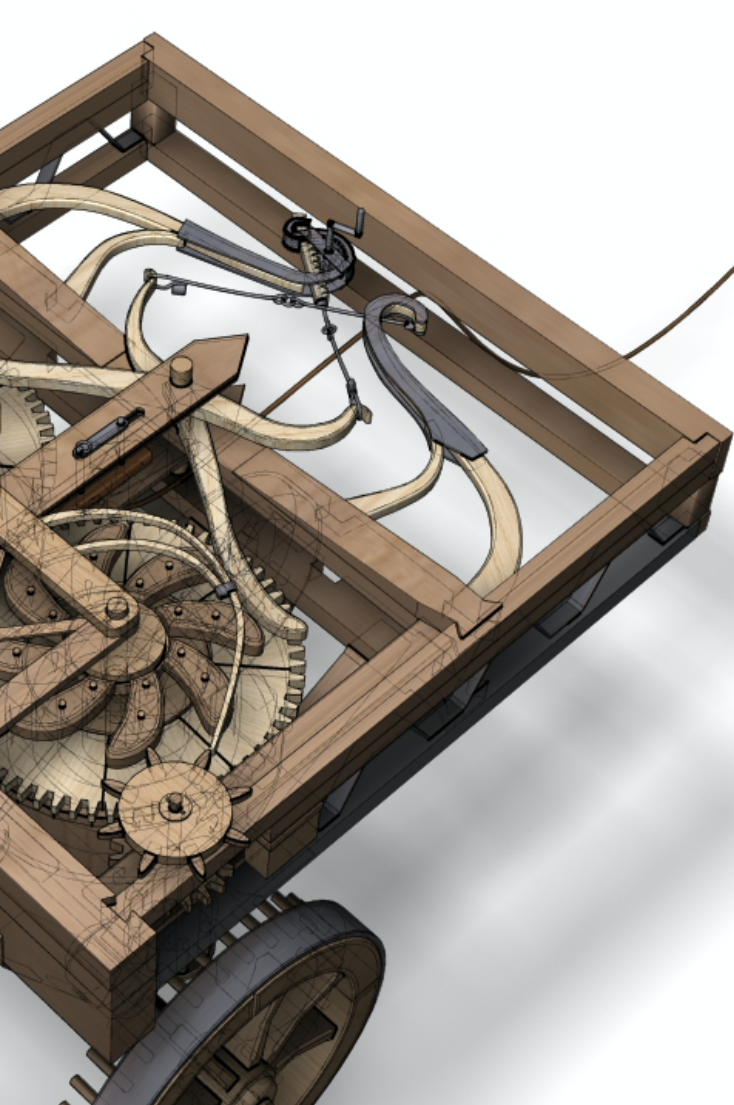
Thus, it is worth noting about available numerous directions to supply efficient management of business activity (in particular, environmental entrepreneurship) from the position of local governmental bodies, aimed at activating of investing in the community and its social-economic development. Considering the defined and analyzed problems, which stagnate development of business on the territory of the community, it is important to choose efficient methods and regulators to improve the conditions of investment climate and activation of business-environment, particularly through combination of economic and non-economic mechanisms of business activity regulation.

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