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Article



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FEATURES OF THE STRATEGIC DIRECTION FOR THE IMPLEMENTATION OF THE SOCIO-ECONOMIC DEVELOPMENT OF THE REPUBLIC OF KARELIA

Abstract: in the article, the authors outlined the strategic goal of the socio-economic development of the Republic of Karelia, namely:

improvement of transport, engineering, housing and communal infrastructure as a necessary condition for the development of the economy and the social sphere;

increasing the level of economic connectivity of the territory, which will ensure the growth of the quality of engineering infrastructure in the Republic of Karelia, including transport and energy;

reduction of territorial differentiation of transport and energy supply of municipalities.

In this case, the Republic of Karelia will be transformed in terms of indicators of the quality of life of the population and values of leisure, the creation of a humanistic urban environment in urban districts, new jobs, the transition to a model of sustainable environmental and economic development. The role of the Republic of Karelia as a center of ecological and health tourism in Russia, as well as a center of science and education of the North, an original and diverse, dynamically developing region with traditional and high-tech industries, will increase.

Key words: socio-economic development strategy, financial condition, sustainable TEP, resources, profit, profitability, priority, preferences, demand, competitiveness.

Language: English

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Introduction

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The main directions of implementation of the Strategy in individual municipalities of the Republic of Karelia are:

- modernization of the White Sea-Baltic Canal;
- development of the building materials industry on the basis of building stone deposits, including in order to ensure construction work in neighboring constituent entities of the Russian Federation;
- creation and development of mineral resource centers of the East Karelian copper-gold-molybdenum zone;
- formation and development of a cluster of deep wood processing enterprises within the framework of ASEZs;
- development of a fishery cluster within the framework of ASEZs, including aquaculture enterprises;
- development of cultural, historical and ecological tourism;
- creation of cascades of small hydroelectric power plants, subject to confirmation of the prospective demand for electricity and their economic efficiency;
- creation of a network of data processing and storage centers based on domestic high-speed ultra-dense solutions.

The Strategy for the Social and Economic Development of the Republic of Karelia until 2035 (hereinafter referred to as the Strategy) defines the mission, priority areas, strategic goals, main tasks and key activities for the long-term development of the region. The implementation of the Strategy is carried out by developing an action plan, and the provisions of the Strategy are detailed in regional state programs.

The strategy was developed on the basis of the requirements of the Federal Law of June 28, 2014 No. 172-FZ "On Strategic Planning in the Russian Federation"; Law of the Republic of Karelia dated December 28, 2015 No. 1973-ZRK "On some issues of strategic planning in the Republic of Karelia" and taking into account the order of the Ministry of Economic Development of the Russian Federation dated March 23, 2017 No. 132 "On approval of the Methodological recommendations for the development and adjustment of the strategy of social economic development of a constituent entity of the Russian Federation and an action plan for its implementation". The strategy takes into account the provisions of the Concept of long-term socio-economic development of the Russian Federation for the period up to 2020, approved by the order of the Government of the Russian Federation of November 17, 2008 No. 1662-r, the National Security Strategy of the Russian Federation,

The strategy takes into account the provisions of

the federal target program "Development of the Republic of Karelia until 2035", approved by the Decree of the Government of the Russian Federation of June 9, 2015 No. 570.

The mission of the Strategy is to increase the genuine well-being of citizens in the Republic of Karelia, create opportunities for self-realization of residents by outstripping the growth in the number of new jobs compared to other regions of the Russian Federation, improve the level and quality of life, and provide access to social and cultural benefits.

The implementation of the Strategy will make it possible to make a consistent transition from the old industrial development model based on the exploitation of natural resources to a model of long-term sustainable self-development based on the concentration of value added in the region, maximizing the use of existing economic potential, increasing environmental sustainability and realizing human potential.

The strategy takes into account the best world experience in the development of self-sustaining development strategies that do not threaten the existence of future generations and the possibilities of their self-realization. The development of regional development priorities is based on the findings of statistical studies and on the results of in-depth interviews with experts and residents.

The Strategy defines the priorities for the development of municipalities in the Republic of Karelia (Figure 1). For the purposes of implementing the Strategy, a labor force forecast has been prepared.

Main part

Features of the economic and geographical position. The Republic of Karelia is located in the northwest of the Russian Federation and is part of the Northwestern Federal District. Karelia borders on the Leningrad and Vologda regions in the south, on the Arkhangelsk region in the east, on the Murmansk region in the north, and in the west the border of the republic coincides with the state border of the Russian Federation and the Republic of Finland (part of the European Union) (Figure 2).

In the northeast, the region is washed by the White Sea, which potentially creates opportunities for direct access to the World Ocean with the appropriate development of port infrastructure. The White Sea-Baltic Canal, passing through the territory of the region, connects the Baltic and White Seas. The presence of access through the White and Baltic Seas to the basin of the Arctic and Atlantic Oceans, to the Northern Sea Route is a potential tool for the development of maritime transport, fish processing, and can also be used for tourism purposes, in particular, the shortest route to Solovetsky Islands.

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Figure 1. Republic of Karelia

The main feature of the economic and geographical position of the Republic of Karelia is the common extended border with the Republic of Finland (European Union) with a fairly developed border infrastructure. The proximity of a highly developed country creates conditions for strengthening international relations. In addition, the region is distinguished by its relative proximity to the constituent entities of the Russian Federation with a high potential for the consumer market - St. Petersburg, the Leningrad Region, as well as to the regions of Central Russia. The republic has an advantageous transit position between large industrial centers and ports located on the territory of the Murmansk, Vologda and Leningrad regions, which is strengthened by the presence of main railway, road and inland water transport facilities.

The favorable economic and geographical position of the Republic of Karelia contributes to the development of interregional and international trade, attracting tourists, technology transfer, and so on.

agro-climatic conditions. The climate of Karelia is transitional from maritime to temperate continental, relatively mild with an abundance of precipitation and predominantly cyclonic weather. The main part of the republic is located in the Atlantic-Arctic zone of the temperate zone. Agro-climatic resources in the southern part allow growing a number of agricultural crops typical for the non-chernozem zone. But the opportunities for crop production in the open field are limited - the region is classified as a zone of risky

farming. Dairy and meat animal husbandry is promising.

The watershed between the basins of the Arctic and Atlantic Oceans passes through Karelia: most of the territory belongs to the catchment area of the White Sea of the Arctic Ocean, the smaller part belongs to the catchment area of the Baltic Sea of the Atlantic Ocean (about 60% and 40% of the territory, respectively). The river network of Karelia is represented by about 28 thousand rivers with a total length of about 83 thousand km (the density of the river network is 0.46 km per sq. km), about 20% of the region's territory is lakes and artificial reservoirs. About 17 thousand square meters. km falls on parts of the water areas of Ladoga (most of the water area) and Lake Onega (about 80% of the water area) located within the Republic of Karelia. Marshes and wetlands occupy 35.4 thousand square meters. km, or 19.63% of the territory of the Republic of Karelia. Water bodies have significant potential for sports tourism,

The combination of a variety of natural landscapes, a large number of water bodies and a generally favorable environmental situation determine the high tourist and recreational attractiveness of the region not only for residents of Russia, but also for foreign tourists.

The mineral resources of Karelia are represented by more than 50 types of minerals. More than 1000 deposits are included in the state balance of mineral reserves. In Karelia, the reserves of non-ferrous and rare metals suitable for industrial use are taken into

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account. Non-metallic raw materials are represented by deposits of muscovite, pegmatite, quartzite, kyanite, building and ornamental stone, shungite, as well as sands and clays. The Republic of Karelia also has significant reserves of peat, which can be considered a reserve energy carrier capable of covering a significant part of the energy needs of the region.

Promising minerals that will be in demand in the near future are iron, chromite, iron-vanadium-titanium, uranium-vanadium, copper-nickel and molybdenum ores, precious metals, platinum group metals, graphite, diamonds, as well as pegmatite, feldspar raw materials for the porcelain, glass and faience industry, raw materials for the stone industry, stone for crushed stone and facing stone.

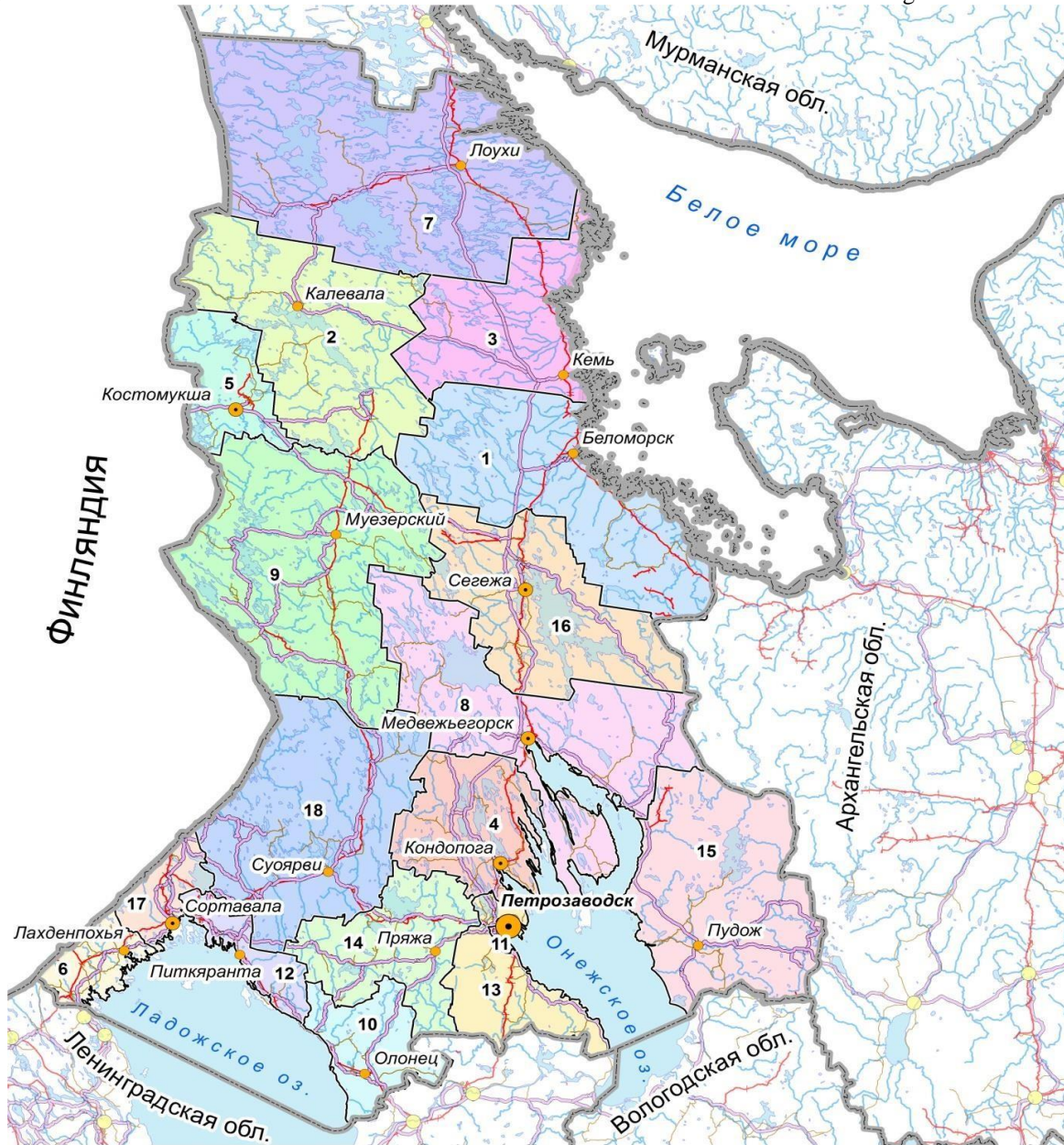


Figure 2. Administrative-territorial division of the Republic of Karelia

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The area of forests in the Republic of Karelia is 14.9 million hectares, of which 0.367 million hectares are forests located within specially protected natural areas. The territory is characterized by a high forest cover - about 53%, which determines the natural advantages of the region in the development of the timber industry complex.

In the structure of the land fund of the Republic of Karelia, the largest area is occupied by the lands of the forest fund (80.1%), water fund (14.7%), lands of specially protected natural areas and objects (2.0%), agricultural land (1.2%). The lands of settlements occupy 75.5 thousand hectares, or 0.4% of the total land area.

Administrative-territorial division. On the territory of the republic there are 2 urban districts and 16 municipal districts, which include 22 urban and 86 rural settlements (Figure 3). The capital of the Republic of Karelia is Petrozavodsk.

The northern municipalities in the Republic of Karelia (Belomorsky, Kalevsky, Kemsy and Loukhsky districts, Kostomuksha urban district) belong to the regions of the Far North, the rest - to areas equated to the regions of the Far North, which is associated not only with natural and climatic conditions, but also with transport remoteness. A number of municipalities in the republic are significantly removed from the main transport routes (Kalevsky, Muezersky districts, Kostomuksha urban district, partly Suoyarvsky and Loukhsky districts). The Belomorsky, Kemsy and Loukhsky regions became part of the Arctic zone of the Russian Federation.

Population and settlement system. As of January 1, 2021, the population of the republic amounted to 622.5 thousand people, of which 80.4% are urban population (which exceeds the average for Russia as a whole - 74.4%).

The average population density in the region is 3.5 persons per sq. km, which is significantly lower than the national average (8.6 people per sq. km). But in a number of municipalities the density exceeds 10 people per sq. km (Kostomuksha and Petrozavodsk urban districts, Sortavalsky district (Figure 1.3). The most densely populated is the southern part of the republic, where 73% of the population lives. At the same time, the population

density (8.7 people per sq. km) is comparable to the average Russian, but significantly lower than the density population of the European part of the Russian Federation (23 people per sq. km.) In the central part of the region, the population density is 2 people per sq. km (13% of the inhabitants), the least populated is the north of the republic with a population density of 1.5 people per sq. km (14% of residents.) Since the 1990s, depopulation processes have been observed in the republic, and its rates exceed the national average. In 2020, only 78% of the inhabitants lived in the region from the level of 1990. Over the past 15 years, the population of the Republic of Karelia has decreased by approximately 80.0 thousand people. In almost all municipalities, the natural decline in the population persists (Figure 1.4), and the process of demographic aging of the population continues.

The population decreased over the past year by 4.6 thousand people, or 0.7% (in 2019 - by 2.8 thousand people, or 0.4%). The urban population decreased by 2.2 thousand people, or 0.4%, the rural population - by 2.4 thousand people, or 1.9%. In the total population decline, 2.7 thousand people accounted for natural decline, 1.9 thousand people - for migration (mechanical). The most unfavorable demographic situation is observed in rural areas.

In other municipalities, migration outflow has a significant impact on population dynamics. Since 1998, about 50 thousand people have left the republic.

In 2020, the migration loss in the Republic of Karelia amounted to 1916 people and increased by 1.9 times compared to 2019. 11.6 thousand people left the republic, 82.8% of migrants left for other regions of Russia. The most attractive are St. Petersburg, the Leningrad region, the regions of the Central Federal District. 2.0 thousand people went abroad (Figures 3 - 6).

The described processes form the prerequisites for strengthening the monocentricity of the region. The capital and largest city of the republic, Petrozavodsk, is home to 278.6 thousand people, or 44.4% of the region's population (the regional average in Russia is 39.2%). Figure 1.5 clearly shows the high differentiation of the population, its concentration in the southern part of the Republic of Karelia and the Petrozavodsk urban district.

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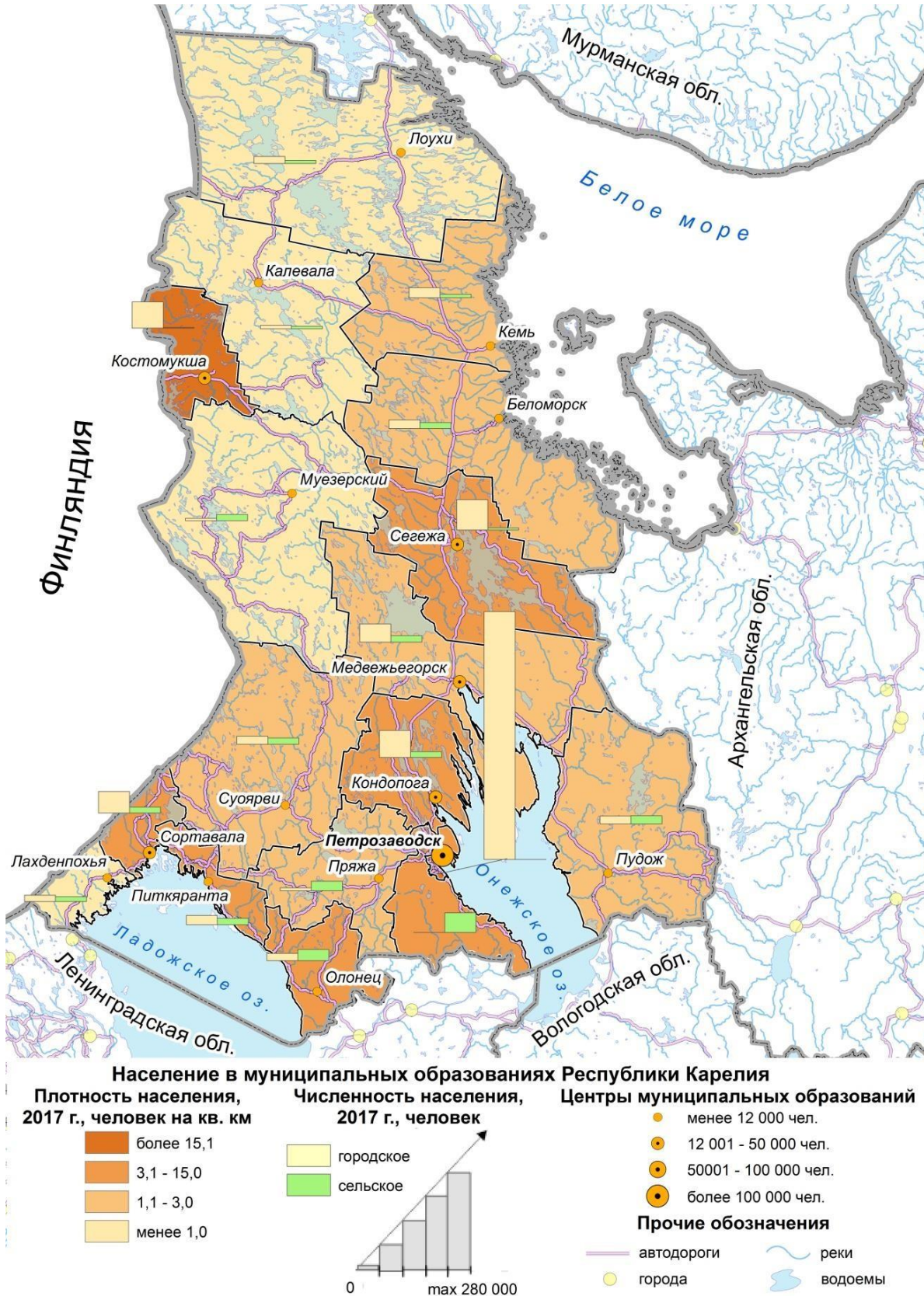


Figure 3. Population of the Republic of Karelia

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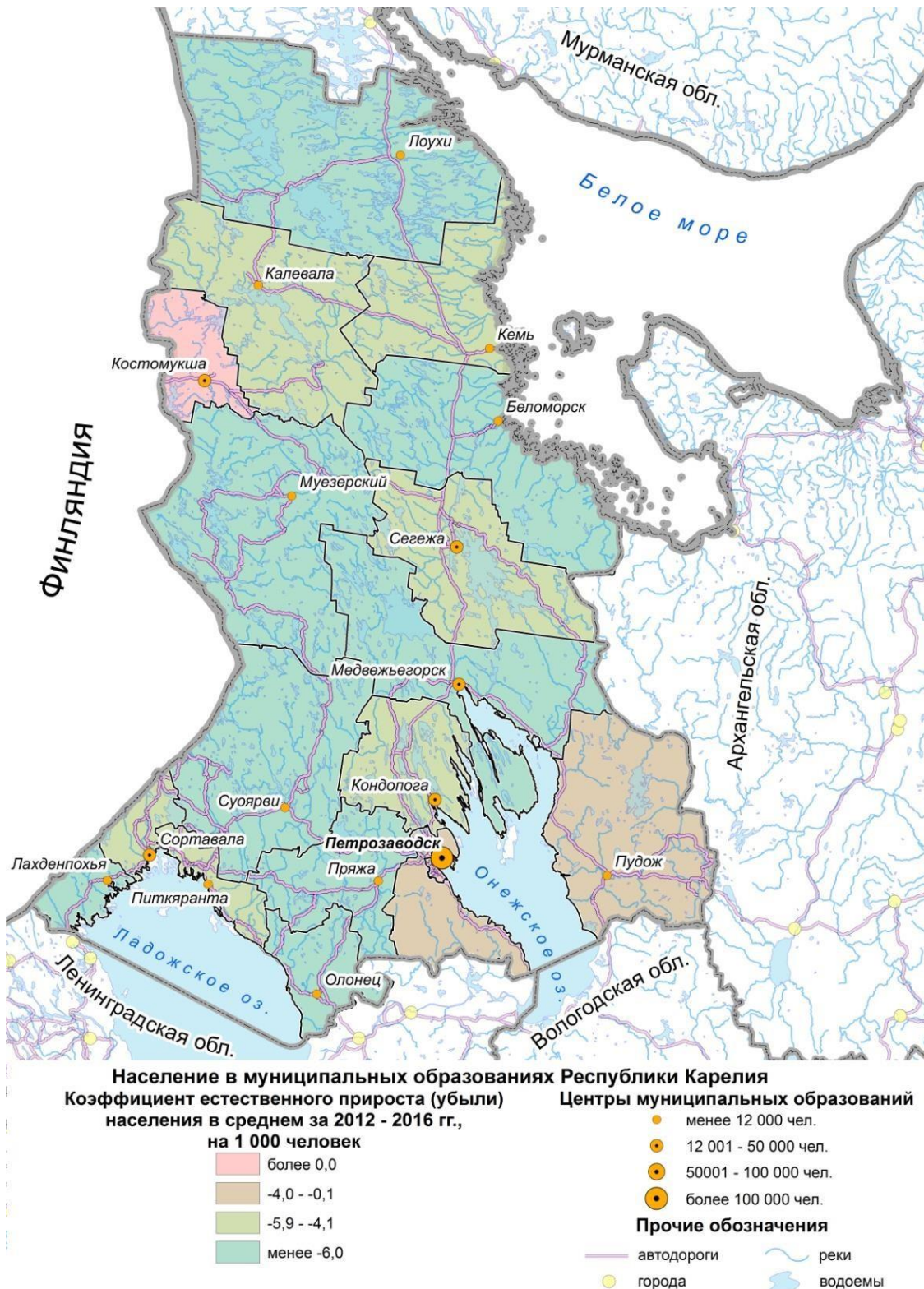


Figure 4. Natural population growth in the Republic of Karelia

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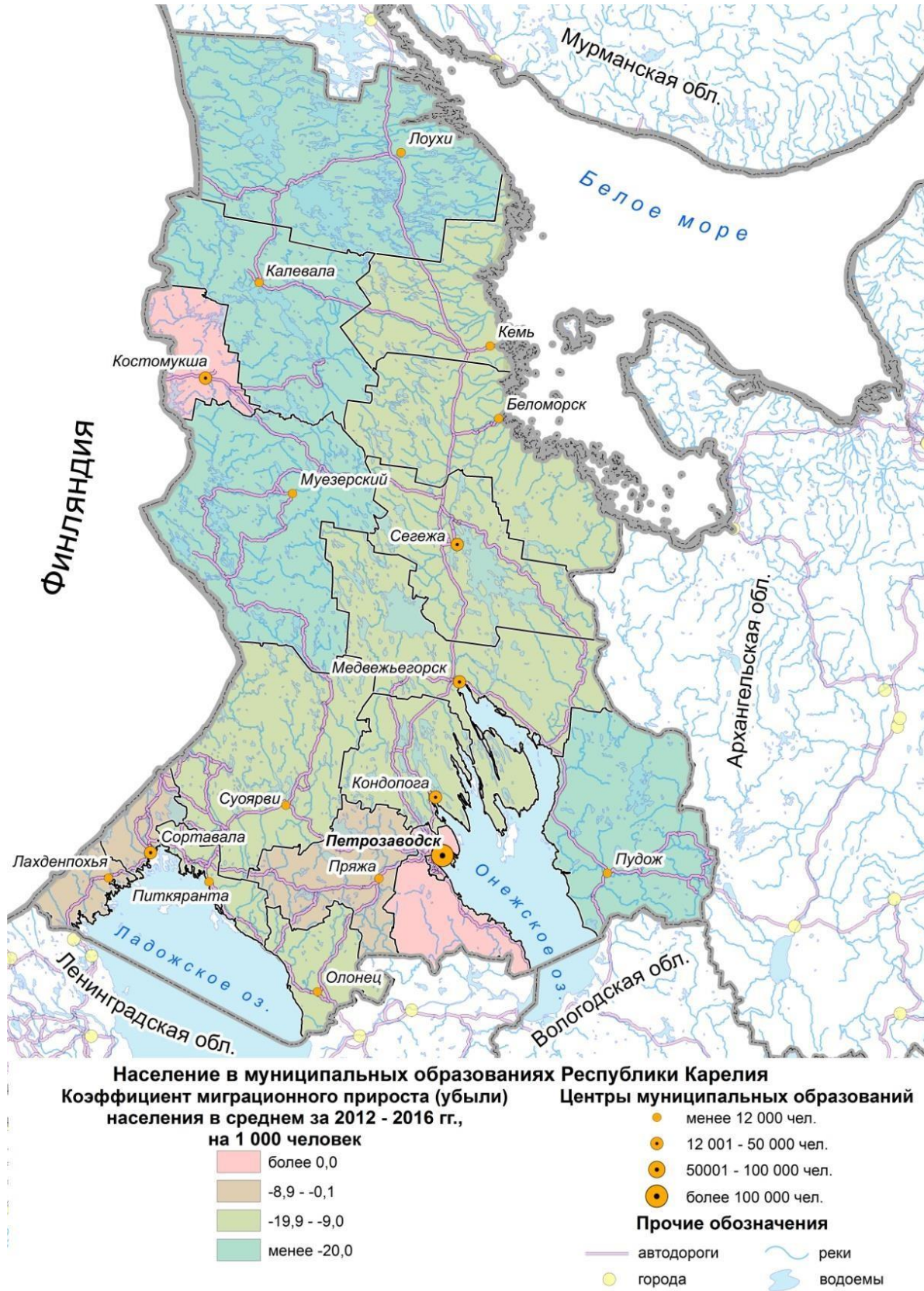
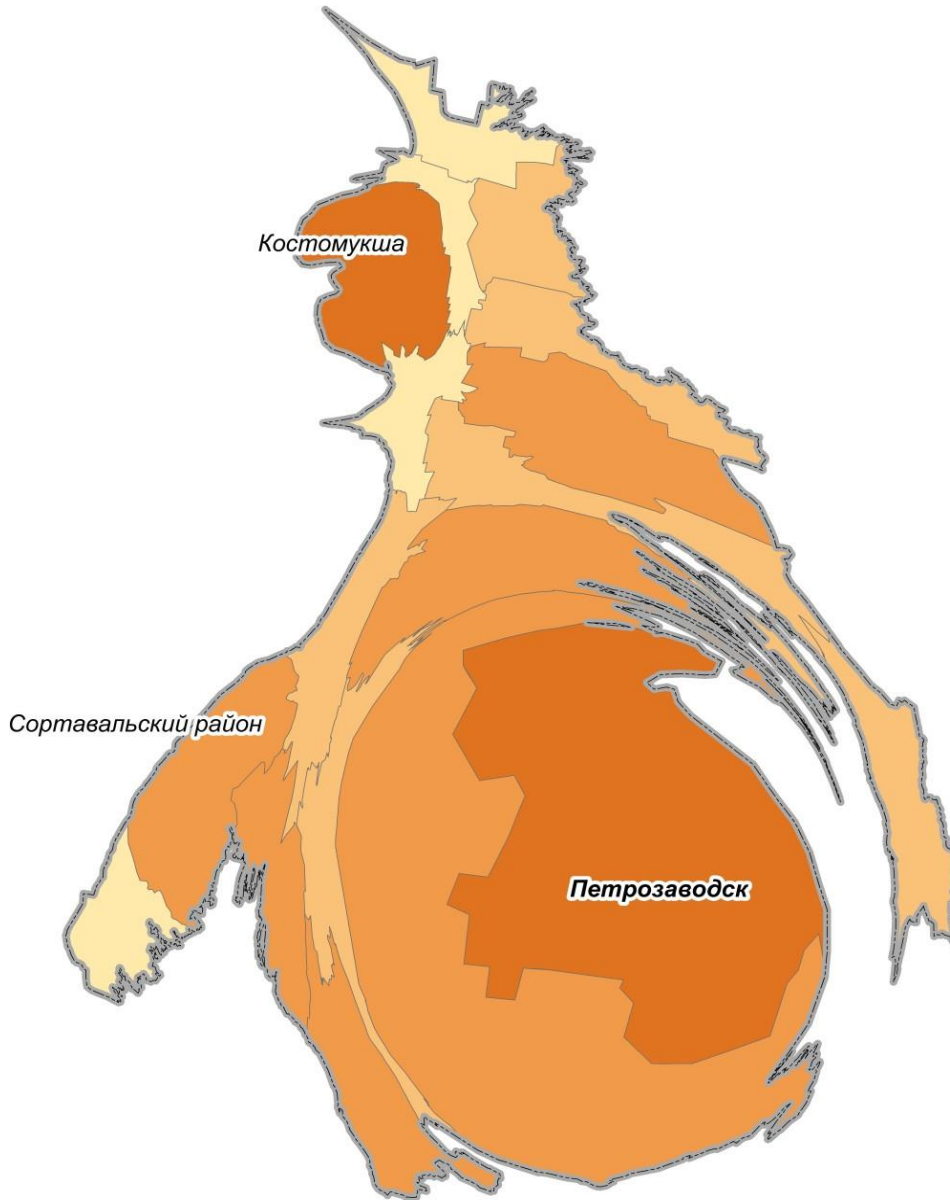


Figure 5. Migration population growth in the Republic of Karelia

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Анаморфоза Республики Карелия по численности населения в 2017 г.



Figure 6. Population concentration in the Republic of Karelia

At the same time, since 2018, the concentration of the population in the capital has increased by 6.5 percentage points. The high concentration is due, among other things, to higher wages in Petrozavodsk - it is about 20 - 30% higher than the average for the region (according to Kareliastat data on large and

medium-sized organizations - by 6%).

The demographic burden in the region is 783 people of non-working age per 1,000 people of working age, which is significantly higher than the national average (740 people in 2019). The decline in the share of the younger generation and the growth in

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the number of older people in the labor force worsens the structure of the labor market.

Thus, the Republic of Karelia is distinguished by its unique geographical position and rich natural and cultural potential for the development of industries and services, including creative industries and tourism, but, like many northern regions of Russia, it is characterized by the inaccessibility of many territories, unfavorable climatic conditions and unfavorable demographic trends, which limits, and often makes impossible, the development of the modern economy (Figure 7).

1. Growing tension in the social sphere, high public debt of the Republic of Karelia and slowdown in economic growth due to the deterioration of the macroeconomic environment, the development of crisis phenomena in the economy and changes in tax legislation.

2. The current structure of the gross value added and the structure of the use of the gross regional product of the Republic of Karelia does not allow providing the necessary conditions for entering the trajectory of sustainable economic growth.

3. Unstable dynamics of industrial production combined with the absence of positive changes in the structure of gross value added and the structure of industry.

four. The current structure of employment of the population and the lack of highly productive workers in the sphere of material production in the Republic of Karelia causes high budget expenditures and rather low labor productivity indicators.

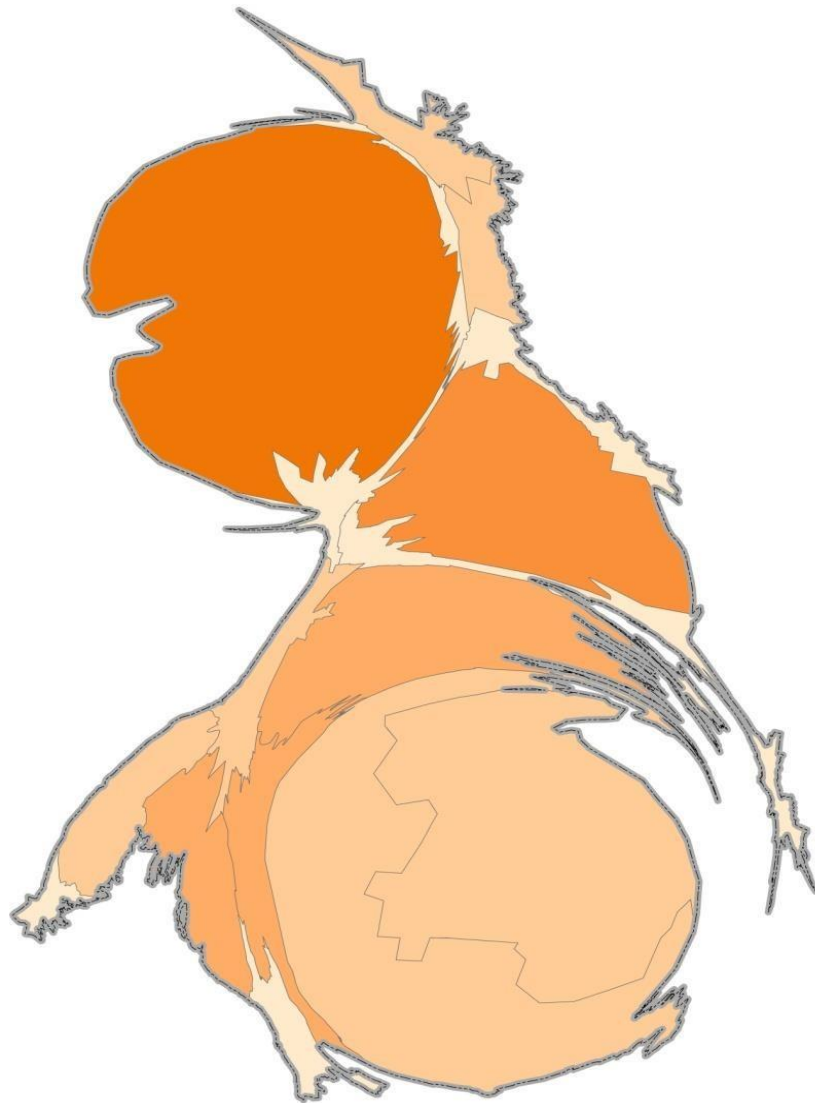
5. Decrease in production volumes and unstable situation in the field of agriculture, combined with high positive dynamics of development of the economic complex.

6. Decrease in production volumes, unstable situation and growth of spatial heterogeneity in the forest complex of the region, combined with a high level of demand for timber (forest resources).

7. Preservation of high spatial heterogeneity of the economic complex of the Republic of Karelia, concentration of production in monospecialized settlements.

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Анаморфоза Республики Карелия по промышленному производству в 2014-2017 гг.

○ 25 млн рублей

Отгружено товаров собственного производства, выполнено работ и услуг собственными силами (без субъектов малого предпринимательства), тыс. рублей на душу населения

более 3000,1
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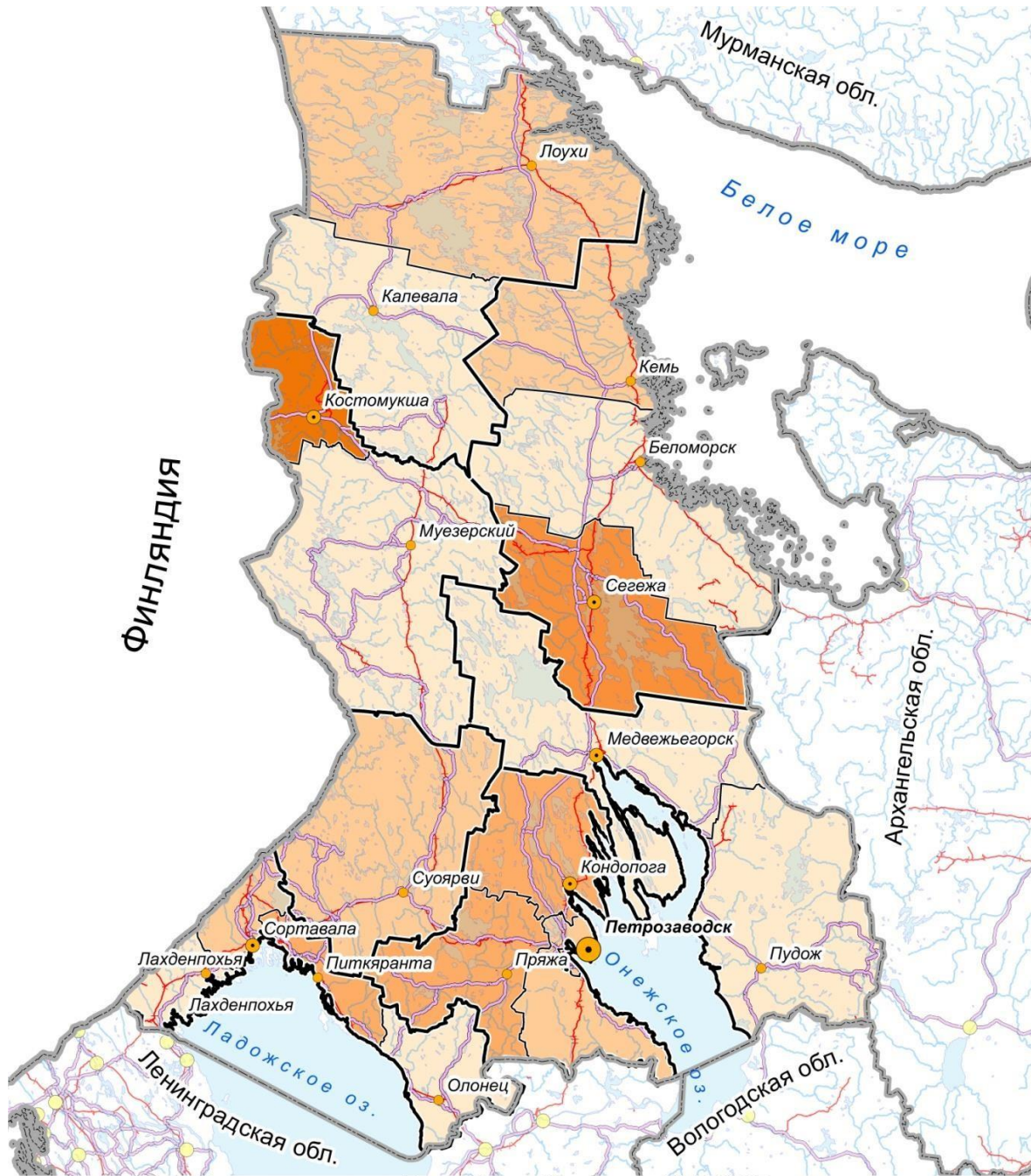
Figure 7. Concentration of industrial production in the Republic of Karelia

The high share of single-industry towns in the volume of industrial production and the total

population is one of the key socio-economic features of the Republic of Karelia (Figure 8).

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Промышленность Республики Карелия в 2014-2017 гг.
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более 3000,1
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менее 500,0

Центры МО

●	менее 12 000 чел.
●	12 001 - 50 000 чел.
●	50001 - 100 000 чел.
●	более 100 000 чел.

Прочие обозначения

—	автодороги	~	реки
—	ж/д	~	водоемы
●	города		

Figure 8. Industrial production in the Republic of Karelia

As of the moment of inclusion in the list of mono-profile municipalities of the Russian Federation (Decree of the Government of the Russian Federation

dated July 29, 2014 No. 1398-r).

The high spatial heterogeneity of the economic complex will continue in the future, as in general there

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is a similar spatial structure of the distribution of investments. At the same time, the Petrozavodsk urban district, the most attractive municipality in terms of the concentration of highly qualified personnel and the most technologically advanced industries, accounts for only 24% of investments in the region.

To solve the problems associated with the development and diversification of mono-profile urban settlements, the following priority areas of activity are considered: the development and implementation of measures aimed at stimulating entrepreneurial activity and supporting small businesses, creating favorable conditions for attracting investment and organizing new industries on the territory of single-industry towns (including through the formation of investment sites provided with infrastructure, the creation of territories of advanced socio-economic development, industrial parks, the use of unused industrial sites, etc.), improving the comfort of living in single-industry towns and developing social infrastructure facilities.

In the Strategy-2020 - 2035. was approved:

1. Strengthening the role of the Republic of Karelia as a border region in the northwest of Russia in the economic, scientific, technical and cultural interaction of Russia with the countries of northern Europe and the European Union.

2. Modernization of the social sphere and the accumulation of human capital, ensuring high standards of human well-being.

3. Development of civil society and public-private partnership, ensuring the constitutional rights of citizens, social well-being and harmony in society.

4. Technological modernization and diversification of the economy, increasing the competitiveness of the republic based on the development of traditional and innovative sectors, taking into account the trends of the world economy and the growth of domestic consumption.

5. Formation of efficient markets for land and property, creation of conditions for increasing the investment attractiveness of the republic and the development of entrepreneurial activity.

6. Modernization of infrastructure and improvement of the spatial organization of the republic, concentration and distribution of future resources across the territory.

7. Improving the system of state management of the development of the republican economy and social sphere.

8. Strengthening the image of the Republic of Karelia as a Russian region with a developed information space and civil society, attractive for living, cooperation and investment.

In general, the following conclusions can be drawn regarding the implementation of the Strategy 2020-2035.

First, in the field of creating a positive

investment image, the target indicators of the Strategy-2020 in terms of total investment in fixed assets per capita have not been achieved. The dynamics of the physical volume of investments in fixed capital indicates the inertial trends of investment activity in the republic. The region remains in 61st place in terms of investment potential in the Russian Federation, and 72nd in terms of investment risk.

Secondly, in the field of creating conditions for the development of an innovative economy, the Republic of Karelia retains its middle position among the constituent entities of the Russian Federation. Karelia has an innovative potential corresponding to its level of socio-economic development. According to some indicators of the research sector, the republic is ahead of neighboring regions; in general, Karelia is characterized by positive dynamics in this area.

Thirdly, the goal of diversifying the economic sector of the region's industrial specialization through the creation of competitive industry clusters has not been achieved. The structure of the industrial sector of the Republic of Karelia has practically not changed.

Fourthly, the sphere of the timber industry complex is one of the most successful in terms of the achievability of the stated goals. The development of the timber industry complex was associated with an increase in the depth of timber processing, the integrated use of forest products, and the solution to the problem of a lack of raw materials.

Fifth, the lack of large-scale federal assistance has affected the unsatisfactory state of affairs regarding the construction of new roads and the repair of existing ones, however, in general, the volume of cargo transportation by road has been maintained. Due to the deterioration of relations with the European Union since 2014, the Republic of Karelia has lost part of its border potential. Nevertheless, the Republic of Karelia remains one of the most significant regions providing international relations of the Russian Federation.

Sixth, in the sphere of housing and communal services, the expected results were not achieved. According to the results of diagnostics of the socio-economic development of the region, it was revealed that the state of the housing stock and communal infrastructure in the Republic of Karelia is still characterized by a high level of depreciation of fixed assets, a low capacity utilization rate, a high level of energy consumption and large energy losses, and a lack of a consistent technical policy for energy saving.

Seventh, negative demographic trends were underestimated in the social sphere, which significantly affected the excessive optimism of the planned indicators. Due to this, the target indicators of annual population growth (over the past years there has been a decrease in the population of the region), the total birth rate and mortality rate have not been met. There is a steady trend of migration outflow from the region. At the same time, the situation has

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improved in terms of reducing infant mortality, the provision of preschool educational institutions. There is a steady decline in the number of students in secondary specialized and higher educational institutions.

Thus, to assess the level of implementation of the Strategy-2020 - 2035. can be considered as average, which was largely influenced by system-wide restrictions, macroeconomic and demographic trends in Russia, as well as the deterioration of foreign economic relations between the Russian Federation and a number of foreign countries. In addition, a comprehensive mechanism was not formed in Karelia, coordinated in terms of tasks, resources and deadlines for the implementation of production, economic, organizational, economic and other measures that provide an effective solution to the systemic problems of the Republic of Karelia, state efforts to ensure economic growth and strategic unity were not coordinated. in decision-making at all levels of executive power, new methods and tools for enhancing business activity have not been developed.

The main elements that form the internal potential of the socio-economic development of the Republic of Karelia are the following:

- the presence of a significant operational reserve of natural resources (mineral, forest, biological water, land, fuel and energy, tourist and recreational), which can be additionally involved in economic turnover;
- the presence of large industrial enterprises with serious technological competencies and significance in international and Russian markets, with a high potential for expanding and increasing production volumes, creating new jobs, developing cooperation with small businesses;
- the presence of a sufficiently large number of potential investment sites such as Greenfield and Brownfield, as well as unused agricultural land that can be used to form attractive investment sites;
- economic and geographical advantages, expressed in a convenient transit location, proximity to the capacious consumer market of the St. sea way and railway way;
- historically high civil and entrepreneurial activity of the population, which can be enhanced by the development and implementation of measures aimed at encouraging and supporting public initiatives, the development of small and medium-sized businesses;
- a relatively high level of development of information and communication infrastructure in Petrozavodsk and the concentration of competencies for training specialists in this area;
- a high level of development of the scientific and educational complex (including universities, secondary vocational educational institutions, scientific organizations), which is the

basis for the preparation and provision of existing and new enterprises with highly qualified personnel, as well as for the development of innovative activities;

- high national - cultural, historical and spiritual potential of the Republic of Karelia, the presence of a large number of historical and cultural monuments.

The use of the existing internal potential for the socio-economic development of the Republic of Karelia is associated with a number of restrictions that can be removed due to the development and implementation of a set of relevant measures and projects:

- growing demographic load, decrease in the number and density of the population, the outflow of young people and university graduates, increased migration outflow of the most qualified personnel abroad, to St. Petersburg and Moscow, a decrease in the quality of migration inflow to the region;
- insufficient development and unsatisfactory quality of transport infrastructure in municipal districts in the Republic of Karelia, a high level of depreciation of the main objects of transport infrastructure of republican and local significance;
- an increase in the volume of generation of production and consumption wastes with a low level of their utilization and processing, poor quality of drinking water and water treatment in a number of settlements of the Republic of Karelia;
- high tariffs for connection to networks in the presence of a shortage of energy capacities in a number of municipal districts of the Republic of Karelia, low level of gasification;
- high level of deterioration of housing and communal, road infrastructure in most urban and rural settlements of the Republic of Karelia, low availability of social infrastructure facilities in remote settlements, as well as low comfort of the urban environment;
- weak technological development and a high level of depreciation of the industrial infrastructure of a number of enterprises and industries, which necessitates their modernization;
- the presence of mono-profile municipalities with a high risk of worsening the socio-economic situation.

An analysis of the main trends and problems of the socio-economic development of the Republic of Karelia, an assessment of the potential and limitations of its use made it possible to identify the following main disproportions and imbalances in development:

- territorial unevenness of development: growing disproportions in the level and dynamics of the socio-economic development of individual municipalities, the difference in the level and quality of life in urban and rural areas;
- concentration of the population and labor force: an increase in the concentration of the

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population and economic entities in the city of Petrozavodsk, combined with the acceleration of depopulation processes in remote parts of the republic, the formation of a trend towards the formation of a monocentric region;

- growing competition for young professionals and qualified personnel from the city of Moscow, St. Petersburg, the southern regions of Russia in terms of advantages in the quality of life, opportunities for self-realization, the comfort of the urban environment, the quality of leisure;

- imbalance between the needs of the regional labor market and the profiles of training in organizations of higher and secondary vocational education, as well as between the requirements of employers for the quality of vocational training and the capabilities of educational institutions;

- imbalance in terms of a high level of development of science and education, on the one hand, on the other hand, insufficient interaction between educational, scientific organizations and organizations in the real sector of the economy;

- maintaining a high level of public debt and restrictions on the introduction and use of tax incentives for business and entrepreneurship, if it is necessary to implement an active investment policy and search for opportunities to provide state support for investment and entrepreneurial activities;

- the high role of small business and tourism in creating new jobs and ensuring self-employment of the population with a large share of the shadow sector in these areas of activity;

- digital divide - the presence of settlements that are not provided with cellular communications and / or access to the information and telecommunications network "Internet" with a general high development of information and communication infrastructure in large cities;

- the presence of great opportunities for the development of border trade and foreign economic activity while maintaining and tightening economic and other sectoral sanctions by foreign states.

The main opportunities for removing the above-mentioned restrictions and disproportions of development include:

- ensuring the planned volumes of financing of the federal target program "Development of the Republic of Karelia for the period up to 2020" and the implementation of the activities planned in it from the budget of the Republic of Karelia;

- expanding the participation of the Republic of Karelia in federal government programs, the federal investment program with the concentration of resources and attention on several breakthrough infrastructure, economic and social projects that can provide a serious multiplier effect for the Republic of Karelia, including in the development of single-industry towns, rural areas, development of the Arctic

territories, etc.;

- active use of new instruments of state support and development of certain territories, including the creation of territories, advanced socio-economic development, industrial parks and other tools.;

- rebooting industrial and innovation policy, combined with the development of new forms and instruments of state support for investment projects, the creation and improvement of the efficiency of regional development institutions;

- development of interregional and international cooperation in terms of the implementation of integrated projects of environmental and tourism orientation, including interregional projects related to the development of tourism on the Ladoga and Onega lakes, the White Sea and the Solovetsky archipelago, projects for the development and development of territories that are part of the Arctic zone of the Russian Federation and others projects.;

- attracting resources of cross-border and interregional cooperation at the federal, regional and local levels for the socio-economic development of the territory, using the potential of cross-border cooperation programs between Russia and the European Union, their implementation;

- implementation of major infrastructure projects, including the modernization and development of the Petrozavodsk (Besovets) airport, the modernization and construction of seaports, the modernization of transit railway and automobile federal routes to Murmansk and the Republic of Finland, the use of the potential of the Belkomur project, the development of energy infrastructure and gasification, etc. .;

- a radical improvement in the quality of the regulatory environment and an improvement in the investment climate, the removal of administrative barriers and administrative pressure on small and medium-sized businesses, the creation of favorable institutional conditions, the development of a special infrastructure to support entrepreneurship;

- overcoming the trend towards a decrease in the share of the younger generation and an increase in the share of older people in the labor force through the implementation of measures to retain qualified young personnel in the region;

- implementation of advanced urban planning practices and approaches to the development of the urban environment, improving the quality of the urban environment, public spaces to improve the comfort of living in order to preserve and increase human capital, reduce population migration;

- integrated development of the scientific and educational complex, aimed at the formation of high-tech entrepreneurship and the preservation of highly qualified personnel, the formation of science-intensive services in the city of Petrozavodsk in the

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field of health care, recreation, information technology;

- technological modernization to increase the depth of processing of raw materials and the production of finished consumer products by attracting, implementing and supporting investment projects aimed at creating the production of new types of products with high added value from local raw materials;

- the formation of industry clusters (timber industry, fisheries, tourism, scientific and educational, etc.) due to state support measures and stimulation of cooperation processes and the organization of joint ventures, which will increase the intensity of resource use, the competitiveness of products and services, and will also allow to concentrate production in the region chains and the added value they generate;

- creation of conditions for the formation of the Republic of Karelia as a center of ecological and health tourism of all-Russian significance, the preservation of biodiversity and natural landscapes, the involvement of specially protected areas and objects of regional significance in the development of the tourism sector in the republic;

- promotion and implementation of environmental programs aimed at the development of separate waste collection, plastic recycling, the

introduction of "green technologies" in industry, the development of waste processing enterprises, the development of water treatment infrastructure, and improving the quality of drinking water;

- reducing the energy deficit of the territory by supporting the development of alternative and renewable energy, including small hydropower plants, the development of wind energy, bioenergy based on the use of local bioenergy resources (including wood waste), solving problems of tariff setting (last mile and cross-subsidization) to launch projects in areas of alternative energy and their development and support;

- organizing the supply of products to retail chains of large cities and agglomerations of the country focused on healthy and environmentally friendly food products, promoting products of Karelian manufacturers based on the formation of a unique trademark and the creation of a single regional distributor to ensure their sale in other regions of Russia and abroad.

The SWOT strategy matrix (Table 1) presents the main strategies that will take advantage of the region's strengths and opportunities to mitigate threats and eliminate weaknesses in socio-economic development.

Table 1. SWOT Analysis Strategies Matrix

SO (using strengths to increase opportunities)	comprehensive development of the scientific and educational complex, aimed at the formation of high-tech entrepreneurship; formation of industry clusters; infrastructure development to enhance inter-regional and international cooperation; support for entrepreneurial initiative to form new points of growth; use of natural and historical and cultural heritage to increase tourist attractiveness;
ST (using strengths to reduce threats)	increasing the depth of processing, modernizing the main enterprises to reduce the impact of the global economic situation; comprehensive development of the scientific and educational complex, aimed at retaining highly qualified personnel; introduction of eco-technologies at the main enterprises; reducing the energy deficit of the territory by supporting the development of renewable energy;
WO (overcoming weaknesses and exploiting opportunities presented)	attracting investments by radically improving the quality of the regulatory environment and improving the investment climate; diversifying the economy, solving infrastructure problems and developing entrepreneurship with the help of new state support tools; reducing migration outflow through the development of health care and education systems, improving the urban environment; introduction of information technologies and technologies of lean production in the municipal economy;
WT (weakness minimization to reduce threats)	reducing the share of the shadow economy to increase the sustainability of the entire economy; increasing revenues of regional and municipal budgets by optimizing tax incentives, reducing the share of the shadow sector, increasing the efficiency of using state and municipal property and land resources, and attracting investments; implementation of the latest urban planning practices and approaches to the

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development of the urban environment to improve living comfort, preserve and attract human capital; introduction of advanced environmental technologies.
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PEST analysis

1. political factors.

Successful implementation of the Decree of the President of the Russian Federation dated May 7, 2018 No. 204 "On the national goals and strategic objectives of the development of the Russian Federation for the period up to 2024" will lead to:

- to tighten environmental policy and environmental legislation, which will contribute to the modernization of existing industries and improve the environmental situation in the Republic of Karelia;
- to increase the independence of regional and municipal budgets, increase the share of taxes received by regional and municipal budgets through changes in tax and budget legislation;
- to reduce long-term risks in the economy, increase the investment attractiveness of the economy due to the implementation of policies in the field of judicial and law enforcement systems.

2. Economic forces:

- development of export activities due to the diversification of supply lines and the lifting of economic sanctions;
- possible lifting of counter-sanctions by the Russian Federation, which will lead to increased competition in Russian markets, including agricultural products;
- significant dependence of the development of individual municipalities on the development of the St. Petersburg agglomeration, the development of labor migration;
- low growth rates of real incomes of the population, which negatively affects the development of small and medium-sized businesses.

3. Social factors:

- reduction in the share of the economically active population, growth in the demographic load;
- increase in the retirement age;
- the growth of social tension in some municipalities due to the lack of conditions for self-realization of the population, access to high-quality social services, lack of transport links and communications;
- development of programs for international and interregional cooperation of the territories inhabited by the Finno-Ugric group of peoples.

4. Technological factors:

- introduction of modern technologies of digitalization and robotization of production, which can lead to an increase in technological unemployment, an increase in the proportion of the population that is poorly involved in modern economic processes;
- federal measures to increase labor

productivity may also have a negative impact on the unemployment rate in the Republic of Karelia; the development of high-speed public transport systems will lead to an increase in agglomeration effects and an increase in economic growth rates.

The Republic of Karelia, in comparison with other regions of the Russian Federation, has a relatively high human potential, a developed scientific and educational complex, and a unique economic and geographical position. At the same time, there is a tendency to reduce the population, the movement of residents from hard-to-reach regions to the capital of the republic, as well as a tendency to outflow of the most qualified personnel from the region. The loss of human capital is due to fundamental conditions and restrictions for development. In addition, it is worth noting the significant infrastructural problems of development, including the underdevelopment of transport accessibility of individual settlements and communications in them.

The strategy is being implemented in three stages.

The first stage (2021-2025) is the creation of basic conditions for the sustainable development of the Republic of Karelia. Priority is given to the development of engineering, energy, transport infrastructure, communications, i.e. in general, the creation of basic conditions for the formation of a sustainable development model. In addition, social infrastructure will be developed, conditions will be provided for improving the quality of healthcare, education, including additional education.

An important element of the regional economic policy will be the creation of the necessary conditions (legal and organizational) for increasing investment and the development of new industries and sectors of the economy, new industrial policy instruments and measures will be implemented to diversify the economy of single-industry towns, to increase the competitiveness of local producers, the volume and list of measures of state support for entrepreneurship. A special place in regional policy will be given to reducing the state debt of the republic and bringing it into line with the requirements of the Budget Code of the Russian Federation.

The results of the implementation of the first stage of the Strategy (under the forced scenario) will be:

- achievement of the GRP of the Republic of Karelia in 2021 of the value of 327 billion rubles;
- increase in investments in fixed capital up to 65 billion rubles;
- increase in life expectancy by 2 years (up to 72.5 years); reduction of emissions of pollutants into the atmosphere by 8%;
- reduction in the proportion of drinking water

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samples that do not meet the standards from 30 to 15%;

increase in the area of protected areas up to 2.45% of the total area of the territory of Karelia; growth in the number of persons accommodated in collective accommodation facilities, up to 590 thousand people (now - 414.6 thousand people);

the growth in the share of small and medium-sized businesses in the GRP of the region will increase to 29.3%;

growth in the share of small and medium-sized businesses in employment to 31.2%;

an increase in the share of high-tech and knowledge-intensive sectors of the economy in GRP to 17.8%, an increase in exports of non-commodity non-energy goods to 673 million US dollars.

The second stage (2026 - 2030) is the formation of a new development model for the Republic of Karelia based on the principles of sustainable development, the implementation of the provisions of the Decree of the President of the Russian Federation of May 7, 2018 No. 204 "On the national goals and strategic objectives of the development of the Russian Federation for the period up to 2035".

At the second stage, the "decoupling" of bottlenecks in the engineering, transport, energy infrastructure, and communications system will continue. The formation of the basis of the transport framework of the republic will take place, all settlements of the region will be provided with transport communications (including public transport). In the sphere of industrial and investment policy, the measures, the implementation of which was launched at the first stage (diversification, cluster policy, "reset" of industrial policy), will be scaled up and refined. Particular attention will be paid to expanding state support for inter-industry and intra-industry cooperation between enterprises and increasing the efficiency of production clusters as tools for concentrating production chains and added value in the territory of Karelia.

In the social sphere, the implementation of the policy of introducing digital technologies will continue. The quality of social services is provided at the level of the best Russian practice, queues for kindergartens have been completely eliminated, including for children aged 0-3 years. All target values of the Decree of the President of the Russian Federation dated May 7, 2018 No. 204 "On the national goals and strategic objectives of the development of the Russian Federation for the period up to 2025" will be achieved, including within the framework of national projects in the areas of "demography", "health", "education", "housing and urban environment", "ecology", "safe and high-quality roads, labor productivity and employment support", "science", "digital economy", "culture", "small and medium-sized businesses and support for individual entrepreneurial initiative", "international

cooperation and export".

The results of the implementation of the second stage of the Strategy (under the forced scenario) will be:

achievement of the GRP of the Republic of Karelia in 2035 of the value of 400 billion rubles;

increase in investments in fixed capital up to 87 billion rubles; increase in life expectancy to 74 years;

reduction of pollutant emissions into the atmosphere by 17% compared to the level of 2017;

reduction in the proportion of drinking water samples that do not meet the standards to 3-5%;

increase in the area of protected areas up to 2.56% of the total area of the territory of Karelia; growth in the number of persons accommodated in collective accommodation facilities, up to 847 thousand people;

growth in the share of small and medium-sized businesses in the region's GRP to 35.5%; growth in the share of small and medium-sized businesses in employment to 36.2%;

an increase in the share of high-tech and knowledge-intensive sectors of the economy in GRP up to 20%, an increase in exports of non-commodity non-energy goods to 870 million US dollars.

The third stage (2031-2035) is the implementation of the sustainable development model, improving the quality of life, a breakthrough in the development of human capital sectors. It is planned to scale up the best experience of social policy, introduce a human-oriented and environmentally oriented approach to economic development. Lean production technologies will be introduced in all municipal and regional institutions, including healthcare institutions. Environmentally friendly technologies will be widely used in industry. Urban districts will be developed taking into account the principles of creating a modern humanistic urban environment. Emergency repairs in housing and communal services will be replaced by planned ones, all bottlenecks in the infrastructure (transport, energy, engineering, communications) will be eliminated.

In the Republic of Karelia, modern mechanisms for managing the region will be implemented, the most advanced practices of public participation, mechanisms of direct democracy and digital technologies of smart cities will be introduced. The Republic of Karelia will receive an investment grade credit rating.

The results of the implementation of the third stage of the Strategy (under the forced scenario) will be:

achievement of the GRP of the Republic of Karelia in 2025 of the value of 500 billion rubles; increase in investments in fixed assets up to 120 billion rubles;

increase in life expectancy up to 80 years;

reduction of pollutant emissions into the atmosphere by 30% compared to the level of 2018;

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achievement of a 100% share of drinking water samples that meet the standards; increase in the area of protected areas up to 2.7% of the total area of the territory of Karelia; growth in the number of persons accommodated in collective accommodation facilities, up to 1,500 thousand people;

growth in the share of small and medium-sized businesses in the region's GRP to 37%; growth in the share of small and medium-sized businesses in employment up to 40%;

increase in the share of high-tech and knowledge-intensive sectors of the economy in GRP up to 25%;

increase in exports of non-commodity non-energy goods up to 1100 million US dollars.

In the long-term development of the region, three main scenarios can be distinguished: conservative (inertial), targeted, forced (federal).

The implementation of the scenarios depends primarily on the general economic and political situation in Russia and abroad, the positioning of the Republic of Karelia at the federal level (the scale of initiation of projects by the Republic of Karelia at the federal level, the amount of funding under the federal target program "Development of the Republic of Karelia for the period up to 2020 years"), as well as the degree of implementation of key measures of the federal socio-economic policy, including Decree of the President of the Russian Federation of May 7, 2018 No. 204 "On the national goals and strategic objectives of the development of the Russian Federation for the period up to 2025", measures in the field of development human capital, investment attractiveness, environmental and infrastructure development.

The conservative (inertial) scenario assumes gradual changes in the socio-economic development of the republic, the main parameters of competitiveness will change inertially, including due to the influence of external market factors (preservation of the economic sanctions regime), maintaining the structure and volume of federal support, including the Federal Target Program "Development of the Republic Karelia for the period up to 2025". The federal targeted program itself will be successfully completed, but the likelihood of its continuation after 2025 is assessed as low.

In general, almost the entire "development budget" of the Republic of Karelia will be directed to the implementation of the Decree of the President of the Russian Federation of May 7, 2018 No. 204 "On national goals and strategic objectives for the development of the Russian Federation for the period up to 2025", ensuring the stabilization and balance of the budget system republic, including servicing and reducing the public debt, as well as leveling the possible consequences for the budget of the republic due to possible changes in the system of interbudgetary relations.

The trends of depopulation and monocentricity will continue, although their acceleration will not be recorded, including due to the action of external factors characteristic of most regions of Russia, the implementation of individual federal policy measures. The city of Petrozavodsk will continue to be the key economic center of the republic, whose economy will remain predominantly raw materials and old industrial, with a characteristic low rate of renewal of fixed assets, the use of production technologies of the third and fourth modes.

The Republic of Karelia will continue to inertially lose human capital, this will be partially offset by the influx of personnel for individual investment projects. The development of the economy will follow an inertial model with the preservation or slight growth of extra-budgetary investments in fixed assets. However, their volume will only make it possible to ensure the reproduction of retiring fixed assets and compensate for the decline in their value.

The target scenario assumes the focus of regional policy on solving priority socio-economic problems in such a way that at the first stage the necessary conditions and incentives are created to accelerate the socio-economic development of the Republic of Karelia, at the second stage - to completely eliminate the factors that force the population to leave the region.

The development budget of the Republic of Karelia after 2025 will be based on the approved new FTP after the implementation of the FTP "Development of the Republic of Karelia for the period until 2035", which will allow focusing efforts not only on solving the priority tasks set in Decree of the President of the Russian Federation dated May 7, 2018 No. 204 "On the national goals and strategic objectives of the development of the Russian Federation for the period up to 2025", but also on the elimination of individual bottlenecks in all priority areas of development of the republic - in the social sphere, engineering and transport infrastructure, in the field of environmental development, scientific and technological sphere and etc.

The main infrastructure problems of the republic, including a modern transport system and a communication system (mobile communications and the Internet in all settlements), are expected to be resolved by the end of the 2020s as the level of federal support increases, including within the framework of projects co-financed from the regional budget, attracting extrabudgetary funds.

The key points of growth in the field of economic development will be small and medium-sized investment projects implemented using targeted state support tools, as well as using new and existing industrial policy mechanisms: benefits and forms of support for advanced social and economic development areas (PSEDA), industrial park services, programs to support development institutions of the

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Russian Federation, cluster policy mechanisms within the framework of TASED. A separate point of growth will be small and medium-sized businesses, including high-tech ones. The main increase in the number of new jobs will be provided through the development of mass entrepreneurship, including tourism, hotels and restaurants, trade and services, as well as through the development of social services and health improvement.

In the social sphere, it is planned to create conditions for ensuring a high level of quality of life, the introduction of advanced technologies in healthcare (including digital), ensuring the availability of additional education for children, preschool education. Active support of scientific and educational institutions will continue, conditions will be created to increase the global competitiveness of the scientific and educational sector of the Republic of Karelia. The Republic will retain the status of one of the major Russian centers of science and education.

The Republic of Karelia will use the spatial potential of individual territories. For each territory, smart specialization projects will be identified, a unique role in the socio-economic system of the Russian Federation and the region will be identified, taking into account the diversity and specifics of the available resources. This approach will make it possible to diversify the policy towards municipalities and use the natural advantages of the Republic of Karelia in the diversity of resources and potential of individual territories over other regions of the Russian Federation.

The accelerated (federal) scenario will be implemented in conjunction with the ongoing socio-economic policy at the federal level, including the implementation of measures by the Decree of the President of the Russian Federation of May 7, 2018 No. 204 "On the national goals and strategic objectives of the development of the Russian Federation for the period up to 2025 year", development strategy of the North-West Federal District. The scenario is based on a possible change in federal policy aimed at increasing the share of taxes received by regional and municipal budgets and increasing the independence of regions and municipalities.

The accelerated scenario implies going to the federal level with initiatives and launching large-scale (flagship) projects of federal significance, positioning the Republic of Karelia as one of the best regions of

Russia in the environmental sphere, tourism, science and education, as well as production technologies. The credit rating of the region will improve significantly.

When implementing this scenario, it is supposed to solve the main infrastructure problems of the region, including the construction of large linear facilities, energy infrastructure, transport and communications infrastructure. After the successful implementation of the FTP "Development of the Republic of Karelia for the period up to 2020", it is possible to approve a new FTP after 2020 and a significant increase in the participation of the region in the implementation of federal target and investment programs.

The Republic will be transformed in terms of indicators of the quality of life of the population and the value of leisure, the creation of a humanistic urban environment in urban districts, new jobs, the transition to a model of sustainable environmental and economic development. The role of the republic as a center of ecological and health tourism in Russia, as well as a center of science and education of the North, an original and diverse, dynamically developing region with traditional and high-tech industries, is growing.

The region will be aimed at building a new quality of growth based on a new technological paradigm, involving the deep processing of resources, the use of renewable energy sources and waste-free production. A model of sustainable development will be formed, which implies a harmonious and interconnected ecological, social and economic development, which will make it possible to meet the needs of future generations, preserve and expand ecosystems, and move from a model of consumption growth to a model of sustainable growth in the quality of life.

Among the key measures of economic policy, one can single out measures to support the diversification of the economy of single-industry towns, the intensification of international and interregional cooperation, the development and implementation of new forms of state support for investors, the creation and functioning of development institutions (regional industrial development fund, cluster development centers), support for small and medium-sized businesses.

Key target indicators for the implementation of the forced development scenario are presented in Table 2.

Table 2. The main target indicators for the implementation of the Strategy under the forced scenario

No. p/p	Index	2021 year	2025 year	2030 year	2035 year
1	2	3	4	5	6

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	GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
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1.	The share of motor roads of regional or intermunicipal significance that meet regulatory requirements in the total length of motor roads of regional or intermunicipal significance (relative to their length as of December 31, 2020), percent	32	41.0	50.0	70.0
2.	Number of gasified settlements	25	67	125	270
3.	Gross regional product, billion rubles	255	328	400	500
4.	The volume of investments in fixed assets, bln. rubles	41.7	64.9	86.9	120.0
5.	The volume of exports of non-commodity non-energy goods, million US dollars	473.1	673.00	870.00	1100.00
6.	Creation of new jobs in single-industry towns not related to the activities of city-forming enterprises, units	n.a.	5577	9101	20000
7.	Share of high-tech and knowledge-intensive activities in GRP, percent	16.6	17.8	19.9	25.0
8.	Share of small and medium enterprises in GRP, percent	20	29.3	35.5	37.0
9.	Number of persons accommodated in collective accommodation facilities, thousand people	414.6	589	847	1500
10.	The volume of housing construction, thousand square meters m per year	222.3	260.0	290.0	460.0
11.	The share of drinking water samples that do not meet the standards in the total number of samples, percent	30	15	3	0
12.	Life expectancy at birth, years	70.7	72.5	74.0	80.0
13.	The share of residents of the Republic of Karelia systematically engaged in physical culture and sports in the total number of citizens, percent	36.6	46.5	55.0	58.0
14.	Share of the population with incomes below the subsistence level in the total population, percent	17.3	11.9	8.4	5.0
15.	The share of citizens participating in solving issues of urban environment development in the total number of citizens, percent	0	22.5	30.0	60.0

The target scenario sets the necessary conditions for the implementation of the catch-up development model. The main scenario is a forced (federal) scenario, within which the targets of the Decree of the President of the Russian Federation dated May 7, 2018 No. 204 “On the national goals and strategic objectives of the development of the Russian Federation for the period up to 2025” and other targets are laid down.

Strategic goal:

improvement of transport, engineering, housing and communal infrastructure as a necessary condition for the development of the economy and the social sphere, increasing the level of economic connectivity of the territory.

Key Findings:

increase in the quality of engineering infrastructure in the Republic of Karelia, including transport and energy;

reduction of territorial differentiation of transport and energy supply of municipalities;

reduction in the death rate due to road traffic

accidents.

The task is to develop and improve the network of public roads, ensuring safe and uninterrupted passenger and freight transportation, increasing the availability and quality of transport services, population mobility, and introducing the principles of zero tolerance for road accidents. Main activities:

increasing the indicators of the transport and operational condition of public roads of regional and local importance;

- elimination of unsatisfactory road conditions that cause a decrease in the average speed of movement on public roads of regional significance and the occurrence of traffic accidents;

- attraction of funds from the federal budget for the implementation of measures for the development of road infrastructure;

- increasing the efficiency of the use of funds allocated for the maintenance and repair of roads of regional and local significance in the Republic of Karelia;

- introduction of modern technologies to

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increase the overhaul life of roads and artificial structures, including the restoration of road surfaces using recycling technology;

- continuation of work on the transfer to federal ownership of roads owned by the Republic of Karelia (Kochkoma - Tiksha - Ledzero - Kostomuksha - state border, Petrozavodsk - Oshta, Medvezhyegorsk - Tolvuya - Velikaya Guba - Oyatevshchina, etc.);

- construction of modern bridge crossings instead of wooden ones on public roads of regional and intermunicipal significance, reconstruction of bridge crossings that are in disrepair;

- allocation of subsidies from the Road Fund of the Republic of Karelia to co-finance the expenditure obligations of local governments for the repair of roads and bridge structures in order to improve the condition of local roads in the settlements of the republic;

- creation of modern pedestrian crossings (illumination, zebra, ease of use for pedestrians, etc.) through highways that are in federal and regional ownership, including, if necessary, the installation of traffic lights;

- increase in the number of automatic photo and video systems for fixing traffic violations, including driving into oncoming lanes, monitoring compliance with high-speed traffic, etc., primarily in the most dangerous places in accordance with traffic accident statistics;

- construction of service infrastructure on highways owned by federal and regional authorities (emergency call points, places for recreation);

- development of an action plan to expand the network of forest roads in remote areas at the expense of investors and the federal center;

- reconstruction of the bus station in the city of Petrozavodsk and the backbone network of bus stations of the Republic of Karelia;

- optimization and expansion of the inter-municipal route network of public transport, taking into account the opinion of the population, taking into account the opinion of residents in the construction of new public transport stops;

- renewal of the public transport fleet of republican and municipal motor transport organizations that carry out regular and route transportation of passengers;

- introduction of the principles of zero tolerance for road accidents (creation of additional islands of safety, organization of calm traffic streets, reduction of the maximum speed for vehicles within settlements to 50 km per hour, creation of additional ground pedestrian crossings, etc.).

The task is to develop the railway infrastructure, ensure transit functions, and assist in the development of public passenger transport. Main activities:

- reconstruction of buildings and

structures of the station complex, reconstruction of the railway infrastructure of Petrozavodsk;

- supporting the maintenance of existing volumes of suburban passenger traffic;

- improving the quality of the provision of services for the carriage of passengers by rail;

- development of the East-West transit direction in the Republic of Karelia, taking into account the prospects for the construction of the Belkomur railway.

The task is the development of civil aviation, the organization of transportation routes in regional and interregional directions. Main activities:

- implementation of the investment project “Construction of facilities on the territory of the civil sector of the airport “Petrozavodsk” (Besovets)”, which provides for the construction of a new terminal building;

- development of regular flights with Moscow, remote regional centers of the Northwestern Federal District, as well as with Helsinki and Lappeenranta to provide transit air transportation;

- reconstruction of a network of landing sites in the Republic of Karelia;

- development of air transportation on local airlines;

- increase in the volume of air transportation of passengers on the route Petrozavodsk - Moscow.

The task is to participate in the implementation of federal projects in the field of water transport, infrastructure modernization. Main activities:

- assistance in the construction of ports on the White Sea, including in the cities of Belomorsk and the city of Kemi (the settlement of Rabocheostrovsk), the reconstruction and construction of mooring walls; expanding the geography of passenger transportation routes by water transport and providing regular flights on the most popular routes;

- inclusion in the federal agenda for the development of the Northern Sea Route, projects for the construction of satellite ports on the territory of the Republic of Karelia;

- reconstruction and development of facilities of the White Sea-Baltic Canal;

- support for the development of high-speed water transport along the Onega, Ladoga lakes, the White Sea (to Solovki);

- promoting the development of tourist water routes;

- assistance in attracting investments and allocating investment quotas for the modernization and expansion of the fishing fleet;

- development of search and rescue infrastructure.

The task is to increase the availability of natural gas in the Republic of Karelia. Main activities:

- construction of gas supply infrastructure facilities;

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- increasing the capacity of the gas infrastructure to 100 km of distribution street network;
- gasification of individual settlements (taking into account the efficiency of supply by other sources of energy), consideration of the issue of providing natural gas to the residents of Petrozavodsk;
- increasing the level of gasification of Lahdenpohk and Sortavala districts; construction of the gas pipeline branch Volkhov - Segezha - Kostomuksha;
- increase in social benefits for certain categories of citizens when connected to the gas infrastructure;
- intensification of the implementation of the principles of sustainable development and green technologies in the industry (2nd, 3rd stages of the implementation of the Strategy).

The task is to develop the energy infrastructure, including the construction of hydroelectric power plants, the implementation of projects in the field of heat supply and the power grid. Main activities:

- construction of network infrastructure facilities, including the 330 kV Ondskaya - Petrozavodsk overhead line;
- completion of construction of small hydroelectric power plants Beloporozhskaya HPP-1 and Beloporozhskaya HPP-2 with an installed capacity of 49.8 MW;
- introduction of public-private and municipal-private partnerships in the construction and reconstruction of small hydroelectric power plants and local sources of energy supply;
- promotion of simplified technological connection to power grids, including within the framework of investment projects;
- promoting the development of renewable energy;
- introduction of energy-saving technologies, primarily in state and republican institutions, as well as at enterprises providing housing and communal services to the population;
- development of electric grid facilities and heat supply networks, modernization of obsolete infrastructure, reduction of the level without accounting consumption;
- attraction of private investors on the basis of concession agreements in order to modernize the heat supply system;
- assistance in the development and modernization of the electric grid economy, increase in generating capacities;
- assistance in the transfer of a part of thermal power facilities (networks) to biofuel;
- carrying out work to pay off the debts of individuals and legal entities for the relevant services of natural monopolies.

Development of housing and communal and engineering infrastructure and networks.

The task is to modernize the system of water supply, sewerage and treatment facilities, the introduction of the latest technologies in housing and communal services. Main activities:

- assistance in the reconstruction of sewage treatment facilities, storm sewers, modernization of water supply systems in the settlements of the Republic of Karelia, including the reconstruction of storm sewers in the city of Petrozavodsk;
 - attracting investments in the construction of sewage treatment facilities in the cities of Belomorsk, Medvezhyegorsk, Kemi, Pudozh, p.gt. Kalevala and urban settlement. Louhi (2nd, 3rd stages of the implementation of the Strategy);
 - modernization of water supply systems, replacement of obsolete infrastructure, construction of new water supply systems for territories allocated for the development of low-rise housing construction for large families and the disabled;
 - providing high-quality housing and communal services to the population of the Republic of Karelia, increasing the availability of housing and communal services, including the provision of clean drinking water to all settlements in the region;
 - development of public-private and municipal-private partnerships in order to modernize the systems of housing and communal services, water supply, sanitation;
 - introduction of a modern system of separate collection of waste, including municipal solid waste (hereinafter referred to as MSW) and hazardous waste generated by the population, construction of waste collection and sorting points for recycling;
 - application of renewable energy technologies in the water supply system (2nd, 3rd stages of the implementation of the Strategy).
- The task is to develop infrastructure and increase the availability of communication and communication services, to ensure the accelerated introduction of digital technologies in the economy and the social sphere. Main activities:
- creation of a sustainable and secure information and telecommunications infrastructure for high-speed transmission, processing and storage of large amounts of data, accessible to all organizations and households;
 - organization of activities for the construction of new networks based on the technology of fiber-optic communication lines;
 - providing access to the information and communication network "Internet" for remote settlements of the Republic of Karelia;
 - creation of conditions for the construction of mobile communication facilities on federal and regional roads in the territory of the Republic of Karelia;
 - replacement of switching automatic

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telephone exchanges with digital automatic telephone exchanges in the regions of the Republic of Karelia;

- continued development of high-speed access to the information and telecommunications network "Internet" based on 4G LTE technology and local improvement of communications, taking into account the growing need of the population of the republic for high-quality mobile access to the information and telecommunications network "Internet" and various services based on it;

use of renewable energy sources at substations (2nd, 3rd stages of the implementation of the Strategy).

Strategic goal:

creating new jobs, increasing investment attractiveness, pursuing a cluster policy, developing traditional industries and services, creating conditions for the development of new industrial clusters.

Key Findings:

- growth of GRP, growth of real per capita income;
- increasing the investment attractiveness of the Republic of Karelia, increasing investment in fixed capital in GRP;

- formation of new high-tech and knowledge-intensive industries, increasing their role in the economy of the Republic of Karelia;

- diversification of the economy of the Republic of Karelia, reduction of territorial differentiation of investment attractiveness.

The task is to form a cluster of deep wood processing, to concentrate on the territory of the Republic of Karelia the elements of value chains in the timber industry, to strengthen cooperation ties between enterprises, to develop a raw material base, to further deepen processing and comprehensive use of forest resources. Main activities:

- building cooperation links between loggers, processors, scientific and educational organizations to increase the degree of use of forest resources, develop new products, increase the possibilities of coordinated supplies;

- widespread introduction of a model of intensive use and reproduction of forests;

- reduction in the rates of payment for a unit of forest resources in the Karelian forest tax district;

- updating information on the state, structure, reserves and use of forests in the State Forest Register, carrying out forest management work on forest plots not involved in economic turnover;

- development of an action plan to expand the network of forest roads in remote areas at the expense of investors and the federal center;

- support for the integrated use and processing of forest resources, the implementation of the "Zero Waste" concept;

- support for the processing of timber industry waste through the development of wood chemistry, the production of biotechnological products, the

production of fuel chips and pellets;

- support for the introduction of new advanced technologies and systems for planning and managing production at the enterprises of the timber industry complex; development of new technologies - production of glued beams, etc.;

- support for promising investment projects aimed at modernizing production in the pulp and paper industry, woodworking, and logging;

- development and approval of an action plan ("road map") to increase the volume of use of wooden housing construction products;

- development and market promotion of traditional wooden housing construction technologies;

- strengthening support for the export of deep woodworking products with high added value.

The task is to increase the efficiency of extraction and processing of raw materials, to stimulate the production of new building materials, including through the processing of mining waste.

Main activities:

- development of an action plan to reduce the cost of transporting building materials both within the Republic of Karelia and to key markets, including reducing the tariff distance for the transportation of non-metallic building materials from the Republic of Karelia to the Moscow region;

- updating measures to support the modernization of production, the introduction of new technologies aimed at increasing the competitiveness of products of existing enterprises;

- implementation of all legislative norms in the field of ecology, reclamation of depleted deposits, gradual transition to environmentally friendly technologies;

- support for the introduction of advanced technologies and systems for planning and managing the extraction and processing of raw materials at the enterprises of the mining complex;

- support for the formation of sustainable cooperative ties between mining enterprises, processors, construction and scientific organizations;

- geological study, exploration and industrial development of new mineral deposits (in particular, the Bratskoye deposit in the Medvezhyegorsk region), the creation of industrial facilities on their basis;

- support for the development of natural stone processing and the production of facing building materials with subsequent entry into the markets of large agglomerations;

- support for the development of soapstone processing and the production of heat-saving building materials, environmentally friendly heating devices (stoves, fireplaces) and heat accumulators on its basis, with subsequent entry into foreign markets;

- support for the development of the production of new types of products and composite materials based on mineral raw materials, including

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the production of basalt thread and reinforcement from basalt (roving), mineral-composite powders and additives;

- support for the development of production of road pavements, roofing and insulation materials based on the processing of mining waste and stone processing waste;

- support for the introduction of new environmentally friendly technologies for the reclamation of depleted quarries.

The task is to diversify the economy of the Republic of Karelia by promoting the modernization and development of cooperative ties between large machine-building enterprises, small businesses, scientific organizations and consumers. The development of mechanical engineering largely determines the possibilities for the repair and modernization of equipment in the entire economic complex of the region.

Main activities:

- support for interaction (joint investment projects, procurement, training) between large and small enterprises, educational and scientific organizations to increase the level of localization of final products, increase the technological connectivity of local enterprises;

- creation of a center of competence for foundry production on the basis of Petrozavodskmash Foundry LLC;

- deep modernization and implementation of the Digital Shipyard project at Onega Shipbuilding and Ship Repair Plant LLC;

- support for the creation of production of components for power engineering, machine tool building, engine building;

- promoting the inclusion of local producers in the value chains of companies with state participation;

- support for the development of the most promising areas of shipbuilding: the construction of ships of the port and technical fleet, ships of a mixed class

- "river-sea", wooden shipbuilding, production of small boats from composite materials, etc.;

- support for the development of forestry engineering, including the creation of centers and facilities for the maintenance of forestry equipment, including using the facilities of Onega Tractor Plant LLC;

- development of mechanical engineering and repair facilities for mining equipment;

- support of projects in the field of fire robotics;

- support for the creation of production facilities for medical and sports equipment, equipment for the processing of agricultural raw materials and the manufacture of food products;

- support for the creation of an additive technology center in the region;

- creation of a laser technology center for

energy, forestry, transport engineering and shipbuilding enterprises.

The task is to create a cluster of biotechnologies and pharmaceuticals as a tool for the complex processing of natural raw materials and waste from traditional sectors of the economy, allowing capitalization of unused or poorly used bioresources, by-products and waste, and ensuring the development of remote and sparsely populated areas. Main activities:

- support for small and medium-sized companies, consumer cooperatives engaged in the collection and processing of wild and medicinal raw materials;

- support for the creation of industries for the processing of wild plants, mushrooms, needles, sawmill and woodworking waste;

- creation of the production of feed components based on the processing of waste from the fishery and agro-industrial complexes;

- creation of production of functional food products and dietary supplements for the northern territories;

- assistance in the creation of the production of biocomposites;

- introduction of technologies in the field of reproduction of bioresource potential and increase in the productivity of biological resources;

- search and attraction of investors for the production of pharmaceutical substances, medicines and cosmetics from local wild raw materials;

- support for cooperation (purchases, training, participation in state support) between large and small enterprises, educational and scientific organizations to develop joint products, reduce transport and other costs;

- organization of interaction between scientific, medical, tourist organizations and processors of wild bioresources for the formation of a complex of services and products.

The task is to develop competitive agro-industrial production, taking into account promising factors for the rational distribution of productive forces, the integrated development of rural areas, and the effective use of natural resource potential. Main activities:

- creation of conditions for the development and improvement of the efficiency of agricultural production and products of its processing;

- stimulation of innovative and investment activities, high-tech industries;

- creation of conditions for technical and technological modernization of production;

- preservation of epizootic well-being on the territory of the Republic of Karelia;

- efficient use of agricultural land resources, return to agricultural use of lands that have been retired from circulation, increasing soil fertility;

- land reclamation for agricultural purposes;

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creation of comfortable conditions for living and life in rural areas;

creation of conditions for increasing the share of the economically active part of the rural population, attracting professional personnel;

development of digital technologies in the agro-industrial complex;

promotion of Karelian products in the domestic and foreign markets by creating regional recognizable product brands.

Measures, the implementation of which will ensure an increase in the efficiency of production in the agro-industrial complex, aimed at:

accelerating the pace of modernization of production with the use of modern technical and innovative achievements;

creation and modernization of high-performance jobs;

increase in investment volumes;

increasing the competitiveness and quality of food products.

Measures, the implementation of which will ensure the creation of comfortable conditions for life in rural areas, include meeting the needs of the rural population in comfortable housing, creating favorable infrastructure conditions in rural areas, enhancing the participation of citizens living in rural areas in the implementation of socially significant projects; the formation of a positive attitude towards the countryside and the rural way of life.

Measures, the implementation of which will increase the share of the economically active part of the rural population and attract professional personnel, aimed at:

creation of new jobs within the framework of ongoing investment projects;

involvement of the population (including urban) in farming activities;

development of a multi-level system of agricultural consumer cooperation.

The task is to develop a competitive fishery complex, taking into account the promising factors of the rational distribution of productive forces and the effective use of natural resource potential. Main activities:

stimulation of innovation and investment activities;

creation of conditions for technical and technological modernization of production;

rational and efficient use of aquatic biological resources and increasing the competitiveness of fish products;

promotion of import substitution in commercial fish farming;

development of digital technologies in the fishery complex;

promotion of Karelian products in the domestic and foreign markets by creating regional recognizable product brands.

The prospects for the development of the fishery complex are associated with a more active use of the resources of the White Sea, the introduction of recirculating water supply systems for growing valuable heat-loving species and the year-round production of traditional cold-water aquaculture facilities for the republic, the development of fish processing and the expansion of the range of products, as well as the development of supporting industries and infrastructure (production fish feed, the creation of breeding and genetic centers for fish farming, incubation and rearing enterprises for the implementation of growing planting material).

The task is to create conditions and tools to support new high-tech and knowledge-intensive sectors of the economy by promoting research, innovation and technological entrepreneurship. Main activities:

introduction of an expanded system of measures to support technological entrepreneurship based on the positive experience of other regions, including the introduction of innovative vouchers;

development of a system of measures aimed at attracting investment in science-intensive industries, including the development and adoption of relevant regulatory legal acts and the development of infrastructure for innovation;

study of the issue of creating an information technology cluster;

creation and development of competence centers for the training of specialists in high-tech and science-intensive industries, intensification of interaction with specialized educational organizations;

creation of a system of regional grant support for applied R&D (including jointly with Russian and foreign research support funds), introduction of related grants;

development of a system of measures of social support for young highly qualified specialists, including the provision of housing for them;

further development of the innovation ecosystem (technoparks, business incubators, accelerators, etc.), including through the receipt of federal subsidies;

support for the creation of new companies by students and employees of Petr GU and the Karelian Scientific Center of the Russian Academy of Sciences;

support for the creation of fab labs to improve the technical competencies of citizens, assistance at the initial stage of creating enterprises;

creating incentives for the development of developments in the field of navigation, laser technologies, composite materials, robotics, including through the formation of state and municipal orders, brand promotion, export support;

development of a new regional program "Digital Economy of the Republic of Karelia";

support for the formation of an information

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technology cluster in Petrozavodsk, intensification of interaction with Petr State University, the Karelian Scientific Center of the Russian Academy of Sciences;

implementation of pilot projects within the framework of federal initiatives in the field of import substitution, the introduction of information technologies based on domestic software at the regional and municipal levels;

support for companies specializing in the development of microelectronics, programs for industrial process control systems; support of the Petr GU project "Information technologies and microelectronics - a platform for the formation of new NTI industries and export-oriented industries in the region";

support for the creation and introduction into clinical practice of new biomedical technologies to ensure the health of the population in the Arctic and subarctic zones to minimize the impact on humans of the negative natural factors of the North;

support for the development and implementation of new environmentally friendly technologies of leading scientific organizations in the region;

development of design: preparation of relevant specialties, support for firms, implementation of urban projects, etc.;

support for the creation and development of an interregional network of centers of excellence of flagship universities and enterprises in the field of civil microelectronics and instrumentation, providing a full production cycle from the design of integrated circuit topology to the production of devices based on microassemblies and microsystems.

The task is to meet the needs of the labor market in personnel optimally balanced in terms of quantity and quality, capable of ensuring the further development of the Republic of Karelia, as well as active interaction between the subjects of the labor market and the educational services market in the field of training young specialists, promoting the attractiveness of the labor market and introducing new forms of employment support. Main activities:

formation of a system of methodological and organizational support for increasing labor productivity at enterprises;

formation of a personnel training system aimed at teaching the basics of increasing labor productivity, including through the use of digital technologies and platform solutions;

development of passports for municipalities in the region, taking into account the specifics of local labor markets;

increasing the efficiency of the work of the public employment service; ensuring working conditions that allow employees to maintain their ability to work throughout their professional career;

formation of transparent rules for the functioning of the labor market, regulation of labor relations and

increasing the efficiency of monitoring their implementation;

development of a mechanism for targeted provision of enterprises with turnkey personnel based on cooperation between departments and employers in the field of education and labor;

creation of conditions for attracting foreign labor on the basis of the principle of priority use of regional personnel;

implementation of support measures for families with many children, which involve providing parents with opportunities for training and retraining, employment for work with a flexible schedule;

methodological support of individual development projects aimed at increasing the level of employment of the population (pilot models and territories for the development of rural tourism, handicraft activities, etc.);

connection of new institutions to solve the problems of ensuring employment of the population;

holding congresses of entrepreneurs at the level of municipal districts and urban districts in the Republic of Karelia in order to identify key constraints and problems in staffing;

expansion of forms of support for advanced training of personnel at enterprises;

development of a system of support measures to create high-performance jobs.

The task is to develop and implement modern measures to support small and medium-sized businesses, improve the institutional environment in the field of doing business, reduce the shadow sector in the economy, create conditions for the development of enterprises - from micro to small, from small to medium, create a favorable environment in which profitable business.

Main activities:

development of infrastructure to support small and medium-sized businesses, creation and expansion of existing industrial sites, industrial parks and industrial clusters;

expansion of support measures for young entrepreneurs, expansion of the region's participation in all-Russian and corporate projects and programs to support youth entrepreneurship;

the formation of the Karelian support zone as part of the implementation of the state program of the Russian Federation "Socio-economic development of the Arctic zone of the Russian Federation", which will specialize in technologies in the field of timber and mining, extraction, breeding and processing of bioresources, tourism;

development and implementation of measures to reduce electricity tariffs for small and medium-sized businesses;

expansion of the preferential list of OKVED classes, including types of economic activity, the implementation of which is allowed as a result of the implementation of investment projects at the

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Nadvoitsy TASED;

making a proposal on the creation of TASED "Kostomuksha";

localization of production facilities of foreign companies by embedding small and medium-sized businesses in supply chains;

development of the institution of mediation to solve problematic issues of small and medium-sized businesses;

increase in the financial base of the Fund for the Promotion of Lending to Small and Medium-Sized Businesses of the Republic of Karelia (credit company), expansion of the activities of the Center for Entrepreneurship Support in the Republic of Karelia;

creation of a digital platform focused on supporting the production and marketing activities of small and medium-sized businesses, including individual entrepreneurs;

development of market and fair trade and increase in food security of remote settlements;

raising business awareness of support measures; positioning of the Republic of Karelia as the best place for the realization of creative potential and individual entrepreneurial initiative on the part of the state and society, not only within but also outside the region;

use of property owned by the Republic of Karelia for the purpose of implementing investment projects, public-private partnership agreements;

ensuring the participation of small and medium-sized business support infrastructure entities (hereinafter referred to as SMEs) in the training programs of SME Corporation JSC;

expanding forms of business support when entering markets, placing locally produced goods in chain stores, creating conditions for promoting locally produced products on the consumer market, including those marked with the "Made in Karelia" sign;

introduction of training courses on the basics of entrepreneurship into school curricula and the expansion of information and training of citizens on the basics of entrepreneurship;

expansion of functionality and promotion of the republican Internet portal for SMEs, modernization, improvement and regular updating of existing portals;

ensuring regular interaction with business associations for the joint development of initiatives in the field of supporting small and medium-sized businesses;

ensuring favorable conditions for the implementation of activities by self-employed citizens through the creation of a new taxation regime (based on the experience of pilot regions), which provides for the transfer of information on sales to the tax authorities of the Russian Federation in an automatic mode, exemption from the obligation to submit reports, as well as the payment of a single payment from revenue, including includes insurance premiums;

organizing and holding events within the

framework of international events related to the promotion of entrepreneurship, as well as events encouraging successful results and achievements in business, initial steps in entrepreneurship;

creation of a specialized multifunctional center for business, as well as separate windows for entrepreneurs in existing multifunctional centers;

development of the infrastructure for ensuring industrial growth, including the creation of the Center for Cluster Development of the Republic of Karelia, the Industrial Development Fund of the Republic of Karelia;

formation of a handicraft cluster, support for handicrafts, including the improvement of measures to support small businesses;

development of a "road map" for the development and support of creative (creative) industries in Karelia.

The goal is to develop a highly productive export-oriented sector of the economy and increase exports to \$2.2 billion by 2035. Main activities:

introduction of a regional export standard in the Republic of Karelia;

participation of exporting companies of the Republic of Karelia in the district stages of the all-Russian award in the field of international cooperation and export "Exporter of the Year";

interaction with organizations of the "external contour" of the export support system to promote the products of Karelian manufacturers to international markets;

implementation of activities to support participants in foreign economic activity by the regional center for coordinating support for export-oriented small and medium-sized businesses;

creation of the necessary facilities for the consulting infrastructure to support exports;

participation of exporters in official delegations abroad headed by the Head of the Republic of Karelia or his deputies;

organization of international business days;

promotion of the regional brand "Made in Karelia" in foreign markets; development of an information resource dedicated to the export activities of the Republic of Karelia;

holding events to train novice exporters;

provision in the budget of the Republic of Karelia of financial resources for the operation of the export support system;

providing financial support for export activities, including subsidizing the costs of Karelian exporters for participation in specialized industry exhibition events in Russia and abroad;

organization of mailing to companies from the register of exporters of information messages about events and support measures.

Strategic direction "Development of tourism and hospitality industry". Strategic goal:

preservation of the cultural and historical

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heritage of the Republic of Karelia and the creation of a modern hospitality industry.

Key Findings:

increasing the tourist attractiveness of the Republic of Karelia;

the growth of the tourist flow;

creation of new objects of tourist display;

development of Karelia as one of the leading tourist destinations in the Russian Federation.

The task is the creation and development of tourist infrastructure facilities, the creation of new and the reconstruction of existing display facilities, the introduction of digital technologies in the field of tourism.

The task is to develop and implement a system of measures aimed at increasing the recognition of tourist brands in the Republic of Karelia. The task is to create a single tourism cluster by coordinating the activities of large and small organizations, the formation of interconnected tourist destinations and a single network of routes. The task is to promote the development of various types of tourism to create conditions for multi-format recreation, including event-based, cultural-historical, health-improving, ecological, sports, rural and other types of tourism.

Strategic direction "Sustainable spatial development". Strategic goal:

pursuing a balanced spatial policy aimed at the development of all municipalities in the Republic of Karelia and the creation of a comfortable living environment.

Key Findings:

activation of international cooperation with foreign countries;

increase in interregional projects, including infrastructure, investment, etc.;

improving the balance of development of municipalities, ensuring a new quality of growth of small settlements;

creation of an urban environment comfortable for life, growth in various indices of the quality of the urban environment;

diversifying the economy of single-industry towns;

growth in low-rise housing construction.

The task is to expand cooperation with foreign countries and partners potentially interested in trade, economic and cultural interaction, to maximize the use of the benefits of the border position and accumulated competencies in the field of international cooperation, to ensure good neighborly relations in the European North and in the Arctic. The task is to intensify interregional cooperation, implement joint projects, including taking into account the proximity of the second largest regional market in Russia - the city of St. Petersburg, as well as the active transit role of the republic. Balanced development of municipalities.

The task is to create conditions for a balanced

socio-economic development of municipalities based on targeted, targeted and functional approaches, taking into account the inventory of the existing potential, substantiating priority areas of specialization and using opportunities to attract federal resources.

The task is to carry out a modern urban planning policy focused on creating a humanistic urban environment that is comfortable and safe for people's lives.

The development of digital technologies in the management of the urban environment and the infrastructure of "smart cities".

The task is to integrate digital technologies into urban economy systems and implement the smart city model. The task is to increase the investment attractiveness and comfort of living in mono-profile settlements, create conditions for the diversification of a mono-profile economy and the creation of new jobs. The task is to increase the attractiveness and promote the development of small settlements and rural areas of Karelia, while maintaining their specificity and originality. Strategic direction "Improving environmental sustainability and security"

Strategic goal:

implementation of the value system of sustainable development, green economy, ensuring the reproduction of a healthy population, as well as the growth of life expectancy and quality by solving environmental problems for transmission to future generations.

Key Findings:

increasing the environmental friendliness of the settlements of the Republic of Karelia, including providing access for the inhabitants of the republic to clean drinking water;

transition to sustainable forest management; introduction of renewable energy technologies; introduction of green technologies in industry. The task is to improve the quality of drinking water in settlements and the efficiency of water use in all areas of the economy. The task is to ensure effective reforestation, protect forest ecosystems and promote the expanded reproduction of forest resources.

The task is to develop renewable energy industries, increase the energy efficiency of industries, housing stock and organizations, reduce emissions and improve the environmental situation in the region, and create new jobs. The task is to effectively manage waste, promote the transition to the principles of waste-free production, and reduce the volume of waste generation. The task is to implement the concept of an eco-city in the city of Petrozavodsk, regional centers and single-industry towns of the Republic of Karelia. This implies the transition of cities to an environmentally sustainable development model, which involves minimizing the consumption of resources and energy and emissions into the environment, primarily the city of Petrozavodsk, and

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the implementation of modern environmental policy aimed at preserving natural ecosystems and natural-anthropogenic systems (circular economy).

Strategic direction "Human capital and social sphere". Strategic goal:

ensuring a high quality of life for the population by increasing the availability of high-quality social services, implementing spiritual and cultural development, and achieving interethnic harmony.

Key Findings:

increase in life expectancy;

an increase in the birth rate, a decrease in mortality, including infant mortality;

growing popularity of a healthy lifestyle, an increase in the proportion of the population involved in physical culture and sports;

improving the quality of services provided in the education system (all types of education), the introduction of continuous education technologies;

increasing the availability and quality of health care services, the introduction of modern technologies in health care;

growth in attendance at cultural institutions.

The task is to create conditions for the development of the Republic of Karelia as a scientific and educational center by stimulating and developing the "science-education" system, involving enterprises and organizations in the real sector of the economy in the system of training personnel and conducting research.

Main activities:

providing the Republic of Karelia, the Arctic and subarctic zones of Russia with the necessary professional personnel to increase the competitiveness of the regional and Russian economy;

support for the activities of the Karelian Research Center of the Russian Academy of Sciences and PetrSU as centers for the formation and development of competencies in promising scientific and educational areas, integrators of network interaction with leading foreign and Russian research centers;

assistance in the development of the Petrozavodsk urban district as a model city of the future, a scientific and educational center recognized at the Russian and world level;

support for the advanced development of priority areas of fundamental and applied research, the integration of university and academic science in the region;

support for the introduction of technologies from Petr GU and the Karelian Research Center of the Russian Academy of Sciences into production to modernize traditional industries (forestry, agriculture, fisheries, construction and mining complexes, mechanical engineering, energy) and the formation of new industries (IT, microelectronics, instrumentation) in the region, the creation of regional research and production clusters;

creation of incentives for interaction between scientific, educational and industrial organizations of the republic, including the formation of a plan for research work, the implementation of complex regional projects;

support for the implementation of the development program for the supporting Peter State University to ensure sustainable innovative development of the Republic of Karelia and development programs for other universities and branches, including the development of special educational programs for the needs of the region's economy;

support for the implementation of the development program of the Karelian Scientific Center of the Russian Academy of Sciences, including the development and implementation of a program of innovative and applied research for the needs of the economy of Karelia;

increasing the role of Petr GU as a flagship university of the Republic of Karelia, a university center for innovative, technological and social development of the region;

support for the implementation of applied and fundamental research, the priority project "Universities as centers of innovation creation space", projects of the National Technology Initiative (NTI), the national project "Science" (federal projects "Development of scientific and scientific-industrial cooperation", "Development of advanced infrastructure for conducting research and development in the Russian Federation", "Development of personnel potential in the field of research and development");

formation of an integral system of training and professional growth of scientific and scientific-pedagogical personnel, providing conditions for the implementation of scientific research and development by young scientists, the creation of scientific laboratories and competitive teams;

training and retraining of personnel for high-tech industries: creation of new and modernization of existing educational programs of higher and additional professional education in the field of IT and microelectronics in accordance with the current and future needs of companies;

creation of competence centers for the training of specialists in certain areas in accordance with the needs of the region's economy;

promotion of cooperation between higher educational institutions and scientific organizations of the Republic of Karelia with Finnish and Russian higher educational institutions - new joint programs, participation in the work of clusters, co-financing the creation of innovative infrastructure facilities and infrastructure for supporting small and medium-sized enterprises, participation in research projects for large corporations;

increase in the number of foreign citizens

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studying in educational institutions of higher education and scientific organizations;

promoting the creation of an active community of graduates of higher educational institutions, aimed at developing interregional and international relations of the republic;

implementation of a regional program of internships and training of personnel, development of advanced training and retraining courses in the Republic of Karelia on the basis of local specialized universities and branches;

raising the level of awareness of the population and employers about the current educational programs of state institutions, carried out on a gratuitous basis within their competence;

creation of conditions for the realization of rationalization and inventive potential of the population;

development of entrepreneurial education and mentoring in order to create new jobs and improve the quality of life in small towns and urban-type settlements of the Republic of Karelia;

development of international and interregional student exchange and internships.

The task is to increase the availability and quality of general and additional education.

The task is to increase the availability and quality of vocational education, to ensure continuity of education. The task is to increase the attractiveness of the settlements of the Republic of Karelia for people's lives by increasing the availability and quality of social services, creating conditions for reducing the outflow of young people and qualified specialists, and solving the problem of poverty. Tasks - creation of conditions for increasing the availability and quality of medical care; disease prevention; development, implementation and application of new medical technologies and medicines; preventing the spread of diseases that pose a danger to others. The task is to create conditions that provide ample opportunities for systematic physical education and sports, the growth of achievements of athletes from the Republic of Karelia.

The task is to expand the participation of young people in the socio-economic development of the region, create conditions for retaining young qualified personnel in the Republic of Karelia; improvement and development of forms and methods of work on the patriotic education of citizens.

The task is the development of infrastructure in the field of culture, the modernization of fixed assets, the implementation of organizational measures aimed at improving the activities of cultural institutions.

The task is to preserve and develop ethno-cultural diversity, harmonize national, inter-ethnic and inter-confessional relations and develop inter-ethnic and inter-confessional cooperation. Strategic direction "Effective management: tools for implementation". Strategic goal:

creation of a modern development management system, introduction of advanced practices of public participation, new instruments of tax, budget and investment policy.

Key Findings:

growth of the credit rating of the Republic of Karelia;

increasing the budgetary security of municipalities; creation of an effective system for supporting investment projects; transition to a modern industrial policy;

increase in the efficiency of the work of the executive authorities of the Republic of Karelia.

The task is to bring the strategic planning system of the Republic of Karelia in line with the requirements of the Federal Law of June 28, 2014 No. 172-FZ "On Strategic Planning in the Russian Federation", as well as approved methods and standards.

The task is to create conditions for increasing the investment attractiveness of the Republic of Karelia and simplifying the procedures for supporting the implementation of investment projects.

The task is to create conditions for the formation and development of clusters as networks of interaction between regional and local authorities, large companies, small and medium-sized businesses and the scientific and educational complex. The most promising for the formation of clusters are the timber industry, fishery and tourism complexes, it is also possible to create a cluster for the processing of agricultural and wild-growing raw materials.

The task is to increase efficiency and introduce new methods into the system of state and municipal government, create conditions for the development of public administration and the manifestation of civil initiative. The task is to conduct a balanced tax policy aimed at maintaining an economically justified level of the tax burden, attracting investments and opening new modern industries, stimulating entrepreneurial activity in order to expand the tax base and increase tax potential, and support small and medium-sized businesses. The task is to conduct effective budget consolidation based on prioritization of expenditures that provide the most significant contribution to the achievement of the strategic goals of the socio-economic development of the Republic of Karelia. Maintaining a balanced local budget.

The task is to increase the efficiency of procurement, the effectiveness of meeting state and municipal needs, the openness and transparency of public auctions. The implementation of the Strategy will be carried out through the implementation of investment projects (both at the expense of budgetary and non-budgetary sources), as well as organizational measures.

The main sources of financial support for investment projects are:

federal budget funds;

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funds from the budget of the Republic of Karelia;

funds from the budgets of municipalities in the Republic of Karelia; funds of development institutions;

funds from extrabudgetary funds;
extrabudgetary funds, including in the form of public-private, municipal-private partnerships;

The total volume of expenditures of the consolidated budget of the Republic of Karelia depends on the pace of socio-economic development and, in the basic version of the long-term forecast, is limited to 13.8% of GRP in 2025, 12.9% of GRP in 2030, and 11.7% of GRP in 2035.

Measures for the implementation of the Strategy are supposed to be carried out within the framework of the following state programs of the Republic of Karelia:

1. "Development of education";
2. "Health Development";
3. "Improving the social protection of citizens";
4. "Accessible environment in the Republic of Karelia for 2021 - 2035";
5. "Providing affordable and comfortable housing and housing and communal services";
6. "Promotion of employment of the population";
7. "Development of culture";
8. "Development of physical culture, sports and improvement of youth policy";
9. "Economic development and innovative economy";
10. "Information society";
11. "Development of the transport system";
12. "Development of agro-industrial and fishery complexes";
13. "Reproduction and use of natural resources and environmental protection.";
14. "Energy saving, energy efficiency and energy development";
15. "Development of tourism";
16. "Development of the system of protection of the population and territory from the consequences of emergency situations, prevention of offenses and terrorism";
17. "Development of civil society institutions and development of local self-government, protection of human and civil rights and freedoms";
18. "Effective management of regional

finances";

19. "Formation of the modern urban environment" for 2021 - 2035;

20. "Ethno-social and ethno-cultural development of the territories of traditional residence of indigenous peoples";

21. "Providing assistance to voluntary resettlement to the Republic of Karelia of compatriots living abroad."

The Republic of Karelia is heterogeneous both in terms of physical-geographical and economic-geographical conditions of development. The combination of these conditions makes it possible to identify several types of natural and economic regions that determine the territorial development of the Republic of Karelia in the long term:

1. The city of Petrozavodsk with the Prionezhsky district as the center of the spatial organization of the Republic of Karelia (a developed post-industrial sector of the economy, the main node in the supporting frame of the republic's settlement; the concentration of labor resources and capital).

2. Areas with mixed economic specialization and weak diversification (traditional industries, transport, trade and services): Medvezhyegorsk, Pudozhsky, Belomorsky, Kemsy.

3. Areas with industrial specialization, a predominance of low-tech industries, mono-dependence of the economy of individual settlements: Kondopoga, Suoyarvi, Segezha, Pitkyaranta districts, Kostomuksha.

4. The region with agrarian specialization, where there is a high proportion of people employed in the agro-industrial sector, there are favorable natural and climatic factors for the development of agriculture - Olonets region.

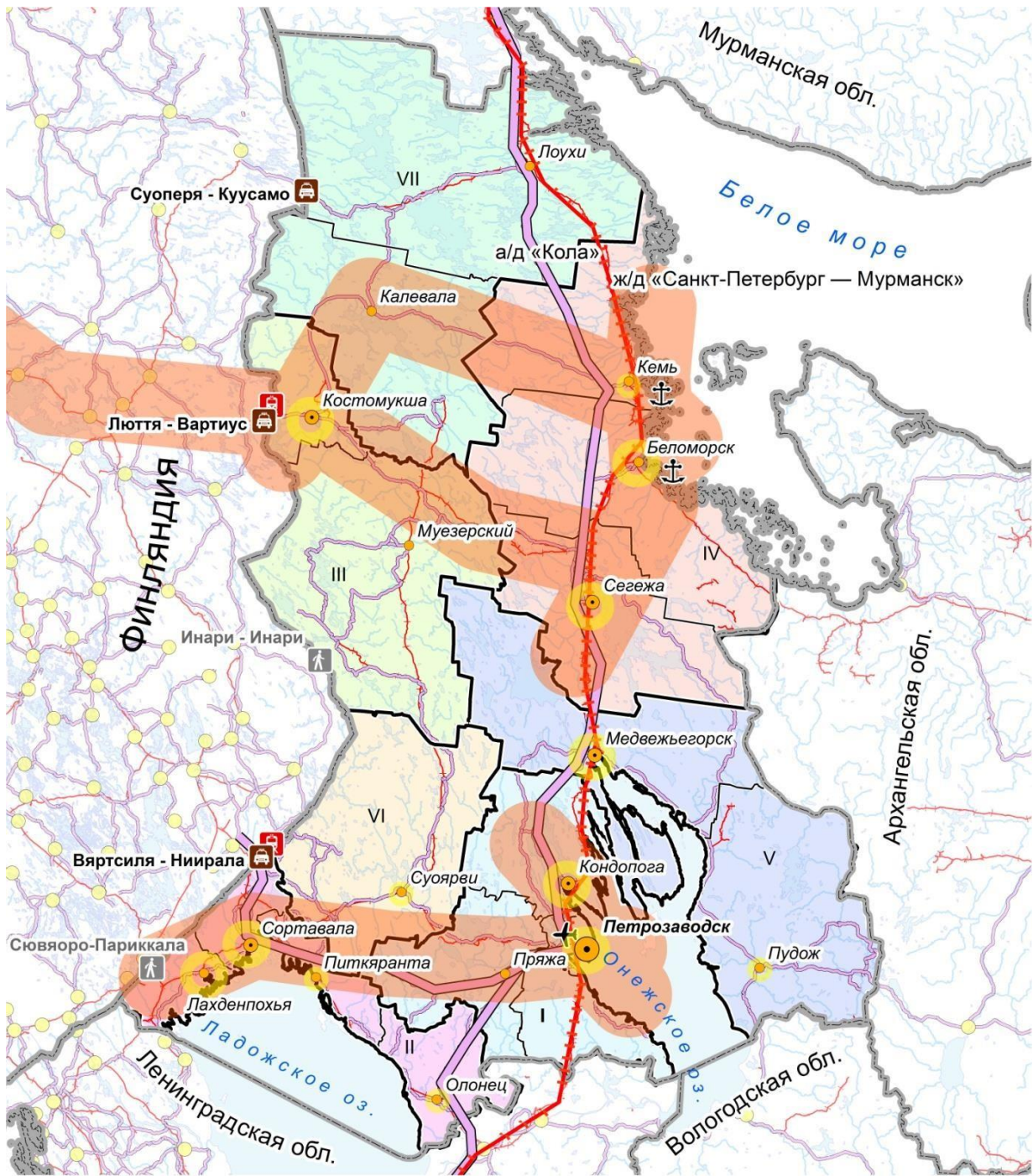
5. Areas with a tourist specialization in the service sector with a gradually decreasing share of industry in the economy: Sortavala, Lahdenpohk district.

6. Areas of resource development in which there is a low population density, a high proportion of people employed in industry (logging, etc.), high rates of migration loss of the population: Kalevalsky, Loukhsky, Muezersky.

Taking into account the existing specialization of territories and connections, the following areas, growth poles and development corridors have been identified (Figure 9, Table 3).

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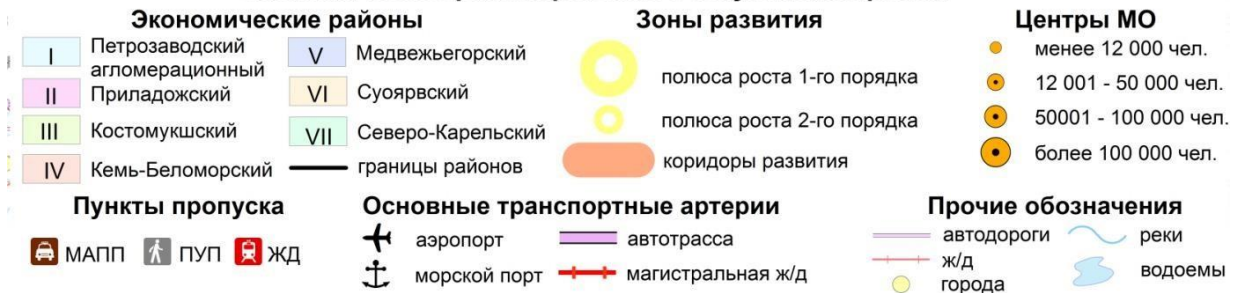


Figure 9. Economic zoning of the Republic of Karelia

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Table 3. Economic regions and main development zones for strategic planning purposes

p/p	Development centers and corridors	Types of development zones	The composition of the zones of concentration of urban activity in the Republic of Karelia				
			Branches of specialization	Promising industrial development	Agro-industrial development	Development of tourism and recreation	Infrastructure development
1	2	3	4	5	6	7	8
I. Petrozavodsk agglomeration district (Petrozavodsk urban district, Kondopozhsky, Prionezhsky, Pryazhinskiy municipal districts)							
1.	Center development Petro-factory and the corridor development Petro-factory - Kondopoga (as part of Petrozavodsky sinter-ational district)	industrial-production venous, technical implementation, scientific production water, researcher-sky park and technopark, service and trade-exhibition	1) machine-structure and metalworking, including instrumentation structure and shipbuilding; 2) woodworking poking industry; 3) industrial construction materials; 4) food industry; 5) light industry	1) mechanical engineering; 2) woodworking: furniture manufacture ; 3) industry building materials: individual frame house building and how consequence , development of auxiliary building construction technologies and industries; 4) development of existing and construction of new food production; 5) development of creative industries and arts crafts	development suburban agricultural complex (pig breeding, greenhouse vegetable growing). Development agroservice node	formation of Petro-factory as a center in Republican tourism system; active involvement cities in international native and federal tourist programs. Creation of modern hotel chain, extension infrastructure service and leisure around recreational areas, architectural and historical monuments	formation of modern interchange transport infrastructure, creation of regional complex transport logistics based Petrozavodsk transport hub. Construction road bypass city of Petrozavodsk. Airport development Petrozavodsk (Besovets)

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1	2	3	4	5	6	7	8
2	Center development Kondopoga, the corridor development Petro-factory - Kondopoga (as part of Petrozavod-sky sinter-rational district)	industrial-production venous, technical innovative	1) cellulose-paper industry 2) mining linen complex; 3) food industry	1) industrial diversification linen production; 2) development of new small and medium productions wood processing and waste of its processing; 3) development of modern production technologies high quality paper products; 4) production development fuel pellets from waste woodworking enterprises to provide local fuel and energy complex alternatives other types of fuel; 5) Expansion available production at the expense taking advantage territorial proximity to Petrozavodsk	introduction of re-new technologies gyi in rural economy. Development farming. Organization agroservice centers, as well as centers for collection and recycling agricultural products. Development commodity fish farming on internal reservoirs - cultivation commodity trout	reconstruction and construction of new hotel facilities networks. The development of sanatorium resort complex, introduction of modern treatment methods and prevention. Development of cultural cognitive, fishing and sports tourism	development transport, communal infrastructure
II. Priladozhsky district (Lakhdenpokhsky, Olonetsky, Pitkyarantsky, Sortavalsky municipal districts)							
3	Sortavala - Lahden-pohya (as part of Attachment-district development)	production venous, service, trade-warehouse , transport	1) industrial construction ny materials; 2) woodworking pocking industry and pulp-paper; 3) food industry; 4) transit and customs service;	1) creation of a special economic zone water and industrial type on the territory of Wärt-silsky urban settlements; 2) development of existing and	development animal husbandry. Organization agroservice centers, as well as centers for collection and recycling agricultural products	reconstruction and construction of new hotel facilities networks. Development of eco-logical and cultural cognitive tourism. Development of fishing	creating a small node transport logistics in Lahdenpoh area near formed MAPP "Syväoro - Parikkala"

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			5) tourism	<p>construction of new food production, incl. outward oriented market;</p> <p>3) modernization existing productions in industry building materials and mining complex;</p> <p>4) development of an integrated waste recycling forest management, and wild plants</p>	<p>tions. Development cultivation fruit- berry crops (Strawberry, cranberry). Development commodity fish farming on internal reservoirs - cultivation commodity trout</p>	<p>and sports tourism. roadside development service. Perfection tourist service, departing on about. Balaam. Stimulation increase tourist flow in Sortavala</p>
4	Olonets - settlement Ilyinsky (as part of Olonetsky district development)	production venous	<p>1) food industry;</p> <p>2) woodworking industry</p>	<p>1) further development food industry in part of the agro-industrial complex of the Republic on intensive introduction of modern processing technologies local agricultural raw materials;</p> <p>2) development of a deeper wood processing;</p> <p>3) development of artistic crafts;</p> <p>4) production development fuel pellets from waste woodworking enterprises to provide local fuel and energy complex alternative species fuel</p>	<p>plant development breeding, cattle breeding. Organization agroservice centers, as well as centers for collection and recycling local wild mushrooms and berries. Development commodity fish farming on internal reservoirs - cultivation commodity trout</p>	<p>reconstruction and construction of new hotel facilities networks. Development of cultural cognitive, fishing, rural tourism. Development of national traditions, crafts, crafts. Preservation of culture folklore festivals and holidays</p>

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5	settlement Salmi - Pitkyaranta – city of Lyaskelya (as part of Attachment-district development)	production venous	1) cellulose-paper industry; 2) industrial construction materials; 3) food industry	1) the development of modern production technologies high quality paper; 2) development Competitiveness local products; 3) development of a deeper wood processing	Implementation advanced technologies. Development predominantly - but the livestock stva. Organization agroservice centers, as well as centers for collection and re-rural work household products. Development commodity fish farming on internal reservoirs - cultivation commodity trout	reconstruction and new construction of facilities hotel chain, tourist bases, campsites and others accommodation facilities. Infrastructure development service and leisure tours national park "Ladoga Skerries". Organization of tourist cal routes on about. Valaam from Pitka-welts	development transport and communal infrastructure
III. Kostomukshsky district (Kostomukshsky urban district, Muezersky municipal district)							
6	growth center - Kostomuksha (Kostomuksh - district development) ; the corridor development Kostomuksha – Belomorsk	technical implementation, tourist-recreational, production naya, service and trade warehouse, transport	1) mining mental complex; 2) tree-processing industry; 3) food industry; 4) transit and customs service; 5) electro-energy and gas industry laziness (development Shtokman Place of Birth)	1) development of the current GOK; 2) development of production food products industry; 3) outputs of producers on international markets for account of the use of benefits nogo territorial accommodation and transport city's position in frontier; 4) development of innovative industries in the field mechanical engineering (including repair and maintenance GOK)	organization centers for collection and integrated recycling local wild mushrooms and berries, creation canning productions and focus on export unique products region. Development suburban agricultural complex. Development commodity fish farming on internal reservoirs-cultivation commodity trout	development tourism, transport and other types of infrastructure in the national park "Kalevala", development tourist complex in the village Voknavolok	creating a small node transport logistics in Costa muksha city district in alignment MAPP "Luttya"

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1	2	3	4	5	6	7	8
IV. Kem-Belomorsky district (Kemsky, Belomorsky, Segezhsy municipal districts)							
7	Kem - Belomorsk (as part of Kem - Belomorsky district development) ; corridors development Kem - city of Segezha; Kostomuksha – Belomorsk	production venous	1) machine-structure; 2) woodworking; 3) logging industry; 4) electro-energy; 5) food industry	1) development of the Kemsky cascade hydroelectric power station; 2) expansion of activities Food Industry; 3) industrial development building materials; 4) development of shipbuilding and ship repair in ports Belomorsk and settlement Rabocheostrovsk	development maritime and oceanic fishing, fisheries on domestic reservoirs, cultivation industrial aquaculture on domestic reservoirs and maritime shelf. Development of commodity fish farming on domestic reservoirs - commercial trout farming. Organization of centers for collection and complex processing of local wild mushrooms and berries, creation of canning production, export orientation unique products of the region. Dairy development pastoralism	reconstruction and construction of new hotel facilities networks. Development of cultural, cognitive, fishing and active aquatic species tourism. Preservation of cultural historical heritage	creating a small node transport logistics based Kemsko-Belomorskaya investment zone. Modernization existing port terminal-infrastructure seaports settlement Rabocheostrovsk and Belomorsk. Development of transport infrastructure Kem - Belomorsk for improvement transport connectivity of the territory
8	Segezha town - Nadvoitsy township (comprising Segezha development area); development corridor Kem - Segezha	industrial and production , technical and innovative, territorial production natural	pulp and paper industry; colored metallurgy; wood processing industry; food industry	modernization of production assets and diversification of industrial products of pulp and paper enterprises, non-ferrous metallurgy, food industry; taking advantage of the advantageous location of the city creates the prerequisites for its orientation towards activities for the	development dairy and milk beef cattle breeding, pig breeding. Organization of agro-service centers, as well as centers for the collection and processing of agricultural products. Development of commercial	reconstruction of objects of the existing hotel chain, construction of new accommodation facilities in the city of Segezha, development of water tourism. Construction of tourist bases on the banks of the White Sea-Baltic Canal.	reconstruction of the White Sea-Baltic Canal. Form-construction of a new transport hub in the village of Kochkoma in the future due to construction of road sections Kochkoma - Onega in composition of the emerging regional corridor Arkhangelsk – Oulu

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				maintenance of the transport system	fish farming in inland waters – cultivation of commercial trout		
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V. Medvezhyegorsk district (Medvezhyegorsk, Pudozh municipal districts)							
9.	Medvezhyegorsk - urban-type settlement Povenets (as part of the Medvezhyegorsk development district)	production	Woodworking industry; food industry	development of the production of fuel pellets from the waste of woodworking enterprises to ensure the local fuel and energy complex alternative fuels; development of art crafts	introduction of advanced technologies . Development of crop production and animal husbandry. Development of a commodity fish farming in inland waters - commercial trout farming	integrated development of tourism potential of Zaonezhie and Segozero. Reconstruction and construction of hotel network facilities in Medvezhyegorsk , tourist bases on the coast of the Povenets Bay, campsites, motels and other facilities accommodation. Preservation of cultural and historical heritage. Development of cultural, educational, fishing and active water tourism. Construction of an international tourist and fishing center in Zaonezhye with the aim of international competitions	development of transport infrastructure in the direction Medvezhyegorsk - Pudozh
10	Pudozh	production	timber and woodworking industry; building materials industry; food industry	modernization of wood processing enterprises; expansion of existing production facilities for the processing of agricultural products; development of the electric power industry; consideration of the issue of development	development dairy and milk meat cattle breeding. Organization of agroservice centers, as well as centers for the collection and processing of agricultural products	reconstruction and construction of new facilities of the hotel chain. Development of the Vodlozero National Park. Construction of a diving center and a tourist complex in the village of Shalsky. Development of ecological, cultural, educational, fishing and other types of tourism	in the future, the integrated development of the Aganozero and Pudozhgorsky deposits, subject to railway construction

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				of mining and metallurgical industries			
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VI. Suoyärvi district (Suoyärvi municipal district)							
11.	Suojärvi (part of the Suojärvi development area)	production	Woodworking industry, including manufacturing cardboard; building materials industry	development of the production of fuel pellets from the waste of woodworking enterprises to provide the local fuel and energy complex with alternative fuels	organization of centers for the collection and complex processing wild-growing mushrooms and berries, the creation of canning industries and export orientation unique products of the region. Development cultivation of fruit berry crops (strawberries, cranberries). Development of commercial fish farming in inland waters - cultivation commercial trout	formation of a tourist infrastructure complex in Suojärvi and in the surrounding area. Organization and development of the national park "Tolvajärvi - Koitajoki"	development of transport and communal infrastructure

VII. Severo-Karelsky district (Kalevsky, Loukhsky municipal districts)							
12.	urban-type settlement Loukhi – urban-type settlement Chupa (Lukhi and Chupinsky development areas)	production	mining complex; building materials industry; food industry	development of existing industries	organization of centers for collection and complex processing of local wild mushrooms and berries, creation of con-server production, focus on the export of unique products of the region.	reconstruction and construction of new hotel chain facilities. Development of diving centers and tourist complex in Chupinskaya Bay	transport infrastructure development

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					Development of commercial fish farming in inland waters - commercial trout farming, development mariculture on the White Sea		
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Conclusion

The implementation of the Strategy is designed to meet the main demographic challenge of the long-term development of the Republic of Karelia. In conditions of rather high mobility of the population, people choose to live in those regions where they can realize their potential. The answer to this should be an appeal to the needs and capabilities of every inhabitant of the Republic of Karelia and positioning the state as an assistant, the role of civil society in governance should be radically changed, mechanisms for effective feedback from residents should be established.

The strategic goal of the socio-economic development of the Republic of Karelia is:

- improvement of transport, engineering, housing and communal infrastructure as a necessary condition for the development of the economy and the social sphere;

- increasing the level of economic connectivity of the territory, which will ensure the growth of the quality of engineering infrastructure in the Republic of Karelia, including transport and energy;

- reduction of territorial differentiation of

transport and energy supply of municipalities.

The Republic of Karelia will be transformed in terms of indicators of the quality of life of the population and the value of leisure, the creation of a humanistic urban environment in urban districts, new jobs, the transition to a model of sustainable environmental and economic development. The role of the Republic of Karelia as a center of ecological and health tourism in Russia, as well as a center of science and education of the North, an original and diverse, dynamically developing region with traditional and high-tech industries, is growing.

The system of 7 strategic directions is linked to 7 long-term strategic goals and is generally aimed at creating conditions for the integrated development of human potential and the consolidation of the population in the republic through providing basic needs in education, healthcare, infrastructure, a favorable environment, jobs, including highly qualified, concomitant development of services and institutions (Table 4).

Table 4. Priority areas and strategic goals of the Strategy

Strategic Direction	Strategic goal
Infrastructure for life	Improvement of transport, engineering, housing and communal infrastructure as a necessary condition for the development of the economy and the social sphere
Development of the economy and entrepreneurship	creating new jobs, increasing investment attractiveness, pursuing a cluster policy, developing traditional industries and services, creating conditions for the development of new industrial clusters
Development of tourism and hospitality industry	preservation of the cultural and historical heritage of the Arctic regions: Yamal - Nenets Autonomous Okrug, Krasnoyarsk Territory, Republic of Sakha (Yakutia), Chukotka Autonomous Okrug, Komi Republic, creation of a modern hospitality industry in the Arctic regions: Yamal - Nenets Autonomous Okrug, Krasnoyarsk Territory, Republic of Sakha (Yakutia), Chukotka Autonomous Okrug, Komi Republic.
Sustainable spatial development	expansion of international cooperation, implementation of a balanced spatial policy aimed at strengthening the economies of municipalities in the regions of the Russian Arctic: the Murmansk region, the Republic of Karelia, the Arkhangelsk region, the Nenets Autonomous Okrug, the creation of a comfortable urban environment, the introduction of new technologies

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Enhancing environmental sustainability and safety	implementation of the value system of sustainable development, green economy, ensuring the reproduction of a healthy population, as well as the growth of life expectancy and quality by solving environmental problems to pass on to future generations for subsequent multiplication of the opportunities that the region currently has
social development	ensuring a high quality of life for the population by increasing the availability of high-quality social services, the implementation of spiritual and cultural development, interethnic harmony
Effective Governance: Implementation Tools	creation of a modern development management system, introduction of advanced practices of public participation, new instruments of tax, budget and investment policy

The implementation of the Strategy is designed to respond to the main demographic challenge of the long-term development of the Russian Arctic regions. In conditions of rather high mobility of the population, people choose to live in those regions where they can realize their potential. The answer to this should be an appeal to the needs and capabilities of each inhabitant

of the regions of the Russian Arctic and positioning the state as an assistant, the role of civil society in governance should be radically changed, mechanisms for effective feedback from residents should be established. Therefore, at the center of the Strategy are people and their well-being.

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