

## Conceptual approaches to spatial development management in current conditions

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■ **Abstract.** Managing spatial development of the Ukrainian state in the conditions of war is becoming critically important for ensuring security, maintaining economic stability, and restoring the affected regions. The war leads to the destruction of infrastructure, significant changes in the distribution of population, and economic activity that requires prompt and effective planning to minimize negative consequences. Therefore, the article aims to consider and justify conceptual approaches to spatial development management in modern conditions. For this purpose, a comprehensive scientific approach was used to study and analyse normative legal acts and scientific sources on this issue using the methods of theoretical generalization, abstraction, modelling, and system and graphic methods. The article presents the authors' definition of spatial development management, which should be understood as the activity of management entities aimed at changing resource connections and flows to ensure the balanced development of complex systems. The orientation of spatial management to people and their needs was noted. The main factors characterizing the spatial development of Ukrainian territories were identified and described. The main threats to national security in the context of ineffective spatial development management were analysed. The article offers a conceptual scheme of spatial management organization with functional elements and connections between them. Particular emphasis is placed on the resilience of communities as a property of the system and a significant factor of national security. An assessment of the main types of resilience, according to which spatial development management should be built, is provided. The practical value of research lies in the possibility of using the developed conceptual model for the organization of effective management of spatial development that considers the feasibility of economic activity in a specific territory, socio-economic relations between settlements, environmental requirements for living conditions, etc

■ **Keywords:** regional management; territorial communities; state; regional development; model of spatial management; resilience

### ■ Introduction

Each region is an integral part of the general space of the country and functions due to the interdependence and close interaction of social, economic, and political relations in a specific territory. Therefore, the study of the

peculiarities of regional development requires an integrated approach and should be based on the synergy of the factors mentioned. It makes it possible to identify the potential of self-organization and self-regulation of

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economic entities contributing to their effective development, which under martial law is extremely important for the stable functioning of the state as a whole and the rapid recovery of the territories affected. Regulation of spatial development is a mechanism that prevents economic disintegration, provides conditions for the preservation of the socio-economic and territorial integrity of the country, and plays a significant role in solving economic security tasks.

Spatial development and regional policy have been studied by many scholars, including V. Bezhin (2022), I. Semygulina *et al.* (2023) and others. They considered the changes in regional policy in Ukraine during the war and the peculiarities of spatial development of regions and settlement structures in the system of public management of territories from the standpoint of a security aspect. Authors substantiated proposals for improving the state regulation of spatial development of territorial communities and forming a mechanism for managing the potential of sustainable spatial development of the region.

The definition of the spatial development of the region was given by Y.S. Paliichuk & G.A. Horvat (2020). Authors deeply analysed the interpretation of this concept in scientific works of other researchers and gave their own author's understanding of it. Yu. Ivanov *et al.* (2021) presented a conceptual framework for state regulation of spatial development of territorial communities. Scientists investigated how peculiar the functioning of territorial communities is and how they are influenced by the state. Given the need for sustainable functioning of regions, they proposed directions for state regulation of spatial development of territorial communities. An in-depth understanding of this concept was presented by I. Semygulina *et al.* (2023), who examined the essence of the concept of "territorial community in the aspect of spatial development" by focusing on the positioning of territorial communities as separate entities involved in the processes under study.

M.O. Kyzym *et al.* (2022) investigated the factors of spatial development of territorial communities in the system of public management of territories. Scientists characterized the main factors influencing spatial development and proposed ways to improve public management of processes taking place at the level of territorial communities. T.A. Zaiats *et al.* (2018) studied the peculiarities of spatial development of regions and settlement structures from the standpoint of security aspects, as there is a significant number of risks present in its development that need to be taken into account. The potential of Ukraine's spatial development from a global perspective is presented by E.O. Marunyak (2020). The scientist sees it in close synergy with the social and economic development of other countries, which lays the ground for the progressive and comprehensive growth of Ukrainian territorial communities.

The global context was reflected by G. Cotella (2020) and O. Komelina & H. Kondratieva (2023). They studied the impact of the European Union's policy on territorial management and spatial planning in the EU countries and the European experience of organizational and legal

support for sustainable spatial development. Given the possibility of borrowing positive experience, these elaborations are valuable for Ukrainian scientific thought.

The point of view that modern social development seems impossible without the use of the latest technologies and intellectual developments takes a central place in the work of A. Melnyk & V. Adamyk (2022). Studying the peculiarities of intellectualization of management in implementing regional development strategies and examining current challenges and ways of problem-solving, they emphasized the importance of introducing innovative achievements of scientific and technological progress into regional development management.

Though literature analysis shows a significant interest in various aspects of spatial development management, scientific thought requires comprehensive conceptual approaches to understanding the essence and peculiarities of management in this area due to the conditions of uncertainty and turbulence caused by hostilities on the territory of the Ukrainian state and the need to enhance security of management processes during martial law. Consequently, the article aims to justify conceptual approaches to spatial development management with the view of security aspects and the ability of the system to adapt to new conditions of existence. Accordingly, the objectives of this research are as follows: to formulate the authors' understanding of spatial development management; to characterize factors of spatial development of Ukrainian society; to identify threats to national security in terms of ineffective spatial development management and the causes of their occurrence; to propose a conceptual model of spatial development management in the context of resilience of a socio-economic system.

## ■ Materials and Methods

The methodology of this research grounds on employing an integrated approach to the study of conceptual approaches to spatial development management in the conditions of war in Ukraine using the methods of theoretical generalization, abstraction, modelling, and system and graphical ones. At the initial stage of research, scientific articles, monographs, dissertations, and other scientific publications that cover the aspects of spatial development and management under crisis were searched for. Then, they were critically analysed to identify the main approaches and methods used in modern research on spatial development. Particular attention was paid to the approaches considering the resilience of communities as a core element in ensuring their viability in crisis conditions. The use of the method of theoretical generalisation made it possible to synthesize the main concepts and approaches found in literature and formulate a personal vision of spatial development.

To define the concept of "spatial development", theoretical scientific articles were analysed, and education programs in the spatial management specialty of the Slovenian Technical University (Spatial Planning..., 2023), Krakow



University of Economics (2023), and Lviv Polytechnic National University (2023) were considered. The analysis of these programs made it possible to identify the key competencies and knowledge necessary for effective management of spatial development in conditions of conflict and instability. The method of abstraction helped to identify the main components that are important for successful spatial development management.

Based on literature analysis, the main factors influencing spatial development were identified and classified according to various criteria, such as economic, social, environmental, infrastructural, etc. In addition, the main threats to national security arising from ineffective spatial development management were identified, as well as an analysis of possible consequences and ways to minimize these threats was carried out. Using the system method, these factors and threats were structured into a single system.

The final stage of research was the development of a conceptual model for spatial development management, which takes into account the specific conditions of war and focuses on the resilience of communities. The modeling method made it possible to create a model, which is a scheme that represents the interconnection and interdependence of all components of spatial development. The graphical method was employed to visualize the model, which makes it convenient for use in the practice of spatial development management. The proposed conceptual model aims at improving the efficiency of spatial development management and ensuring the sustainability of communities in a crisis with a particular emphasis on their resilience.

## ■ Results and Discussion

Effective management underlies the harmonious development of the spatial system and requires responsiveness to external influences. Appropriate management procedures make it possible to coordinate actions of various elements of spatial development. The war-time challenges in the Ukrainian state necessitate the development of new management approaches for the reconstruction of the country in the post-war period. In particular, there is a need for specialists who will possess knowledge about spatial ways of development of complex systems and enterprises. Thus, the understanding of the essence and specificity of spatial development management becomes of particular importance.

First of all, it is worth paying attention to the definition of “spatial development”, which lays the basis for the interpretation of the concept of spatial development management. In scientific literature, this term is interpreted as “the reproduction process of the elements of space, which functions as a system of material and energy flows (raw materials, goods and services, organizational, financial and human capital, etc.)” (Morozova, 2013).

A. Vitiuk (2020) views this concept as “a dynamic process of interaction between objects and subjects of reality that exist under certain conditions in a system of vectors of individual or joint interactions under the systemic, single or chaotic influence of time”. The dynamic peculiarity of

this category assumes that at different stages of management, diverse mixtures and combinations of various factors that determine characteristics of spatial development are of significance.

Thus, the understanding of spatial development makes it possible to better comprehend the essence of its management as a whole. At the same time, the training of specialists in this area and the development of appropriate educational programs both in Ukrainian higher educational institutions and abroad testify to the importance of the concept of “spatial development management” in modern conditions. In particular, to coordinate the interests of various actors and subjects of territorial development and direct it towards social and territorial cohesion, the relevant educational program of the Slovenian Technical University in Bratislava offers the knowledge of natural, technical, social, and economic sciences necessary to ensure integrated management of sustainable spatial development in the unity of socio-cultural, natural-ecological, technical, and economic aspects of the development of territorial socio-ecosystems of regions, cities, and municipalities (Spatial Planning..., 2023).

At the University of Krakow, future specialists focus on the economic aspects of space management. Accordingly, spatial management is characterized in the educational program from the standpoint of a high degree of interdisciplinarity due to business needs for specialists with knowledge and skills, capable of collaborating in interdisciplinary groups solving practical and complex tasks of spatial problems (University of Economics in Krakow, 2023).

In the educational program of Lviv Polytechnic National University, spatial development management is interpreted as a term that combines an economic and business approach to the development of complex systems and focuses on effective management of resource potential, including finance, real estate, investment zones, public spaces, etc. The specialty involves the knowledge of spatial development of infrastructure of cities and regions necessary for reasonable placement of industrial enterprises, institutions, and organizations to provide the population with the full range of services (Lviv Polytechnic National University, 2023).

Thus, spatial development management is a complex process that covers activities of management entities in planning, organizing, coordinating, and controlling the use of resources and infrastructure to ensure the sustainable development of complex systems. These activities are directed at coordinating resource connections and flows aimed at formulating priority strategies to balance these systems. In other words, the essence of spatial development management is the integration of various aspects – economic, social, environmental, and cultural – to achieve a balance between the conservation of natural resources and the satisfaction of population needs in certain territories.

From the standpoint of public administration, spatial development management is of utmost importance for ensuring sustainable and balanced development of territories,

which is currently scarcely imaginable without the use of digital technologies and innovative approaches. Modern technologies such as geographic information systems (GIS), the Internet of Things (IoT), big data, and artificial intelligence are significantly changing approaches to spatial development management. These technologies allow for more accurate planning, various management scenario modeling, and more informed decision-making. For example, GIS helps to visualize and analyse spatial data, which is of critical importance for infrastructure planning and zoning.

In addition, modern spatial development management necessitates the involvement of the public in the decision-making process. This includes holding public hearings and consultations as well as engaging citizens in the development of territorial development strategies. Transparency in decision-making helps to increase public trust, reduce social conflicts, and consider the needs of diverse population groups.

Effective spatial development management requires coordination between different levels of government (national, regional, local) and varied sectors of the economy (transport, housing, healthcare, etc.). Integrated approaches allow for the coordination of policies and measures which contribute to more efficient use of resources and achievement of goals. Spatial development management is obliged to take into account global challenges such as climate change, natural disasters, migration processes, and economic crises, which in turn requires the development of adaptive strategies able to respond fast to unpredictable changes and ensure the resilience of territories to external influences, for example, to develop the infrastructure resilient to climate change or to create early warning systems for natural disasters. Thus, modern spatial development management is a complex and

multifaceted process that necessitates the use of innovative technologies, public involvement, policy integration, and adaptation to global challenges, therefore creating comfortable, sustainable, and safe conditions for the life and activities of the population.

Public administration in this context performs the function of coordinating, regulating, and stimulating various processes related to using territorial resources, developing infrastructure, and ensuring environmental sustainability. The specificity of these management procedures lies in the coordination of business interests and the common good, the search for ecologically, socially, and economically compatible solutions, the rational use of territories and natural resources, the protection of ecological systems, and the enhancement of the standard of living of the population. The processes of managing the potential for sustainable development of the spatial system should be guided by the main need – to ensure the continuity of this process and take into account the peculiarities of a specific phase of development of macroeconomic processes in the context of regional ones. Therefore, when creating concepts of management systems, it is necessary to use the knowledge of peculiarities of economic changes in the external environment and from the previous phases of spatial development and to consider the prospects of these processes.

The socio-economic development of a particular territory undergoes the influence of a range of factors illustrated in Table 1. These factors underlie the life of territories and communities of the state and form conditions for their existence in the process of managerial decision-making that leads to progressive changes in the context of territory development precisely due to the interconnection of individual factors and their coordinated impact on spatial development as a whole.

*Table 1. Factors that characterize spatial development*

Factors	Characteristics
Geographic	The geographical location of the territory, its proximity to the main highways and central transport interchanges
Natural	Ecological situation and recreational living conditions, standards and lifestyle of the population, peculiarities of the natural environment of the territory as a whole
Regulatory	Regional public policy, the possibility of using a valid mechanism for regulating the economic development of the territory, etc.
Economic	External and internal economic ties, resource provision of the territory, investment policy, budget revenues, market conjuncture, dependence on external sources of resources and energy
Industrial	The use of the natural resource and labour potential of the territory according to the requirements of environmental safety, development of international industrial integration, etc.
Institutional	Completeness of institutional market reforms and structural transformations in the region
Market	Availability of infrastructure for business development in the region, conditions for the reproduction of goods, services, and labour, conditions of preferential taxation, investment attractiveness of the region
Demographic	The main characteristics of the population of the territory, its labour potential, and the demographic situation in the region
Humanitarian	Social and economic activity of the region's population, human and social capital, social and professional networks, etc.
Social	Priorities in the field of social territorial infrastructure
Infrastructural	Infrastructural opportunities that stimulate or constrain territorial development
Technological	Implementation of achievements of scientific and technological progress to ensure sustainable development of territories

Table 1. Continued

Factors	Characteristics
Affecting food security	The level of food security according to the socio-economic situation, natural and climatic conditions, food sufficiency, the state of agro-industrial production, the food market, etc.
Ecological	The state of environmental pollution and the use of environmentally friendly technologies
Territorial	The influence of historical and cultural heritage, customs, traditions, local peculiarities, and culture that form local competitive advantages and characterize the uniqueness of the relevant territory
Informational	The openness of local self-government bodies for dialogue with society, the possibility of free access of the population to the necessary information, information security
Inclusive	Inclusive innovations and creation of inclusive business models and markets

Source: compiled by authors using data of G. Cotella (2020)

Organizing territories of settlements, improving the quality of the environment, and harmonizing the life of the population of regions with the help of new infrastructure facilities lay the basis for ensuring sustainable spatial development. The implementation of management actions in the field of spatial development necessitates the following steps:

- 1) improvement of the well-being and living conditions of the population at the level of individual regions;
- 2) reconstruction and integrated development of rural and urban settlements and inter-settlement territories on an ecological basis;
- 3) development of environmentally friendly engineering, transport, and industrial infrastructure;
- 4) development of health improvement systems and social infrastructure;
- 5) preservation of the historical and cultural heritage of individual regions;
- 6) improvement of the land use system in the context of spatial development.

While taking into account environmental and social aspects, these measures should be directed to creating conditions for the harmonious development and sustainable functioning of spatial systems.

Although in the context of decentralization, spatial development management opens up new opportunities for using the potential of specific territories, in particular by supporting self-organizing principles of local governance, introducing a new system of administrative service provision, and expanding access to financial resources, there evolves a risk of “institutional traps” caused by conflicts of interest or inconsistency of actions of different levels of government which complicates the solution of local problems.

The experience of amalgamation of territorial communities showed that a significant part of communities, taking into account the powers and functions granted, did not

manage to direct their efforts to solve urgent problems and effectively organise local self-government. M. Kyzym *et al.* (2022) emphasize that many territorial communities have not been able to strengthen their institutional capacity yet. It takes much time, and the significant politicization of decentralization changes remains the main risk in the process of implementing management functions in the field of spatial development.

Currently, the management of spatial development should be exercised primarily from the standpoint of national security. Ill-conceived functional and structural shifts in the spatial development of regions give rise to problems, such as excessive urbanization, which creates an additional burden on the infrastructure, a decrease in the stability of the settlement network and the destruction of small settlement structures, an increase in spatial remoteness from infrastructural and economic facilities. These problems, resulting from the irrational amalgamation of rural territorial communities and the lack of the necessary experience of self-organization at the level of individual communities, lead to an imbalance in the structure of settlements in the state, thus complicating the implementation of measures to ensure an appropriate level of national security and reducing the effectiveness of social development and functioning of economic entities. Areas with low population density form centres that, in case of war or threat, may become unattractive for taking protection and security measures, creating thereby problems for the development of existing engineering, energy, and transport infrastructure. These aspects should be taken into account during the development of effective policies and strategies in the field of national security and spatial development. The uneven settlement of territories, decrease in population density, and loss of settlement potential may lead to a range of threats to national security (Table 2).

Table 2. Threats to national security in the context of ineffective spatial development management

Threats	Causes of threats
Expansion of territorial areas of poverty	A possible decrease in the number of workplaces and the curtailment of economic activity may lead to an increase in poverty and the spread of areas with a low level of economic development
Increase in the number of unpromising settlements	An increase in the number of investment unattractive, highly specialized, and single-industry settlements may arise as a result of degradation and economic decline

Table 2. Continued

Threats	Causes of threats
Weakening of social and economic functions of settlements	Reducing the role of settlements in ensuring effective local development may lead to their capacity weakening in these aspects
Slow socio-economic development	The slow pace of local development may make it difficult to strengthen defence capabilities
Limited use of resources	Low population density limits the use of resources necessary for the safe development of territories (cultural, environmental, material, financial, human, natural)
Insufficient concentration of capital	The low level of development of information, engineering, and road transport infrastructure leads to a limited concentration of capital, which may affect the economic potential of territories

Source: compiled by the authors

To minimize national security threats and risks, it is urgent to move to the project-spatial anti-crisis management of socio-economic development of settlements. Therefore, at the state level, the latest progressive standards of organization and planning of territories should be introduced in the main functional zones. Accordingly, spatial development needs the development of effective social and economic inter-settlement ties. This demands consideration of environmental requirements for living

conditions through the cooperation of different types of economic activity and the principle of settlement optimization based on the feasibility of economic territory development. Thus, given the essence, purpose, and specificity of the processes of spatial development management as well as their importance in ensuring the national security of the state, a currently relevant conceptual model of spatial development management has been proposed (Fig. 1).

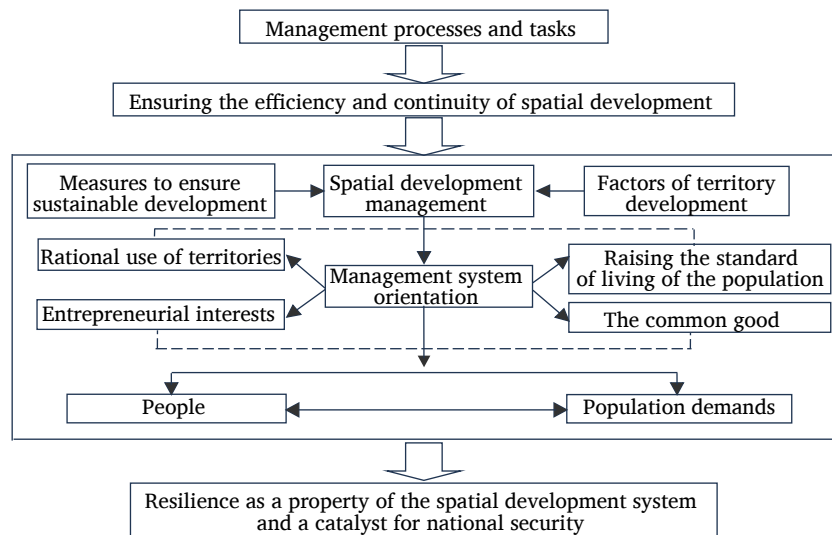


Figure 1. Conceptual model of spatial development management at the current stage

Source: compiled by the authors

Based on the measures to ensure sustainable development and given the factors of territory development, management processes and tasks as components of the model are designed to secure the efficiency and continuity of spatial development while directing the management system to the rational use of territories, satisfaction of entrepreneurial interests, raising the standard of living of the population and guaranteeing the common good in the process of territory development as a whole.

A significant role in the process of interaction of the components of this model is assigned to resilience, which A. Masten *et al.* (2021) view as “the ability of the system to anticipate, adapt, and reorganize itself in adversity

in such a way as to promote and maintain its successful functioning”. Namely, “the resilience of a spatial development system characterizes its ability to successfully adapt to challenges that threaten its functioning, survival, or development” (Ungar, 2018). In the conditions of active hostilities and martial law on the territory of Ukraine, the resilience of communities is one of the main factors of national security of the state and its civilizational subjectivity. After all, the ability of territories to adapt to new, often unfavourable conditions determines their further level of functioning, and it is effective management that should become the engine of sustainable spatial development. The problems of spatial development and its



management are the subject of numerous studies and discussions among scientists who share different approaches to their analysis. Their works outline several conceptual approaches to spatial development management with their advantages and disadvantages.

Modern concepts, such as sustainable development and “smart cities”, have received significant support among the scholars who work on spatial management issues. Scholars, including R. Florida (2002), consider these approaches as contributing not only to economic growth but also to ensuring environmental sustainability and social justice. They place the focus on the use of the latest technologies and innovations in the process of territory management. The directions for the development of spatial planning of territorial communities in modern conditions, proposed by T. Lytvynenko & T. Pavlenko (2023), are a compelling addition to the approaches mentioned above and help better understand challenges faced by managers-regionalists.

Other studies focus on the concept of inclusive spatial development, which includes the involvement of all social groups in the process of territory management. Scholars such as A. Sen (1999) and others emphasize the importance of ensuring equal access to resources and opportunities for all residents regardless of their social or economic status. A.S. Gustafsson *et al.* (2018) deepen these theses, emphasizing the integration of environmental sustainability into strategic spatial planning and the importance of managing these processes. N. Pavlikha *et al.* (2021) examine the security aspects of sustainable development of regions and territorial communities of Ukraine based on inclusive growth. These studies make it possible to comprehend the uniqueness and objective necessity of effective spatial development management in current conditions.

Sustainable development in the context of regionalistics. This direction is presented by numerous scientists, in particular, such as V. Miklovda & H. Horvat (2021), who examine spatial development of regions in the context of Ukraine’s European integration and economic security of the state, and M.S. Zabedyuk (2021), who delves deeper into this issue studying the peculiarities of endogenous factors of regional development. Their publications give an insight into the way regions are managed nowadays.

A critical approach to spatial development. Some scientists express a critical approach to traditional spatial development models by emphasizing the need to consider modern trends in society development. For instance, I. Storonianska & I. Zalutsky (2022) study the institutional and legal framework for regulating spatial development in Ukraine, thus focusing on the need to take into account innovative approaches to managing spatial development of regions, spatial planning in the context of decentralization and sustainable development management. They call for a rethinking of existing models and the creation of new approaches that would better meet modern challenges due to the need to unify institutional approaches and legal support for spatial development.

Management of spatial development in crisis conditions. At present, society faces significant challenges caused by uncertainty, turbulence, globalization changes, pandemic moods, and war. S. Khrustovskiy & Y. Slobodyanyuk (2022), who examine the peculiarities of spatial planning of territorial development of communities, including legal aspects, during and after the war, note that this influences processes taking place both at the state level and the level of individual regions and requires specific management approaches as such.

The discussions of scientists testify that there exist different points of view on the problems spatial development and its management face. Every approach has its strengths and weaknesses, as well as the potential for further development. In modern conditions, it is crucial to integrate these approaches to create comprehensive models of spatial development that would take into account economic, social, and environmental aspects. As scientific discussions in this area continue, this indicates the need for further research and development of conceptual foundations of spatial management.

Given different approaches to understanding the concept under study, it can be argued that the closest and most acceptable for us is a critical approach to spatial development, which takes into account current trends and makes it possible to consider the challenges and realities of today’s turbulent society. Following this, the author’s interpretation of spatial development management is given, which should be considered as a complex process that covers the activities of management entities in planning, organizing, coordinating, and controlling the use of resources and infrastructure to ensure the sustainable development of complex systems. The activities are oriented at coordinating resource connections and flows to formulate priority strategies to balance these systems. In other words, the essence of spatial development management is the integration of various aspects – economic, social, environmental, and cultural – to achieve a balance between the conservation of natural resources and the satisfaction of population needs in certain territories.

## ■ Conclusions

The balanced development of the country is inextricably linked with the socio-economic development of its territories and communities. The success of spatial development relies upon efficient managerial actions in this area. The peculiarities of spatial development management depend on a different level of territory development, the unique features of each community – its geographic location, history, production structure, specialization, the state of labour potential, and other factors, as well as on the consequences of the impact of military aggression in modern conditions. Consideration of these peculiarities made it possible to present the authors’ interpretation of this concept in the article. Authors stress that the implementation of strategically significant measures aimed at countering possible national security threats, such as the spread of territorial

areas of poverty, an increase in the number of unpromising settlements, a weakening of social and economic functions of settlements, slow socio-economic development, limited use of resources, insufficient concentration of capital, etc., should be the priority of the modern spatial development policy. Therefore, spatial development management should be directed to strengthening the socio-economic potential of territories through the efficient unification of territorial communities and active support for their self-organization.

The article substantiates conceptual approaches to spatial development management, which provide for ensuring the efficiency and continuity of spatial development based on the measures for ensuring sustainable development and taking into account the factors of territory development, security aspects, and the ability of the system to adapt to new conditions of existence based on the proposed model. It consists of regional factors of territory development and measures that are necessary for ensuring sustainable development to improve the well-being of the population

and preserve its interests. The management system should also be oriented to the rational use of territories and the provision of business, social, environmental demands, etc., focusing particular attention on the ability of territories to adapt to modern conditions as it has a direct impact on territory development. The need for management to consider the resilience of its system to ensure an appropriate level of national security in the state is a crucial aspect of the presented model.

Further research will focus on the investigation of the specificity of spatial development management in the European Union countries aimed at studying and using the advanced experience of developed countries in Ukrainian realities.

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### ■ Conflict of Interest

None.

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## Концептуальні підходи до менеджменту просторового розвитку в сучасних умовах

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■ **Анотація.** Управління просторовим розвитком Української держави в умовах війни набуває критичної важливості для забезпечення безпеки, підтримки економічної стабільності та відновлення постраждалих регіонів. Війна призводить до руйнування інфраструктури, значних змін у розподілі населення та економічної активності, що потребує оперативного й ефективного планування для мінімізації негативних наслідків. Саме тому метою статті є розгляд і обґрунтування концептуальних підходів до менеджменту просторового розвитку в сучасних умовах. Під час роботи був використаний комплексний науковий підхід для вивчення й аналізу нормативно-правових актів і наукових джерел з цього питання, зокрема методи теоретичного узагальнення, абстрагування, моделювання, системний та графічний методи. У статті подано авторське визначення управління просторовим розвитком, під яким слід розуміти діяльність суб'єктів управління, спрямовану на зміну зв'язків і потоків ресурсів з метою забезпечення збалансованого розвитку складних систем. Відмічено, що центром спрямування просторового менеджменту є люди та їхні потреби. Визначено основні фактори, що характеризують просторовий розвиток українських територій, та надано характеристику кожному з них. Проаналізовано основні загрози національній безпеці в контексті неефективного управління просторовим розвитком. У статті пропонується концептуальна схема організації просторового менеджменту з виділенням функціональних елементів і зв'язків між ними. Особливий акцент зроблено на стійкості громад як властивості системи та важливого чинникові національної безпеки. Подано оцінку основних типів стійкості, відповідно до яких має будуватися управління просторовим розвитком. Практична цінність дослідження полягає в можливості використання розробленої концептуальної моделі для організації ефективного управління просторовим розвитком з урахуванням економічної доцільності господарської діяльності на певній території, соціально-економічних відносин між населеними пунктами, екологічних вимог до умов життя

■ **Ключові слова:** управління регіонами; територіальні громади; держава; регіональний розвиток; модель організації просторового менеджменту; резильєнтність