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Article



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PRIORITIES AND GOALS OF LONG-TERM SOCIO-ECONOMIC DEVELOPMENT OF THE ARKHANGELSK REGION AS A REGION OF THE RUSSIAN ARCTIC. Message 2

Abstract: in the article, the authors explored the main directions for the implementation of this Strategy for socio-economic development in the Arkhangelsk region, namely:

increasing the competitiveness of the seaport of Arkhangelsk, including the modernization of existing sea terminals, dredging, the creation of a new deep-water area, production and logistics complexes and access infrastructure, the introduction of coordination systems and digital management of the transport hub;

development of transport infrastructure (railroads, waterways and motor roads) providing a connection between the seaport of Arkhangelsk and the territories of the North-West of Russia, the Urals and Siberia, including the construction of railway sections Karpogory - Vendinga and Mikun - Solikamsk;

development of the international airport of Arkhangelsk;

development of the woodworking industry and the pulp and paper industry, including the formation of a modern full-cycle timber processing complex, as well as the introduction of biofuel production technologies from timber processing waste;

development of a cultural, educational, ethnographic and ecological tourism cluster in the Arctic territories and sea cruise tourism in the Solovetsky Islands.

The development of the territory of the Arkhangelsk region, taking into account the prospects for the development of the Arctic zone and the Northern Sea Route, a competitive regional economy of the international level will be created, which will require significant investments, primarily in infrastructure. Thus, the competitiveness potential of the Arkhangelsk region largely depends on federal plans for the development of its territories.

Key words: Advanced Development Territory, TOR, economic activity, significance, efficiency, socio-economic development strategy, financial condition, sustainable TEP, resources, profit, profitability, priority, preferences, demand, competitiveness.

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Introduction

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Creation of a unified scientific and innovative space on the territory of the Arkhangelsk region for the implementation of complex advanced R&D and their further integration into the production and socio-economic life of the Arkhangelsk region.

Instability of the process of development of science and innovation. In the Arkhangelsk region, there is a trend towards an annual increase in the number of researchers and internal costs for research

and development, while reducing the share of advanced technologies developed. The Arkhangelsk region ranks 49th ("Medium innovators") in the rating of innovative regions of Russia, developed by the Association of Innovative Regions of Russia.

Imbalance between the growth rate of the number of researchers and the staff involved in scientific research. Over the period 2018-2021, the number of research personnel decreased by 6 percent, with an overall increase in the number of researchers by 7 percent (Figure 1).



Picture 1. Number of research personnel, people

The growth in the number of scientific publications of the leading scientific organizations of the Arkhangelsk region: the Federal State Autonomous Educational Institution of Higher Education "Northern (Arctic) Federal University named after M.V. Lomonosov (hereinafter - NArFU), the Federal State Budgetary Educational Institution of Higher Education "Northern State Medical University" of the Ministry of Health of the Russian Federation and the Federal State Budgetary Institution of Science Federal Research Center for Comprehensive Study of the Arctic named after Academician N.P. Laverov of the Russian Academy of Sciences. So, for the period from 2012 to 2016, the number of scientific publications in journals indexed in the Web of Science or Scopus databases, and in

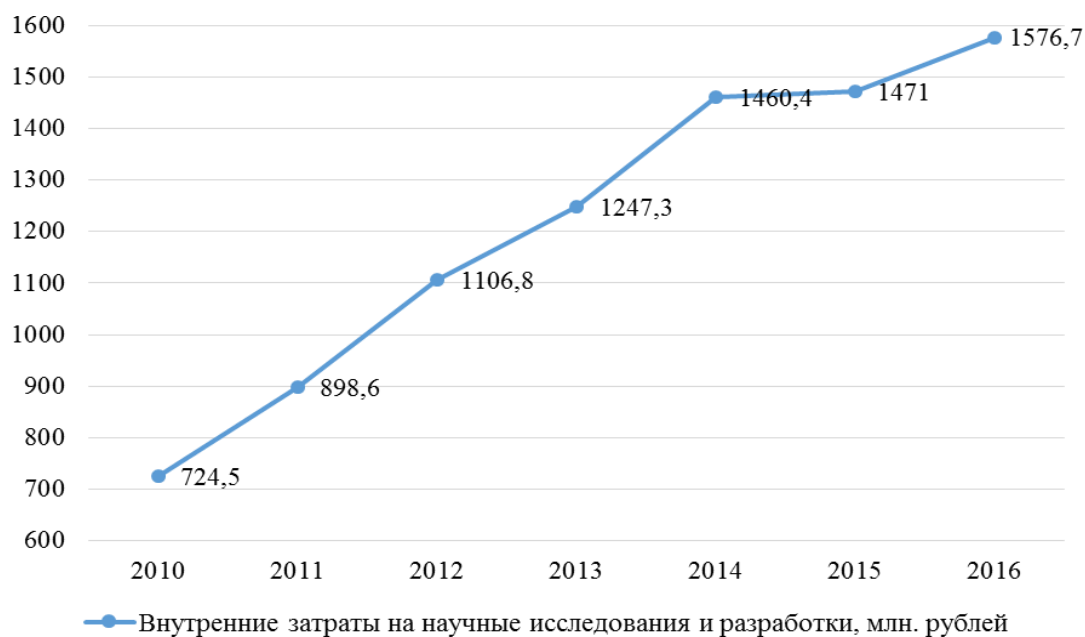
journals indexed in the Russian Science Citation Index,

Rising research and development costs. During the period from 2016 to 2020, the amount of funds allocated to support research and development increased by 469.9 million rubles.

Predominance in spending on internal research and development of technical (57.6 percent) and natural (22.6 percent) sciences. Formation of favorable conditions for the development of innovative and industrial clusters based on the scientific and technological competencies of the Arkhangelsk region, the existing innovation infrastructure and developed sectors of the economy (Figure 2).

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Picture 2. Domestic spending on research and development

Reducing the innovative activity of organizations in the Arkhangelsk region. According to data for 2021, the level of innovative activity of organizations is approximately 2 times lower than the average for the Russian Federation. There is also a trend towards a general decline in innovation activity in the Arkhangelsk region.

Preservation of high innovative potential of research and development personnel. For the period from 2018 to 2021, organizations of the Arkhangelsk region filed a total of 293 patent applications for inventions (180 patents issued) and 183 patent applications for utility models (138 patents issued).

By 2035, a full-fledged research and development market will be formed in the Arkhangelsk region. It will involve all higher education institutions, small innovative companies, large manufacturers, independent developers and government agencies. Demand for developments will be presented by manufacturers from different countries of the world, in a number of markets the inventions of the Arkhangelsk region will take a stable position. First-year students of higher educational institutions will be involved in innovative processes, and an innovative environment will be formed. R&D will begin to play a significant role in the economy of the Arkhangelsk region. Indicators of a high level of innovation activity are the presence of large scientific centers and the forcing of innovation infrastructure. The project provides for the creation of high-tech laboratories,

Creation of high-tech laboratories, testing and research centers that implement their activities in cooperation with public and private enterprises.

Support for technological development and research activities of the NARFU technopark.

Integration of research and development into the activities of functioning cluster formations and the economy of the Arkhangelsk region.

There will be an expansion of research, scientific, practical and innovative infrastructure of the Arkhangelsk region.

Specialized high-tech laboratories and testing centers will be put into operation.

There will be an increase in the number of modern advanced developments in the Arkhangelsk region.

The level of technical equipment of scientific centers will increase.

The scientific, technical and innovative base of the Arkhangelsk region will expand.

Refusal to implement the project may lead to continued instability in the development of innovation activity in the Arkhangelsk region and cause a decrease in innovation potential and the rate of development of science.

Main part

The competitiveness of innovations and individual sectors of the economy is directly related to the level of development of SMEs. The implementation of the project is aimed at developing the innovative potential of the Arkhangelsk region by creating small and medium-sized innovative enterprises, supporting small and medium-sized businesses, as well as stabilizing the transfer of innovations to all spheres of life in the Arkhangelsk region.

Creation of small and medium innovative enterprises, including on the basis of the results of scientific developments of higher educational institutions and scientific organizations.

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Support for the activities of small and medium-sized businesses in the field of research and development, as well as the inclusion of the results of activities in the research base of the Arkhangelsk region.

Ensuring the transfer of technologies and innovations developed and implemented in the Arkhangelsk region by expanding cooperation between business and research centers and transferring these developments to the economy.

Activation of innovative activity of the enterprises of the Arkhangelsk region.

Innovative business will become an integral part of the economy of the Arkhangelsk region, ensuring the transfer of technology and innovation from higher education institutions and research centers to consumers.

The share of SMEs in the market of theoretical and practical research and development will increase.

The level of innovative activity of SMEs will increase.

A model of technology and innovation transfer will be formed.

Refusal to implement the project may lead to a slowdown in the pace of innovative development of the Arkhangelsk region due to the lack of opportunities for technology transfer and a decrease in the innovative activity of SMEs. The development of innovative activities of scientific centers and higher educational institutions located on the territory of the Arkhangelsk region, due to the economic and geographical position, is focused on the Arctic specifics and key industry and scientific innovations. The project is aimed at creating a world-class scientific and educational center in the Arkhangelsk region based on the integration of higher educational institutions and scientific organizations and their cooperation with organizations operating in the real sector of the economy.

Integration of scientific and innovative activities of key scientific centers of the Arkhangelsk region.

Formation of models and mechanisms of scientific and innovative cooperation between leading higher educational institutions of the Arkhangelsk region.

Formation of inter-university centers and working groups, whose activities are aimed at research and development focused on the Arctic specifics.

Support for the transition to digital, intelligent manufacturing technologies, robotic systems, new materials and design methods, the creation of systems for processing large amounts of data, machine learning and artificial intelligence.

Preparation of the basis for the formation of a world-class scientific and educational center (hereinafter referred to as the REC), focused on research and development on activities in the Arctic zone of the Russian Federation.

Organization of the REC of the Arkhangelsk region "Adaptive materials and technologies in the integrated development of the Arctic".

The foundations for the formation of a subarctic scientific zone will be created through the implementation of models of integrated scientific and innovative cooperation between higher educational institutions and the REC of the Arkhangelsk region.

Interuniversity research cooperation will be activated.

Agreements will be signed on cooperation in research and innovation between the leading scientific centers of the Arkhangelsk region.

A model of the organizational structure of the REC will be created on the basis of a consortium of leading scientific organizations of the Arkhangelsk region.

Refusal to implement the project may become an obstacle to the removal of barriers in the implementation of a single purposeful research and innovation activity of the Arkhangelsk region due to the preservation of several unrelated leading research centers conducting research and development on activities in the Arctic zone of the Russian Federation.

Together with the integration of scientific and innovative activities of the key scientific centers of the Arkhangelsk region, it is necessary to increase the general level of specialized industry developments that meet the needs of the development of the economy and society. The implementation of the project will ensure the mutual integration of scientific and innovative activities and will create a qualitatively new level of scientific activity in the Arkhangelsk region.

Development of innovative activities of scientific centers and higher educational institutions located on the territory of the Arkhangelsk region, focused on solving the issues of development of the regions of the Arctic zone of the Russian Federation, and key industry and scientific innovations.

Support for innovative and scientific projects implemented by higher educational institutions located on the territory of the Arkhangelsk region.

Implementation of the goals and objectives of the priority project "Universities as centers of space for creating innovations".

Coordination of innovative developments, taking into account the prospects for the development of priority sectors of the economy.

Regional programs will be developed to support innovative research and development aimed at developing the Arctic zone of the Russian Federation and key sectors of the economy.

Modern research centers will be formed on the basis of higher educational institutions.

The innovative activity of higher educational institutions will increase.

Refusal to implement the project may cause a decrease in the innovative and research potential of

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higher educational institutions and weaken the existing innovation infrastructure in the Arkhangelsk region.

In recent years, there has been an increase in the number of young scientists in the Arkhangelsk region, but the number of innovative developments with the participation of young scientists is not increasing. The fundamental element of the project is the support of young scientists. The project includes the creation of regional competitive programs aimed at conducting research and development by young scientists, the formation of innovative business and the implementation of the goals of federal programs to support scientific research and develop human resources (including the federal target program "Scientific and scientific and pedagogical personnel of innovative Russia").

Creation of regional competitive programs aimed at financial and expert support of R&D of young scientists of the Arkhangelsk region.

Development of innovative business in the Arkhangelsk region.

Implementation of the goals of federal programs to support scientific research and develop human resources (including the federal target program "Scientific and scientific-pedagogical personnel of innovative Russia").

Support for applied scientific research (including those carried out by young scientists) in priority areas of science and technology.

The qualitative indicators of scientific and innovative activity in the territory of the Arkhangelsk region, the share of research and R&D carried out by young scientists will increase.

The innovative potential of the Arkhangelsk region will increase.

The development of the youth scientific personnel reserve of the Arkhangelsk region will be ensured.

Regional programs will be implemented to support applied and theoretical research and R&D, as well as programs to support young scientists.

Refusal to implement the project will entail a decrease in the scientific and innovative mobility of young scientists and specialists, which will lead to a decrease in the innovative potential of the Arkhangelsk region due to the outflow of scientific personnel.

Organization of an efficient and balanced labor market that responds to challenges in a changing environment.

There is an imbalance in the labor market in terms of the professional and qualification composition and the territorial basis. There is a stable shortage of personnel (up to 20 percent) in the healthcare sector for specialists at all levels (doctors and paramedical personnel). A stable shortage of personnel (up to 10 percent) is also noted in the labor markets of skilled workers, especially in the areas of

metalworking and mechanical engineering, construction and installation works.

High unemployment. In 2020, the indicator was 6.4 percent (according to the International Labor Organization (hereinafter referred to as the ILO)), which is 0.9 percentage points higher than the national average. In addition, the Arkhangelsk region has a low employment rate. In 2019, the employment rate was 62.5 percent (average for Russia is 65.5 percent).

Significant human resources. In the Arkhangelsk region, there is an insufficient use of human resources. About 40 percent of women of working age are not employed in the economy of the Arkhangelsk region. More than 52 percent of the unemployed in the Arkhangelsk region are people aged 20 to 39 (the most active part of the population). In addition, the proportion of the rural population in the total number of unemployed exceeds the average figures for the Russian Federation and the Northwestern Federal District (36 percent of the total number of unemployed in the Arkhangelsk region against 34 percent in the Russian Federation and 24.4 percent in the Northwestern Federal District).

Mismatch between supply and demand in the labor market. The Arkhangelsk region has the highest unemployment rate among graduates of 2018-2021 from skilled worker training programs - more than 30 percent, which is 3 times higher than in the Russian Federation as a whole. At the same time, there is a demand for unskilled labor, especially in the housing and communal services sector. The unemployment rate among graduates of mid-level specialist training programs corresponds to the all-Russian indicator.

Negative demographic and migration trends. The number of labor force is decreasing every year (in the period from 2018 to 2021 - by 63 thousand people).

By 2035, a balanced labor market will be formed in the Arkhangelsk region: the Arkhangelsk region will be provided with human resources, taking into account the development of promising sectors of the economy, a comfortable environment will be created for the purpose of continuous education and updating of professional competencies for a person of any profession and a resident of any area of the Arkhangelsk region. Flexible employment conditions will be created for socially unprotected categories of citizens. External investment will provide opportunities and reshape the labor market with a shift in emphasis on the demand for a labor force with high competencies in the field of engineering and environmental technologies.

Automation and optimization will lead to the release of jobs. Specialists will have to be able to adapt to changing conditions, the set of necessary skills required by specialists will change. The key aspect will be the continuous improvement of the qualifications of specialists.

The projects are aimed at ensuring the readiness

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of the labor market for current and future challenges, as well as the most efficient use of labor resources in the Arkhangelsk region.

The project is aimed at reducing unemployment and providing employment for the population of the Arkhangelsk region.

Development of a system of training and retraining of unemployed citizens in connection with employers' requests for professions most in demand in the regional labor market.

Implementation of a set of measures aimed at improving the interaction of state structures with employers through the stimulation of personnel development programs, increasing labor productivity, developing targeted training and advanced training of employees, as well as implementing training and retraining programs for employees at risk of losing their jobs.

Creation of a single open online platform that allows for a full cycle of information, career guidance and employment activities based on a personalized approach to solving the problem of employment and retraining for all residents of the Arkhangelsk region at any age.

Carrying out regular monitoring of the labor market and employment of graduates of professional educational organizations.

Implementation of activities aimed at involving the business community of the Arkhangelsk region in the formation of a forecast of the need for personnel based on the optimal mathematical model for calculating the forecast.

Implementation of programs to promote employment of the population, aimed at stimulating the balance of demand and supply of labor in the labor market.

Creation of favorable conditions for the introduction of the National Qualifications System in key sectors of the economy of the Arkhangelsk region.

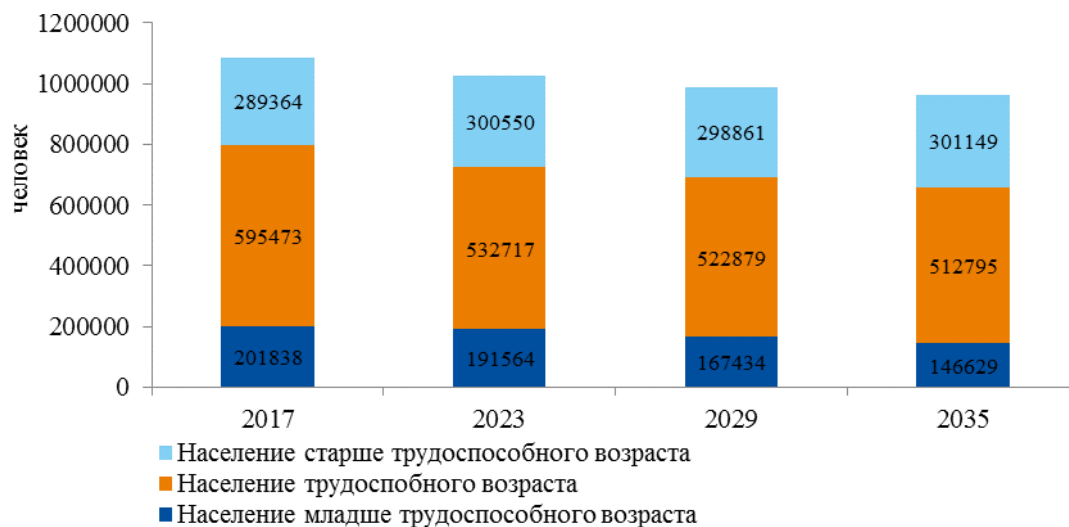
The unemployment rate (according to the ILO) will be minimized.

The number of permanent jobs organized in the field of small business by citizens registered with the employment service will increase.

Reduce tension in the labor market.

The share of the unemployed who have been looking for work for 12 or more months in the total number of unemployed citizens will decrease to 1 percent.

The share of employed citizens in the total number of citizens who applied for assistance in finding a suitable job to the employment service will increase to 80 percent (Figure 3).



Picture 3. Forecast of the able-bodied population of the Arkhangelsk region, people

The abandonment of the project increases the risks of maintaining a structurally unbalanced labor market in the long term, while the high level of the unemployed population will contribute to the deterioration of the social situation in the Arkhangelsk region, and the organizations of the Arkhangelsk region will continue to experience a shortage of personnel. Employment of socially vulnerable groups of the population is an important criterion for a favorable social climate. The aim of the project is to provide socially vulnerable groups of citizens with

employment opportunities in the labor market.

Development of a system of vocational training and retraining of citizens from among socially vulnerable groups of the population through the expansion of the practice of using distance learning and retraining.

Implementation of a set of measures aimed at improving the mechanism for quoting jobs.

Improving the system of accompanying young people with disabilities when they receive professional education and assistance in subsequent

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employment.

Development of the institution of the social contract.

Implementation of a set of measures aimed at social rehabilitation and adaptation of persons released from places of deprivation of liberty, as well as persons without a fixed place of residence, with subsequent employment.

Development of intersectoral and interdepartmental cooperation in order to expand employment opportunities for citizens belonging to socially vulnerable groups of the population, including the development of interaction between employment agencies and socially oriented non-profit organizations.

The share of working disabled people in the total number of disabled people of working age will increase to 55 percent.

The regular increase in the number of equipped workplaces for the employment of unemployed disabled people will be 50 units annually.

The share of employed citizens of pre-retirement age in the total number of citizens of this category who applied to the employment service will increase to 70 percent.

The proportion of young people with disabilities who have found a job after 3 months after completing vocational training will increase to 50 percent.

The abandonment of the project will lead to the persistence of barriers in the labor market in the long term, preventing the employment of socially vulnerable groups of the population. The project is aimed at improving working conditions by stimulating the development and implementation of programs for the prevention of occupational injuries and occupational diseases of workers in accordance with the concept of "zero injuries".

Development and implementation in organizations located on the territory of the Arkhangelsk region, programs for the prevention of industrial injuries and occupational diseases of workers.

Carrying out educational, information and consulting activities aimed at improving the competencies of specialists in the field of labor protection and entrepreneurs in the field of prevention of industrial injuries and occupational diseases of workers.

Provision of organizational and methodological support to SMEs on the organization of labor protection services and the implementation of the "zero injury" program (target group - small and medium-sized enterprises where accidents with serious consequences and deaths have been recorded).

Holding a regional competition for the best organization of work on the prevention of occupational injuries and occupational diseases of workers in order to stimulate the implementation of "zero injury" programs in organizations located in the

Arkhangelsk region.

A threefold reduction in the number of victims of accidents at work with loss of ability to work for 1 working day or more to 100 people will be ensured.

The number of workers with occupational diseases diagnosed for the first time will be reduced to 40 people.

Refusal of the project will not allow the implementation of modern measures to preserve the life and health of workers in the course of work in organizations located in the Arkhangelsk region, which will significantly reduce the possibility of increasing labor productivity and reduce the effectiveness of projects and programs aimed at reducing mortality in the working age, age, improved health and increased life expectancy.

The goal of the project is to provide conditions for successful labor adaptation and disclosure of the labor potential of young citizens in the interests of the socio-economic development of the Arkhangelsk region.

Implementation of a set of measures aimed at attracting young people from other constituent entities of the Russian Federation and foreign countries to receive education with mandatory subsequent employment by profession in the Arkhangelsk region.

Organization of a mentoring institute for young professionals in modern formats specific to the field of employment.

Modernization of the educational and material base of educational organizations of secondary vocational education in order to create on their basis specialized centers of competence, centers for conducting a demonstration exam and centers for the collective use of educational, laboratory and production equipment, electronic educational resources, advanced professional training centers.

Development of a network form for the implementation of SVE educational programs in order to form a partnership system between organizations, educational organizations implementing programs of general and vocational education.

Stimulation and assistance in the organization of in-company training for working professions at industrial enterprises located on the territory of the Arkhangelsk region.

The share of graduates employed in organizations located on the territory of the Arkhangelsk region, according to their profession within one year after graduation, will be at least 70 percent of the total number of graduates of educational organizations implementing higher education programs, and at least 85 percent of the total number of graduates educational organizations implementing SVE programs.

The share of unemployed aged 20 to 39 will drop to 10 percent of the total number of officially registered unemployed in the Arkhangelsk region.

The number of highly qualified employees will

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be at least one third of the total number of qualified employees at enterprises and organizations located in the Arkhangelsk region.

If the project is abandoned, the problem of a shortage of young personnel in the economy of the Arkhangelsk region will worsen in the long term. In addition, the likelihood of increasing youth unemployment will increase.

The project is aimed at popularizing working and engineering professions among citizens, primarily young people, forming a positive public opinion regarding working specialties, including through a set of organizational, marketing, advertising and PR events.

Carrying out a set of organizational, marketing, advertising and PR activities aimed at creating a positive image of working and engineering professions among children and youth.

Organization and promotion of professional skills competitions at the regional, sectoral, departmental, corporate and local levels, expansion of cooperation with all-Russian industry associations of employers in order to hold federal level professional

skills competitions in the Arkhangelsk region.

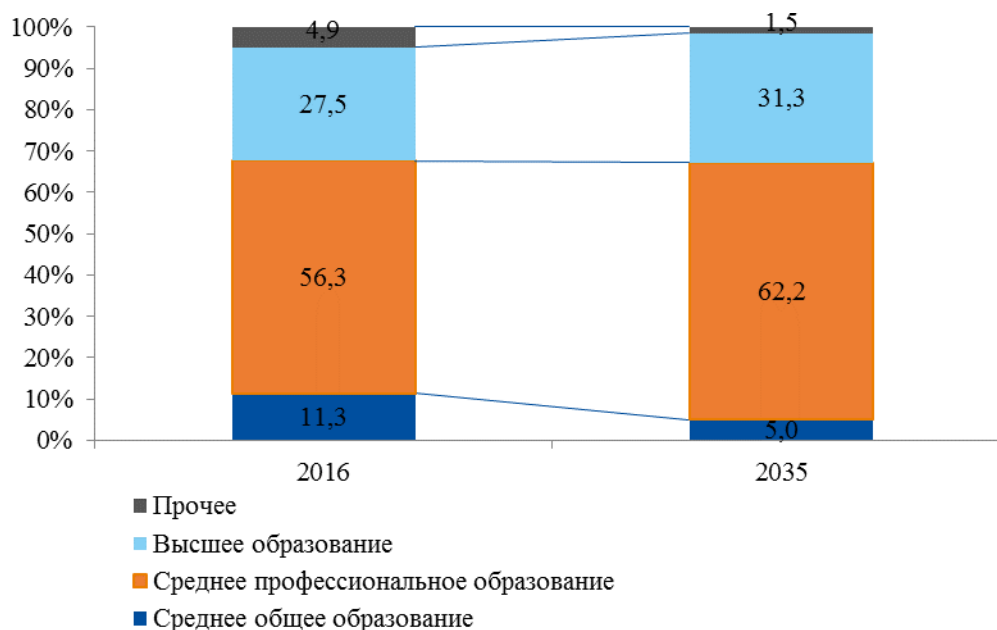
Expansion of interaction with employers of the Arkhangelsk region on the implementation of corporate career guidance programs in educational organizations that implement programs of general and vocational education at various levels.

Identification and systematization of modern requirements for the profession, analysis of its role and place in an innovative economy.

By 2035, the share of graduates of educational institutions implementing the program of additional professional education (hereinafter referred to as AVE) will be reduced to 3 percent of the total number of unemployed citizens.

By 2035, the proportion of graduates of general education organizations who entered educational organizations to study under SVE programs will increase to 50 percent.

By 2035, the level of satisfaction of employers with the quality of graduates of educational institutions of secondary vocational education will be at least 95 percent.



Picture 4. Forecast of the structure of the population employed in the economy of the Arkhangelsk region, by level of education

In case of refusal to implement the project, already in the medium term, there will be an increase in the shortage of personnel for workers and engineering and technical professions due to an increase in the gap between the number of graduates of educational organizations implementing the FVE program and the growing need of organizations for highly qualified personnel to fill vacant high-performance jobs (Figure 3).

The aim of the project is to reduce employment in the informal sector of the economy of the Arkhangelsk region.

Implementation of measures aimed at reducing the administrative burden on businesses and reducing the costs of business entities in meeting the requirements of control and supervisory authorities, in order to stimulate the legal conduct of business.

Development of measures to promote the development of various forms of flexible employment, including self-employment, stimulating the use of various types of labor contracts.

Facilitating the development of interaction between control and supervisory authorities with the administrations of municipalities of the Arkhangelsk

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region in order to increase the effectiveness of work to comply with labor laws and reduce informal employment.

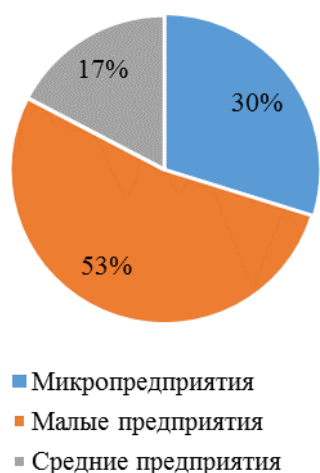
Development of public monitoring of labor relations in order to improve the system for identifying facts of informal employment.

Carrying out information and explanatory work aimed at stimulating individuals and legal entities to legal labor activity, increasing legal literacy in the field of labor relations and preventing violations of labor rights of citizens.

The implementation of the project will make it possible to achieve a significant reduction in informal employment, form a system of public monitoring of labor relations and improve the legal literacy of the population in the field of labor relations.

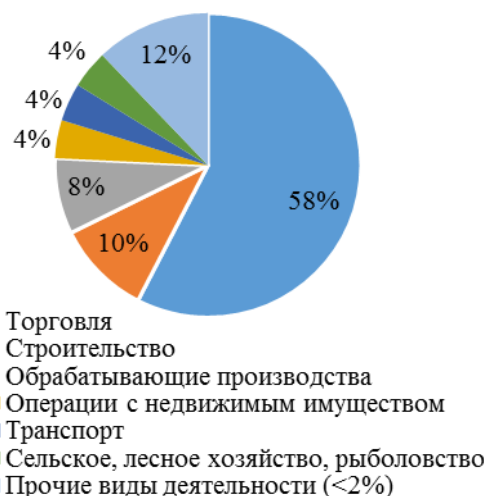
Refusal to implement the project will not allow developing a set of legal, economic and institutional conditions that ensure the legalization of labor relations, as well as the development of forms of flexible employment and self-employment of the population. Thus, a mechanism will not be formed that provides for a decrease in employment in the informal labor market, which will negatively affect the level of social and economic protection of workers. Creation of favorable conditions for the development of SMEs in the Arkhangelsk region. A high proportion of SMEs

in the Arkhangelsk region operating in the wholesale and retail sector. The largest share in the SME sector in the Arkhangelsk region is made up of SMEs operating in the wholesale and retail trade sector, which form 57 percent of the turnover of organizations - SMEs (2018), while SMEs in the high-tech sector (industrial production, scientific and technical activities) form only 10 percent of the turnover of SME organizations (2018). In terms of categories of SMEs, the largest share of the sector's turnover is formed by small enterprises (53 percent), the smallest - by medium-sized enterprises (17 percent). The highest turnover growth rates for the period 2018-2021 were demonstrated by micro-enterprises: their turnover increased by 3.05 times by 2018 (from 21.8 to 66.8 billion rubles) (Figures 5-6). The highest turnover growth rates for the period 2018-2021 were demonstrated by micro-enterprises: their turnover increased by 3.05 times by 2018 (from 21.8 to 66.8 billion rubles) (Figures 5-6). The highest turnover growth rates for the period 2018-2021 were demonstrated by micro-enterprises: their turnover increased by 3.05 times by 2018 (from 21.8 to 66.8 billion rubles) (Figures 5-6).



Picture. 5 Turnover of organizations by category of SMEs in 2021

Presence of a steady downward trend in the number of SMEs. Thus, in 2018, the growth rate in the number of SMEs in the Arkhangelsk region was ahead of the national average (20.1 percent) and amounted to 25.5 percent compared to the previous year. In the period 2018-2021, against the backdrop of maintaining moderate average Russian growth rates in the number of SMEs, an annual reduction in SMEs was recorded in the Arkhangelsk region. The rate of reduction in the number of SMEs in 2018 amounted



Picture. 6 Turnover of organizations - SMEs by type of activity in 2021

to 5 percent of the previous year.

Development of an innovative infrastructure to support SMEs by increasing the amount of attracted subsidies.

Insufficient awareness of entrepreneurs and citizens planning to start their own business about the types and conditions for obtaining state support.

Underdevelopment of cooperation between big business and SMEs. The lack of cooperative ties between small businesses among themselves, as well

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as with large organizations, limits the access of SMEs to new markets and hinders their technological development.

A high level of differentiation of the municipalities of the Arkhangelsk region in terms of the level of development of SMEs. The low activity of SMEs in certain municipalities of the Arkhangelsk region limits their economic growth and reduces the quality of life of the population living in these territories.

The SME sector in the Arkhangelsk region should become one of the factors for increasing the competitiveness of the economy of the Arkhangelsk region in the national market, as well as make a significant contribution to ensuring high standards of the quality of life of the population and a consistently high level of employment. SMEs will be involved in the economy of the Arkhangelsk region by enhancing their participation in the development of the manufacturing sector of the economy and innovation, the development of new market niches, the development of cooperation with large businesses and research institutes. By 2035, the share of small and medium-sized businesses in GRP will grow to 40 percent, the share of SMEs in municipal purchases will double (30 percent), which will contribute to an increase in the number of people employed in the SME sector.

Improving the competitiveness of SMEs in the Arkhangelsk region. Promoting business activities and increasing the attractiveness of the SME sector for employment. Development of business support infrastructure.

The project is aimed at creating favorable conditions that ensure the development of new market niches and new markets for SMEs to sell their products, providing SMEs with access to state and municipal procurement, as well as large business procurement. The implementation of the project will contribute to the development of competition in the regional and municipal markets for goods, works and services.

In the long term, the development of SMEs in the Arkhangelsk region will be concentrated around the following points of attraction (markets): the market for logging and timber processing, as well as markets adjacent to it; the market for engineering goods and related markets; the market of science-intensive and high-tech goods and services, goods of deep processing of raw materials; transport services market; construction and repair services market; market of fish production and fish products; market for agricultural products; market of social services; market of consumer goods and services; market of medical services; market of tourist services; the market for creative industries, including the market for handicrafts; market for housing and communal services.

Implementation of system-wide and industry-

wide measures aimed at developing competition and removing administrative barriers that impede the development of new market niches by SMEs in the regional and municipal markets for goods, works and services: the social services market, the housing and communal services market, the transport services market, the public catering market and other markets.

Assistance in improving the quality of products and services of small and medium-sized enterprises, ensuring their compliance with technical regulations and standards.

Providing access for SMEs to procurement for the needs of state authorities of the Arkhangelsk region, local governments and certain types of legal entities.

Implementation of financial and other support measures for SMEs in order to stimulate their development as potential suppliers (performers, contractors) in the course of procurement for the needs of state authorities of the Arkhangelsk region, local governments, and certain types of legal entities.

Stimulation of cooperation of SMEs in certain markets for goods, works and services: cooperation with large enterprises in the field of industrial production and high-tech services, agricultural cooperation, networking and collaborations of SMEs and cultural organizations.

Improving support for the export activities of SMEs, the formation of a project support system based on the "one window" principle.

Development of a multi-format infrastructure for trade, public catering and consumer services, including fair, mobile and non-stationary trade, non-network small trading businesses, mobile formats of consumer services, non-network public catering enterprises.

Favorable conditions will be created for SMEs of the Arkhangelsk region to develop new markets for their products and develop competition in the regional and municipal markets for goods, works and services.

By 2035, a stable positive increase in the number of SMEs operating in the Arkhangelsk region will be ensured.

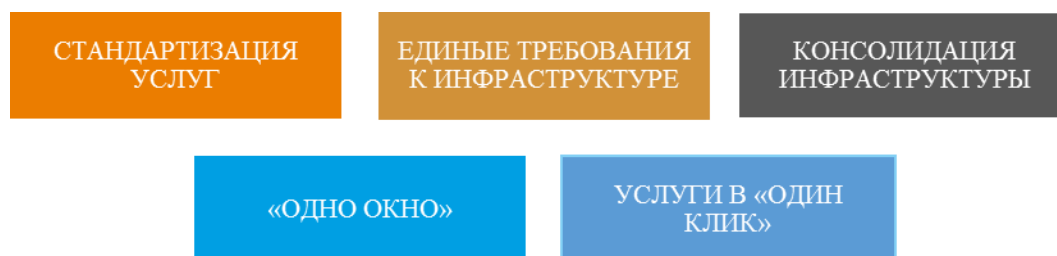
The abandonment of the project will lead to the preservation of existing barriers that prevent small and medium-sized businesses from developing new market niches and expanding the sectoral structure of the SME sector, which will limit the ability of SMEs to increase their contribution to the economy of the Arkhangelsk region and neutralize the positive effects from the implementation of state support measures for SMEs. The project is aimed at creating and implementing a service model for supporting SMEs, which provides a flexible format for interaction between entrepreneurs, state authorities of the Arkhangelsk region and local governments, financial and credit institutions, and development institutions. The project provides for measures aimed at improving the efficiency of the functioning of the regional

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system of SME support infrastructure organizations, bringing it to a new level of quality, in order to increase the ability of the regional SME support system to have a stimulating effect on increasing the number of SMEs and their contribution to the

economy of the Arkhangelsk region. Support measures under development include stimulating the export of SMEs (Figure 7).



Picture. 7. Service model for providing support to SMEs

Organization of the provision of complex services to individual entrepreneurs and citizens planning to start a business activity based on the principle of business situations, namely, interconnected state, municipal, non-state services and support measures, the provision of which is organized in service centers on the principle of "one stop shop", in order to promote the applicant in solving a specific business situation.

Creation of new elements of the regional system of support for SMEs, necessary for the comprehensive support of SMEs within the framework of the state support program for SMEs, implemented by the Ministry of Economic Development of the Russian Federation.

Carrying out an inventory, standardization and regulation of services provided by SME support infrastructure organizations.

Formation of a unified system for monitoring the provision of all types of support to SMEs.

Creation and maintenance of the functioning of a single body for managing organizations of the SME support infrastructure.

Modernization of the support system for exporters - small and medium-sized businesses.

Access of SMEs to export support, including with the involvement of chambers of commerce and industry.

Development and implementation of comprehensive measures to support export-oriented SMEs.

Development and implementation of programs to support SMEs in order to accelerate their development in single-industry towns.

Organizations of the SME support infrastructure, development institutions, services and information systems for entrepreneurs will be united into a single information and service infrastructure for the development of SMEs, on the basis of which an environment will be formed that is comfortable in terms of compliance with mandatory requirements

and is as open as possible for citizens who have their own business or planning to create it.

A universal interface will be created for the interaction of individual entrepreneurs with state authorities of the Arkhangelsk region and local governments, SME support infrastructure organizations and development institutions, through which the provision of comprehensive services will be organized based on the principle of business situations, namely state and municipal services, services and support measures, services of commercial and non-profit organizations related to the organization, conduct and development of business.

The list of services provided by infrastructure organizations to support SMEs will be expanded both free of charge and on a paid basis. By 2025, the share of SMEs and self-employed citizens covered by support under the federal project "Acceleration of small and medium-sized businesses" will be 10 percent. By 2025, the number of SMEs exported with the support of centers (agencies) for coordinating support for export-oriented SMEs will amount to cumulatively 135 units. 100 percent of the services provided by SME support infrastructure organizations will be provided on a one-stop basis in multifunctional centers for the provision of state and municipal services, as well as service centers based on credit organizations.

The abandonment of the project will reduce the opportunities for developing new formats and services for interaction between SMEs and the state authorities of the Arkhangelsk region and local governments, which in the medium term will lead to a decrease in the efficiency of the functioning of the regional SME support system. One of the fundamental factors for the sustainable development of SMEs is the high level of involvement of various groups of citizens in entrepreneurial activities. The project is aimed at unlocking the entrepreneurial potential and stimulating the business activity of the population, developing the skills and culture of doing business

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among citizens. Organization and implementation of an advertising and information campaign in order to popularize doing business in the Arkhangelsk region, implementation of state support measures for SMEs and the formation of a positive attitude towards entrepreneurship as a field of activity. Carrying out an information campaign aimed at involving young people in entrepreneurial activities. Carrying out educational and educational activities and implementing special programs to develop an entrepreneurial culture among the youth.

Conducting regional business forums, entrepreneurial lounges aimed at developing and supporting entrepreneurship. Carrying out work on the formation of a positive perception of entrepreneurship in the system of state and municipal service as an activity that has a positive impact on all spheres of society. The implementation of the project will increase the interest of the population of the Arkhangelsk region in entrepreneurial activity - the share of citizens planning to open their own business over the next 3 years will be at least 12.5 percent. Favorable conditions will be created for the development of an entrepreneurial culture and a positive image of entrepreneurial activity, which will form the basis for the sustainable development of entrepreneurship in the Arkhangelsk region in the long term.

Refusal of the project entails the risk of exacerbating existing problems that limit the development of entrepreneurship, namely: low level of involvement of the population in entrepreneurial activity, underdevelopment of entrepreneurial culture, lack of a positive attitude in society towards entrepreneurial activity as a successful life strategy, low awareness of business about the support measures being implemented .

The project is aimed at expanding educational support for SMEs and creating conditions that ensure the formation and development of citizens' skills and competencies in the field of SME development and business management.

Ensuring the connection of all objects of the SME support infrastructure in the Arkhangelsk region, the introduction of coaching and mentoring tools in the field of doing business with the participation of the business community, scientific organizations, higher educational institutions, organizations of the SME support infrastructure.

Organization and holding of events within the framework of educational programs for certain target groups: pensioners, housewives, residents of rural settlements, retired military personnel, the unemployed, people with disabilities.

Implementation of business acceleration programs for individual entrepreneurs aimed at improving qualifications and obtaining new business skills in order to stimulate the development of SMEs.

Development of entrepreneurial competencies

and entrepreneurial thinking among young people, including the introduction in educational organizations implementing programs of secondary, general, secondary vocational and higher education, practice-oriented courses and programs, expanding the network of centers for youth innovative creativity.

An effective system of training qualified personnel for the SME sector will be created, integrated into a unified all-Russian system of training and consulting for SMEs.

By 2035, the share of the average number of employees employed by SMEs will be at least 15 percent of the total employed population.

If the project is abandoned, it will not be possible to increase the level of citizens' competence in the field of doing business through the introduction of modern methods and technologies of educational support for entrepreneurship development. Given the current low involvement of citizens in entrepreneurial activities, the SME sector will face a shortage of qualified and motivated personnel in the medium term. In addition, the abandonment of the project will entail a decrease in the effectiveness of the implemented measures to support SMEs.

Ensuring the socio-economic development of rural areas of the Arkhangelsk region. Organization of the structure of rural areas and the formation of points of growth, allowing to improve the well-being of the population living in rural settlements of the Arkhangelsk region, and increase the contribution of rural settlements of the Arkhangelsk region to the GRP.

Decline in the rural population of the Arkhangelsk region. From 1990 to 2017, the number of people living in rural settlements of the Arkhangelsk region decreased by almost 2 times. In more than half of rural settlements, the population does not exceed 10 people. In addition to the negative natural population growth, the decline in the number of people living in rural settlements of the Arkhangelsk region is significantly affected by migration outflow: every year about 5 thousand people leave the villages and villages of the Arkhangelsk region. Reducing the number of jobs and employment opportunities in rural settlements of the Arkhangelsk region as a factor in migration outflow. Unemployment is the main factor in the migration outflow of the population from rural areas. Unlike cities, rural settlements do not have a wide range of activities for employment. The territories located in the northern and northeastern parts of the Arkhangelsk region are characterized by the maximum rate of migration outflow of the population living in rural areas. Low level of living comfort in rural settlements. Rural settlements of the Arkhangelsk region do not have a developed engineering and social infrastructure to meet the needs of the population. There is a decrease in the availability of social services, caused by the enlargement of social service organizations in

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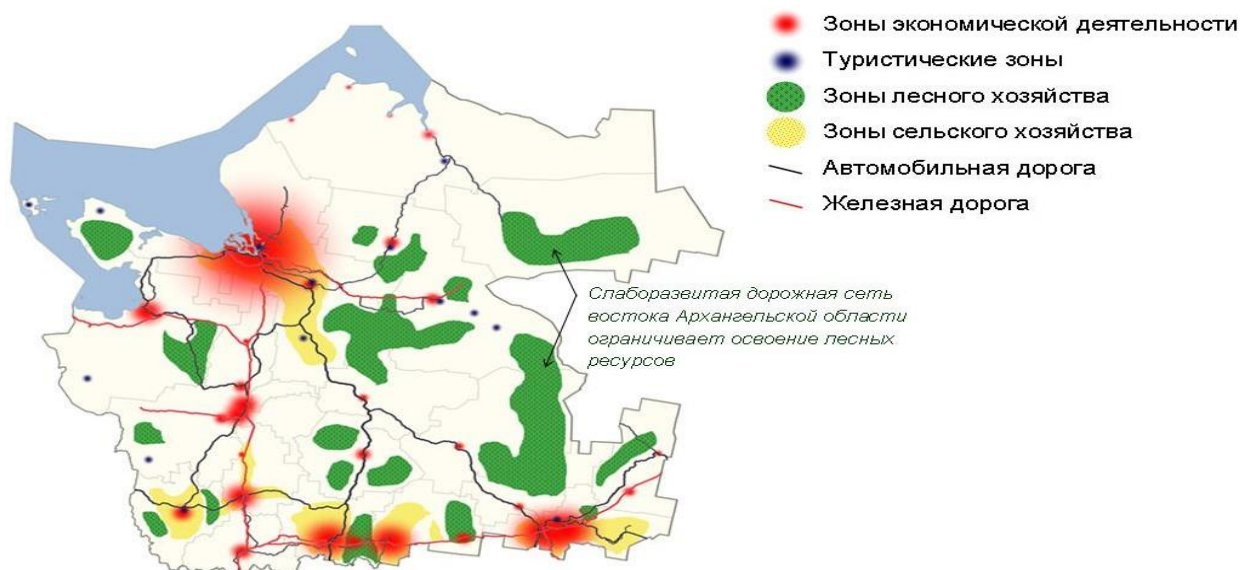
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the territory of the municipalities of the Arkhangelsk region, depreciation of material resources and a shortage of specialists. The share of the social and housing stock provided with engineering communications in rural settlements does not exceed 19 percent. To achieve only minimum social standards in medium and large rural settlements of the Arkhangelsk region, more than 15 billion rubles are required at a time.

Low involvement of the population living in rural settlements of the Arkhangelsk region in public life. A feature of the Arkhangelsk region is the

development of territorial public self-government, however, at present, residents of rural settlements do not sufficiently use this mechanism for the implementation of projects. High recreational potential of rural settlements. Rural settlements of the Arkhangelsk region are rich in cultural heritage monuments. Settlements with high historical and cultural value and attractive landscapes have been preserved. However, the tourism potential of the sights of the Arkhangelsk region is not sufficiently realized due to the lack of appropriate infrastructure.



Picture 8. Allocation of zones of economic specialization of the Arkhangelsk region

By 2035, a large-scale modernization of rural settlements in the Arkhangelsk region will take place. In many rural settlements of the Arkhangelsk region, powerful tourist, agro-industrial, timber and service centers will appear, around which entire rural clusters will be formed. The village will be provided with digital, transport and energy infrastructure, in connection with which, due to the absence of restrictions, communication between urban and rural settlements of the Arkhangelsk region will be significantly accelerated. In rural settlements of the Arkhangelsk region, life will become much more comfortable, and traditional values will become much closer and more accessible to the townspeople (Figure 8).

The development of rural settlements in the Arkhangelsk region is carried out by increasing the level of employment of the population, the implementation of social services and infrastructural equipment of the territory. To do this, it is necessary to develop traditional sectors of the economy, entrepreneurial initiatives of the population and tourism activities, and to optimize the provision of services, create support settlements, relocate residents from sparsely populated areas and develop remote

services. The mechanism for implementing the proposals and projects of local residents is the creation of rural communities.

The development of rural settlements in the Arkhangelsk region is aimed at creating comfortable living conditions for the population and doing business. For the purpose of strategic planning in the context of project strategizing, a number of projects are proposed that contribute to the implementation of a given direction of development. Support for traditional sectors of the economy and the development of small businesses Activities in the field of agriculture, fisheries and forestry are traditional for residents of rural settlements of the Arkhangelsk region. Support for traditional types of economic activity in the Arkhangelsk region, as well as entrepreneurial initiatives of the population is a basic condition for the development of rural settlements in the Arkhangelsk region.

Determination of zones of primary specialization of activities (agriculture, fisheries and forestry). Assistance to the population in organizing and supporting business activities, including the creation of cooperatives. Creation of conditions for supporting entrepreneurial initiatives of the population living in

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rural settlements of the Arkhangelsk region. Assistance in the formation of markets for products. By 2035, the index of agricultural production in farms of all categories will exceed 105.5 percent.

By 2035, the share of peasant (farm) enterprises and individual entrepreneurs in the production of agricultural products will be at least 20 percent. By 2035, the growth rate of revenue from the sale of goods, products, works, services of agricultural consumer cooperatives (in comparable prices) will exceed 112 percent compared to the previous year. By 2035, the employment rate of the rural population will be at least 65.5 percent. The competitiveness of products of the Arkhangelsk region will increase. Refusal to support traditional sectors of the economy and small businesses in rural settlements of the Arkhangelsk region will exacerbate the negative socio-economic situation in them, namely unemployment, falling incomes and migration outflow of the population.

The development of rural areas requires access of the population to infrastructure and social benefits.

Creation of strongholds (points of growth) that act as centers of economic, socio-cultural and commercial services for a group of rural settlements in the Arkhangelsk region on the basis of the most developed settlements.

Equipping rural settlements of the Arkhangelsk region with a system of engineering and transport communications.

Increasing the level of equipment with broadband access to the Internet throughout the Arkhangelsk region, including hard-to-reach rural settlements.

Increasing the availability and quality of social institutions (modernization of fixed assets and replenishing the shortage of specialists).

Organization of a remote system for the provision of social services for hard-to-reach settlements.

Arrangement of modular rapidly erected structures for cultural institutions in the settlements of the Arkhangelsk region.

The anchor settlements will become points of growth in rural areas.

Residents of rural areas will have access to high-quality social services, including residents of hard-to-reach settlements.

A qualitative improvement in the infrastructure of rural areas will be achieved.

The share of the total area of residential premises in rural settlements, equipped with all types of amenities, will be 45 percent.

The share of educational institutions in rural areas with water supply, central heating, and sewerage will be 95 percent.

Refusal to implement the project will contribute to the preservation of unfavorable living conditions in rural areas, which will lead to an increase in the

migration outflow of the population.

A self-organized community more effectively influences the processes of development of the territory. Thanks to consolidation, the population living in rural settlements of the Arkhangelsk region is able to achieve the set goals for the development of the settlement.

Assistance in the organization and support of the activities of territorial public self-government.

Support for the creation and activities of other organizations representing the interests of the population living in rural settlements of the Arkhangelsk region.

Growth of involvement of the population living in rural settlements of the Arkhangelsk region in social activities.

Increase in the number of implemented projects initiated by rural communities.

The rejection of the project will contribute to the development of pessimistic views among the population living in rural settlements of the Arkhangelsk region, due to the impossibility of influencing the development of settlements, which may cause distrust in the state authorities of the Arkhangelsk region.

Thanks to the preservation of cultural landscapes, cultural heritage and natural complexes, some rural settlements are able to perform a recreational function.

Formation of a list of potential tourist destinations located near CHOs and natural heritage sites in rural areas.

Formation of a list of rural settlements with high historical and cultural value. Assistance in the organization of tourism infrastructure in the proposed destinations.

Increasing the transport accessibility of OKN. Organization of information activities to attract tourists. Assistance to the population in the organization of tourism enterprises (private museums, guest houses and other forms). Branding of territories promising for tourism development.

By 2035, the share of the population living in rural settlements of the Arkhangelsk region employed in the tourism sector will be more than 5 percent. The volume of incomes of the population and budget revenues in rural areas will increase. The agglomeration effect from the creation of tourism infrastructure will contribute to the development of the consumer market.

The image of the Arkhangelsk region among the population and the business community will be improved.

Refusal to develop a promising area of economic activity will not only limit the development of rural areas due to the lack of growth drivers, but will also deprive the economy of the Arkhangelsk region of potential budget revenues and investments.

In some rural settlements of the Arkhangelsk

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region, a difficult socio-economic situation is developing. In order to improve living conditions, residents are provided with the possibility of resettlement.

Definition of a list of sparsely populated, hard-to-reach settlements, whose residents have limited access to employment and social services (hereinafter referred to as the list).

Informing residents of the settlements included in the list about the possibility of participating in the project.

Development of mechanisms that encourage the population to move to settlements with more favorable socio-economic conditions.

By 2035, the share of the population living in rural settlements with a difficult socio-economic situation will be reduced by 3 times.

There will be an optimization of budget expenditures for the maintenance of hard-to-reach settlements. The resettlement of citizens in the support settlements will ensure the development of rural areas.

Refusal to implement the project contributes to the risk of increasing budget costs to support settlements where the population is unable to meet the needs in the provision of social services, the consumer market, quality housing stock and employment.

Development of priority and promising sectors of the economy of the Arkhangelsk region through the implementation of major investment projects.

The priority sectors of the economy of the Arkhangelsk region are: shipbuilding;
timber industry complex;
fishing complex;
agro-industrial complex; mining;
fuel and energy complex;
chemical industry.

Promising sectors of the economy of the Arkhangelsk region are: transport and logistics complex;

digital economy;
biotechnological productions.

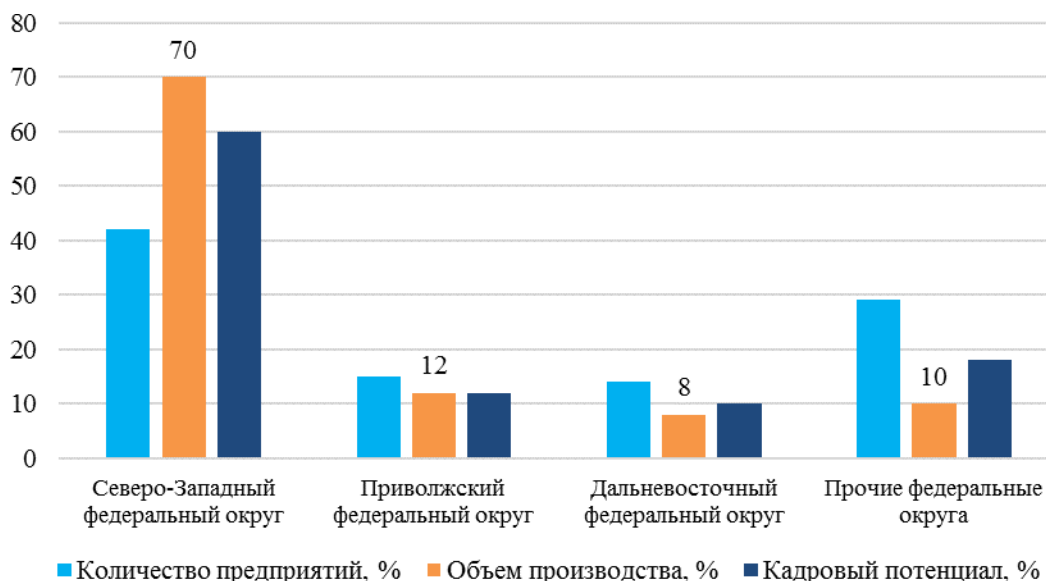
Ensuring the socio-economic development of rural areas of the Arkhangelsk region. The organization of the structure of rural areas and the formation of growth points will improve the well-being of the population living in rural settlements of the Arkhangelsk region and increase the contribution

of rural areas to the regional GRP.

Stable situation in the sphere of the state defense order. Shipbuilding organizations are provided with orders for several years in advance. However, the level of diversification of the shipbuilding industry is low. The real level of the state defense order at the shipbuilding enterprises of the Arkhangelsk region in 2018 amounted to almost 98 percent. On the other hand, organizations in this industry have experience in interacting with civilian customers. A number of orders for organizations in the oil industry were completed: during the construction of the Prirazlomnaya offshore ice-resistant fixed platform, JSC PO Sevmash successfully cooperated with the Dutch company Damen Shipyards. Zvezdochka Ship Repair Center JSC is the only Russian shipyard that has mastered the full cycle of building self-elevating floating drilling rigs. In the period up to 2018, the enterprise, together with JSC PO Sevmash, manufactured the Arctic jack-up floating drilling rig. The activities of Zvezdochka Ship Repair Center JSC also include the production of propellers and the development of steering columns. The main opportunities in the development of civil shipbuilding are associated with the construction of specialized innovative ships, in which the Russian Federation can claim world leadership. The market for specialized ships in the global shipbuilding industry is over \$10 billion and will grow rapidly in line with the demand for the development of ocean resources (Figure 9). The main opportunities in the development of civil shipbuilding are associated with the construction of specialized innovative ships, in which the Russian Federation can claim world leadership. The market for specialized ships in the global shipbuilding industry is over \$10 billion and will grow rapidly in line with the demand for the development of ocean resources (Figure 9). The main opportunities in the development of civil shipbuilding are associated with the construction of specialized innovative ships, in which the Russian Federation can claim world leadership. The market for specialized ships in the global shipbuilding industry is over \$10 billion and will grow rapidly in line with the demand for the development of ocean resources (Figure 9).

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Picture. 9. Geographical location of shipbuilding enterprises in the Russian Federation

Development of navigation in the water area of the Northern Sea Route. The Northern Sea Route is becoming a key transport artery for the grandiose project of the open joint-stock company Yamal LNG. In addition, the Northern Sea Route makes it possible to reduce the costs of seafood exporters from the Far East region of the Russian Federation working with European partners. Recently, there has been a need to equip transshipment bases in the Arctic, especially in winter.

Formation of new market niches for high-tech products. The modern market of high-tech products is characterized by very high dynamics. The life cycle of products has been reduced in some cases to 2-3 years. On the other hand, new market niches are constantly emerging that can be occupied if the scientific and technological potential of not only the Arkhangelsk region, but also other subjects of the Russian Federation is effectively used.

The development of industry is a necessary condition for the development of the economy of the Arkhangelsk region as a whole. Some sectors will become a stabilizing factor for development in a changing macroeconomic environment, while the other part will be a driver of growth in the living standards of the population of the Arkhangelsk region. These industries, through the implementation of major investment projects, will become a point of attraction for qualified personnel, including from other regions of the Russian Federation. It is in these sectors that jobs will be created for young people and the most significant revenues to the regional budget will be formed. Construction of the deep-water area of the seaport of Arkhangelsk. Construction of the railway "Belkomur" (White Sea - Komi - Ural). The project will make it possible to use the favorable geographical position of the Arkhangelsk region in relation to the

Northern Sea Route and directly connect the enterprises of the Northwestern Federal District with the regions of the Urals and Siberia. The joint implementation of the Belkomur and Deep Water Area of the Seaport of Arkhangelsk projects, taking into account the capabilities of the Northern Sea Route, will create a significant transit potential in the Arkhangelsk Region both in domestic and international cargo transportation.

The implementation of the project is connected with the attraction of significant investments both from the federal budget and from the funds of state corporations. Refusal to implement the project will contribute to the risk of the Arkhangelsk region losing one of the main drivers of economic growth.

The implementation of the projects listed below will ensure the accelerated development of the production and innovation infrastructure of the Arkhangelsk Region, which will become one of its key competitive advantages. The industrial policy of the Arkhangelsk region is based on the cluster model. Currently, there are 3 clusters in the Arkhangelsk region:

- shipbuilding;
- timber industry;
- social.

The Arctic fishing cluster is in the process of formation.

Development of the cluster management system. Development within cluster projects. Development of inter-cluster projects. Expansion of inter-regional cluster interaction. Opportunities for intersectoral interaction will expand. Synchronization of the development of the Arkhangelsk region and business will be ensured. The efficiency of the implementation of large investment projects in the Arkhangelsk region will increase. Effective cooperation between regions

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in the development of industry clusters will be ensured. When a project is abandoned, the efficiency of managing large investment projects, the executors of which are various enterprises of the same industry or enterprises of various industries, decreases.

The key to the effective functioning of the shipbuilding cluster of the Arkhangelsk region is the realization of the competitive advantages of all the main participants in the cluster, which can be achieved through the activation of intra-cluster interaction and the implementation of joint projects. The project is aimed at increasing the competitiveness and economic potential of the shipbuilding cluster by providing conditions for mutually beneficial interaction between enterprises - members of the cluster, scientific and educational organizations, state authorities of the Arkhangelsk region and local governments.

Development and implementation of models of long-term cooperation between industrial enterprises, educational organizations and research organizations for the training, advanced training and retraining of personnel, as well as joint research and development work in the field of shipbuilding and related industries.

Development and implementation of programs for the technical and technological re-equipment of the production capacities of shipbuilding industry organizations, taking into account the possibilities of attracting funding within the framework of using the mechanism of federal and regional state programs.

Provision of financial and organizational support measures to cluster members engaged in innovative activities, as well as the production of import-substituting and high-tech products.

Facilitating the involvement in the activities of the cluster of organizations representing the interests of "anchor" customers - direct consumers of the final products of the cluster: fuel and energy companies, large shipping companies, enterprises that provide shipping in the Arctic.

Providing comprehensive support to SMEs (financial, property, information, marketing and other support) as part of the implementation of measures aimed at "growing" SMEs to potential suppliers (executors, contractors) of the largest customers (for example, JSC "PA" Sevmash "according to with the Decree of the Government of the Russian Federation dated November 6, 2015 No. 2258-r) and other enterprises participating in the cluster.

Creation of a system for collecting and disseminating information (scientific, technical, personnel, production, financial and other information) for cluster members.

An increase in the level of competitiveness of the shipbuilding industry in the Arkhangelsk region will be ensured by coordinating the development plans of cluster members, strengthening cooperation ties between cluster members and developing business-science-state ties.

The abandonment of the project will lead to a decrease in the growth rate of labor productivity, innovation activity and the level of competitiveness of organizations in both the shipbuilding industry of the Arkhangelsk region and related industries, which in the long term will lead to increased risks of the formation of a stable negative dynamics of the GRP of the Arkhangelsk region.

In the Arkhangelsk region, there is a timber industry cluster that unites timber processing, logging and timber enterprises of the Arkhangelsk region, as well as mechanical engineering organizations, organizations of the transport and logistics complex, research and educational organizations that meet the needs of the timber industry. Further development of the timber industry cluster is aimed at increasing the competitiveness of the timber industry complex of the Arkhangelsk region by increasing production volumes through efficient wood processing.

Implementation of activities aimed at supporting the development of the innovation infrastructure of the cluster, including through the existing support tools within the framework of state programs for the development of SMEs at the federal and regional levels.

Facilitating the development of long-term cooperation programs for cluster members and research organizations that ensure the implementation of research and development and the introduction of modern science-intensive technologies at all stages of value added creation: forestry, production of timber processing products, processing of logging waste.

Implementation of a set of measures aimed at attracting cluster members to participate in the activities of federal and regional development institutions.

Implementation of a set of measures aimed at facilitating the promotion of cluster products in foreign markets, including through the development of cooperation between cluster members with the Russian Export Center Joint-Stock Company and the Export Support Center of the Arkhangelsk Region.

Implementation of methodological, organizational, expert and analytical support for the activities of the cluster, aimed at developing internal cooperative ties, increasing the self-organization of cluster members and a promising increase in their investment activity in order to develop the cluster.

Ensuring cooperation between cluster members and educational organizations of the Arkhangelsk region in order to build a multi-stage system of training and retraining of personnel for the timber industry complex of the Arkhangelsk region.

Effective cluster development will be ensured within the framework of the timber industry complex of the Arkhangelsk region, which will increase its competitiveness in the Russian and international markets.

The rejection of the project will lead to a

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decrease in the growth rate of labor productivity, innovation activity and the level of competitiveness of timber industry enterprises, which in the long term will lead to increased risks of the formation of a stable negative GRP dynamics in the Arkhangelsk region. The development of industries in the Arkhangelsk region will be accompanied by the development of information infrastructure. The goal of the project is to ensure accelerated digitalization of the industrial and transport and logistics complexes of the Arkhangelsk region through the creation of a data center and regional, industry and corporate databases. Creation of a regional data center. Creation of local and regional databases for various purposes.

Implementation of digital technologies in the management of industrial enterprises of the Arkhangelsk region. A data center will be created that provides services for hosting the client's own server and network equipment, data center and data processing using the software as a service (SaaS) model. Regional, sectoral and corporate databases for various purposes will be created, which will increase the efficiency of management at industrial enterprises of the Arkhangelsk region, and will also contribute to the intensification of intersectoral cooperative ties. Corporate management systems will also improve the efficiency of the management system at industrial enterprises of the Arkhangelsk region with an increase in the speed of business processes by 30-50 percent.

If the project is abandoned, the effectiveness of the management system at industrial enterprises of the Arkhangelsk region and the industrial development of the Arkhangelsk region as a whole will decrease.

The modernized production and innovation infrastructure will create the necessary basis for the development of a number of high-tech industries that will increase the competitiveness of the Arkhangelsk region, both in the Russian and international markets.

The shipbuilding industry has serious potential for the development of OEM production of electronic equipment for unmanned vehicles, telemedicine, 3D printing and robotics. When attracting the developments of scientific and educational organizations of the constituent entities of the Russian Federation and adapting them to the technological conditions of shipbuilding organizations of the Arkhangelsk region, it will be possible to diversify production with an increase in revenue of shipbuilding cluster organizations by 20-30 percent. In order to provide favorable infrastructure conditions for the development of OEM production in the Arkhangelsk region, a project will be implemented to create a high-tech technopark (hereinafter referred to as the Technopark). The Technopark is a territory where OEM production of new generation electronic equipment is located.

Implementation of measures aimed at the formation of the infrastructure and technological base of the Technopark. Ensuring the development of the

social and educational environment of the Technopark: organization of scientific and practical conferences, competitions, scientific research, educational courses and the creation of business education programs. Facilitating the development of interaction between the Technopark and the external environment: higher educational institutions, research organizations, development institutions, investors and business angels, service companies, anchor residents, industrial enterprises.

Assistance in attracting direct, including venture, investments to finance the organization of new industries.

Assistance in the commercialization of technologies, implementation of comprehensive support for the implementation of investment projects for the organization of production based on these technologies.

Diversification of the production of shipbuilding enterprises will be ensured: the share of sold civilian products (electronic equipment for unmanned vehicles, telemedicine, 3D printing and robotics) will be at least 20-30 percent.

The rejection of the project will not allow creating the necessary infrastructure for the development of high-tech organizations, which will significantly limit the possibilities for innovative development of the economy of the Arkhangelsk region in the long term.

The Arkhangelsk region has unique opportunities for the development of fish breeding and subsequent fish processing organizations, as well as the cultivation of algae, scallops and other aquaculture objects. The project is aimed at creating favorable conditions for the implementation of investment projects in the field of commercial aquaculture in the Arkhangelsk region.

Implementation of a set of measures aimed at ensuring the transport accessibility of water bodies suitable for growing aquaculture objects. Carrying out work on fish breeding and biological substantiation of water bodies and determining the boundaries of fish breeding areas.

Development of cooperation between organizations operating in the field of fisheries and aquaculture with industry unions (associations).

Due to the growth of aquaculture production, the volume of production of the fishing complex of the Arkhangelsk region will be increased by 20 percent.

Additional incentives for the economic and social development of rural settlements in the Arkhangelsk region will be created.

The abandonment of the project will not allow diversifying the fishing industry and satisfying the growing consumer demand for fish and fish products. In addition, opportunities to form a new source of income for the population will be missed. The production of biopolymers (the production of plastics and synthetic resins in primary forms) is a

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dynamically developing segment of industrial biotechnology in the world. The range of applications of biopolymers is constantly expanding and includes both the production of packaging materials and the food industry, as well as the production of medical devices and metallurgy. The project is aimed at ensuring the development of biopolymer production in the Arkhangelsk region.

Inclusion of biopolymer production in the list of priority investment areas.

Providing investors implementing investment projects for organizing the production of biopolymers with financial and non-financial forms of state support provided for by the legislation of the Russian Federation and the legislation of the Arkhangelsk region. Providing comprehensive support for investment projects for organizing the production of biopolymers, including organizing work on the selection of an investment site or land, providing consulting and organizational support to investors, assistance in attracting labor resources, marketing support for the project and other activities.

By 2035, at least one investment project to organize the production of biopolymers will be implemented in the Arkhangelsk region.

Refusal to implement the project will reduce the possibility of creating highly productive jobs and will lead to a slowdown in the growth of innovative activity in the economy of the Arkhangelsk region.

On the territory of the Arkhangelsk region there are enterprises with rich experience in the production of paints and varnishes (hereinafter - LKM). The main market trend in the field of coatings is the expansion of the product line: coatings with additional functionality (frost-resistant paints and coatings, antiseptic paints, biocidal coatings), as well as coatings for special purposes (anti-corrosion, wear-resistant and others, corresponding to the concept of paint technology). The project is aimed at attracting specialists in the field of developing new coatings in order to ensure the effective use of the emerging market opportunities for the enterprises of the Arkhangelsk region to expand the production of coatings.

Development of long-term plans for the personnel needs of the chemical industry with the involvement of representatives of organizations in this industry, including the identification of key areas for attracting personnel.

Conducting highly specialized reviews of the labor market and wages of workers in the chemical industry.

Providing information, organizational and methodological support to chemical industry organizations in the implementation of measures aimed at attracting workers from other regions of the Russian Federation.

Providing employers with financial support to attract labor resources from other regions of the

Russian Federation.

Implementation of a set of measures aimed at stimulating and supporting the introduction of a knowledge management system in chemical industry organizations, which includes formal and informal employee training programs in the areas of training most relevant to the company, as well as programs to cultivate the value of knowledge.

Assistance to organizations of the chemical industry in the development, implementation and development of housing corporate programs, ensuring the consistency of these programs with regional and federal housing programs.

The level of competitiveness of the organizations of the paint and varnish industry of the Arkhangelsk region will be increased by expanding the production of a range of products that are in demand by modern consumers. The predicted growth in the production of chemical products in the Arkhangelsk region will be at least 50 percent.

The abandonment of the project will not allow eliminating the technological backlog of chemical industry organizations in the Arkhangelsk region, which will lead to a decrease in the competitiveness of such organizations in the market and a decrease in their contribution to the development of the economy of the Arkhangelsk region.

The timber industry complex of the Arkhangelsk region (hereinafter referred to as the timber industry complex) needs to be restructured to produce high value-added products. In this regard, there is an urgent need for the development of modern science-intensive technologies by forestry enterprises, including biorefining technologies. Implementation of state support measures for forest industry organizations aimed at promoting the expansion of biofuel production - wood pellets.

Providing comprehensive support for investment projects for the organization of new industries on the territory of timber processing enterprises: food and coal fibers, monomers and polymers for various purposes, medicines and biologically active additives.

Promotion of products of timber industry enterprises in the regional, Russian and foreign markets.

Expansion of existing biofuel (pellet) production facilities will be ensured with the production of a wide range of products (food and carbon fibers, monomers and polymers for various purposes, medicines and other types of products).

The abandonment of the project will significantly reduce the opportunities for diversification of production and innovative development of the timber industry, which in general will lead to a decrease in its competitiveness both in the Russian and in the world markets for timber processing products.

New opportunities for the development of the timber industry complex are the production of modern

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materials for the construction of low-rise and multi-storey residential buildings, which reduces the cost of construction. The project involves the renovation of sawmills with the organization of the production of panel-frame house kits for low-rise construction and structural elements of multi-storey buildings. Assistance in the creation of production sites for the production of elements of low-rise and multi-storey residential buildings on the territory of timber processing enterprises.

Preparation of projects for the construction of low-rise and multi-storey residential buildings from wooden structures. Budget support for the resettlement program from emergency housing in the Arkhangelsk region for the development of the market of wooden housing construction. Assistance in entering the market of other subjects of the Russian Federation using a franchise.

The production of import-substituting products that are in demand on the Russian market will be ensured by the organizations of the timber processing complex, which will bring the construction industry of the Arkhangelsk region to a new level. Additional opportunities will be created to renew the housing stock and meet the needs of the population in improving housing conditions. Refusal to implement the project will become an obstacle to the development of the direction of wooden housing construction with an increase in the volume of production of the timber industry and the construction industry. In addition, the cost and duration of the housing stock renovation process will be increased, which will negatively affect the quality of life of the population of the Arkhangelsk region.

The project provides for the development of non-primary export areas of industry and services, as well as the development and expansion of the potential for international economic cooperation as part of the implementation of the regional project "Export of Services" in the Arkhangelsk Region.

Increasing the international competitiveness of products of the enterprises of the Arkhangelsk region. Expansion of export specialization of the Arkhangelsk region. Diversification of exports, increasing exports of non-commodities.

Development of mechanisms to compensate for part of the costs of transporting exported products, certification of products in foreign markets and export R&D.

By 2025, the share of exports of goods (works, services) will be increased and will amount to at least 20% of the gross regional product. Export-related costs will be reduced by removing excessive administrative barriers. By 2025, the volume of exports of services will be 0.45%. Refusal to implement the project may lead to a reduction in export volumes and the number of companies exporting industrial non-commodity products, as well as the loss of the potential number of exporting

companies. The project is aimed at developing the spiritual and cultural foundations of a solidarity society, stimulating the spiritual and moral development of the individual, fostering patriotism and the formation of civil self-identification of the inhabitants of the Arkhangelsk region. The implementation of the project will create a positive atmosphere in the regional socio-cultural space,

Creation of conditions for strengthening the unity of the multinational people of the Russian Federation on the territory of the Arkhangelsk region.

Assistance in the revival and preservation of cultural and historical traditions of the population of the Arkhangelsk region.

Popularization in society of the unifying idea of patriotism based on the preservation of the historical, cultural and architectural appearance of the Arkhangelsk region.

Popularization of family values, strengthening the institution of the family and family relations.

Assistance in raising the prestige of social activities, stimulating the formation of responsibility among citizens for their future and the future of their children.

Formation of spiritual and moral values and civic culture of youth, stimulation of social cohesion of youth, development of cooperation and solidarity among the youth, including through the activation of social activities of youth organizations.

Formation of a positive attitude of the population to the concept and key principles of a solidarity society.

The cultural and moral foundations of social solidarity will be formed, ensuring its consolidation in the public consciousness as a positive model of social relations.

A reduction in social tension and an increase in the level of self-organization of citizens will be ensured, while at least 50 percent of the population of the Arkhangelsk region (percentage of the respondents) will positively assess the changes taking place.

Conditions will be created for the development of a sense of solidarity between different groups of the population, and the involvement of citizens in public life will be increased.

If the project is abandoned, the consolidation of society around the idea of social solidarity will be difficult; it will not be possible to eliminate the existing socio-cultural barriers that impede the development of social activity and increase the mutual responsibility of citizens and authorities in matters of the development of society.

The project is aimed at developing interaction between society and government, increasing the effectiveness of civic participation, developing mechanisms for the implementation of regional policy based on the principles of social protection, support and responsibility as the basis for achieving public

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consent.

Development of forms and principles of social security, support and responsibility as the basis for achieving public consent.

Creation of conditions for the consolidation of civil society institutions, support for partnership and cooperation of the main subjects of civil participation.

Development of a public dialogue between the authorities and citizens in order to strengthen mutual trust: building channels of public interaction, providing social support, organizing feedback.

Stimulating the integration of the business community into the practices of social partnership and cooperation, supporting projects for the development of social dialogue between business, labor collectives, trade unions and state authorities of the Arkhangelsk region on labor relations.

The culture of solidarity and the experience of collective action, as well as the culture of representation, partnership and cooperation, will be increased among the population of the Arkhangelsk region.

The rejection of the project will not allow for an increase in the culture of solidarity and experience of collective action among the population of the Arkhangelsk region and, therefore, will hinder the increase in the level of civic consciousness and the involvement of the population in public life.

The project is aimed at increasing the level of responsiveness of power - its ability as an institutional system to respond to the impact of the social environment and the demands of society. The project provides for the implementation of measures aimed at increasing the openness, accessibility and transparency of the activities of state authorities of the Arkhangelsk region and local governments, increasing the possibility of public participation in public administration, the formation and development of social capital of municipalities of the Arkhangelsk region.

Development of partnership between the state and civil society on the basis of improving the system of rendering state and municipal services.

Assistance in the formation of tools for e-democracy and citizen participation in the management of the Arkhangelsk region.

Formation of mechanisms for the use of initiative budgeting.

Support for socially significant initiatives of the population and positive examples of territorial public self-government.

Development of inter-municipal cooperation.

The institutional conditions for civic participation will be improved, namely, the structure of formal, legal and organizational opportunities for the manifestation of initiatives of citizens and their associations to change the conditions of public life, as well as the development of dialogue relations between the population and the state, will be transformed.

Increased openness, accessibility and transparency of the activities of state authorities of the Arkhangelsk region and local governments will be ensured, as well as opportunities for involving citizens in the process of making and implementing decisions in the areas of public administration and local self-government will be expanded.

By 2035, at least 70 percent of the population of the Arkhangelsk region will positively evaluate the activities of public authorities - state authorities of the Arkhangelsk region and local governments.

The rejection of the project will not allow for the growth of mutual trust between citizens and state authorities of the Arkhangelsk region, and increase the effectiveness of civic participation. In addition, the lack of opportunities for self-realization of citizens in public and political life, in particular, the opportunity to participate in solving common affairs, reduces the attractiveness of the Arkhangelsk region for residents and is one of the significant factors stimulating the migration outflow of the most socially active part of the population.

Providing conditions for the formation of a generation that takes an active part in the development of the Arkhangelsk region. Civil initiative, without which it is impossible to resolve issues important to the population, is a significant incentive for regional development.

Migration outflow of youth of the Arkhangelsk region. Young people make up a significant part in the structure of the migration outflow of the population of the Arkhangelsk region. Every 5th representative of the younger generation (mostly residents of the largest cities of the Arkhangelsk region - Kotlas, Arkhangelsk, Mirny) wants to leave the Arkhangelsk region.

Problems of youth employment. The younger generation of the Arkhangelsk region is faced with a lack of demand in the labor market. Insufficient wages for young professionals limit their financial opportunities.

Poor access to cultural activities. An important problem is the lack of involvement of young people in cultural events. This limits its inclusion in the socio-cultural space. The lack of an alternative to cultural leisure may encourage the choice of destructive pastimes.

Low involvement of young people in public life. The younger generation of the Arkhangelsk region is characterized by a low level of participation in the activities of public organizations and volunteering. A significant part of the youth is not ready to take the initiative in creating any socially significant projects, but expresses their readiness to participate in their implementation.

The youth policy of the Arkhangelsk region is aimed at forming a generation that has the conditions for self-realization and is actively involved in public life. Efforts aimed at implementing a youth policy pay

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off with the formation of young residents of the Arkhangelsk region as self-sufficient and enterprising members of society, making a significant contribution to the economic, social and cultural development of the Arkhangelsk region.

The youth policy is based on the creation of conditions for the social, cultural and spiritual development of the younger generation, as well as mechanisms that encourage young people to lead an active social life.

The youth policy of the Arkhangelsk region should promote the involvement of young people in public life.

Communication with like-minded people allows the younger generation to establish social ties and jointly implement ideas. The presence of youth communities is an important component for the formation of civic responsibility of the younger generation.

Creation of youth organizations and development of projects of high social significance and contributing to the socio-economic development of the Arkhangelsk region, as well as informing young people about such organizations and projects.

Support for initiatives of youth communities aimed at solving social issues and developing the Arkhangelsk region.

The importance of social capital among the younger generation will increase.

By 2022, the share of young people actively participating in the public life of the Arkhangelsk region will be 14 percent.

The number of implemented initiatives proposed by youth communities will increase.

A generation of leaders of social movements will be formed, involved in a dialogue with representatives of the state authorities of the Arkhangelsk region and aimed at a constructive solution of issues.

The rejection of the project will limit the growth of social activity of young people. The Arkhangelsk region will lose an additional source of development due to the lack of an enterprising and socially responsible generation.

The choice of a professional path is one of the most important steps in the formation of a person. To help the younger generation, a project is being implemented that allows them to learn about the possibilities of professional self-realization in the Arkhangelsk region and undergo an internship at the factory in a specialty of interest.

Informing students about the recruitment for participation in excursions and internships.

Conducting study tours for high school students in organizations located on the territory of the Arkhangelsk region.

Development of internship programs for graduates and students of the last year of professional educational organizations at enterprises located on the territory of the Arkhangelsk region.

Selection of students who successfully completed the internship in the reserve list for subsequent employment after receiving a specialty.

Employment of successfully trained graduates of professional educational organizations.

Schoolchildren will have an idea of employment prospects in the Arkhangelsk region for choosing a vocational training program. The unemployment rate among young specialists will decrease.

By 2035, the migration outflow of young people will be reduced by 2 times due to the impossibility of finding a job.

Refusal to implement the project will increase the migration outflow of young professionals; organizations located in the Arkhangelsk region may face a shortage of personnel.

For the spiritual development of the young generation of the Arkhangelsk region, it is necessary to implement a project to provide youth with affordable cultural leisure, which organizes the pastime of young people, protecting them from destructive practices.

Creation of leisure centers on the basis of houses of culture or other objects of cultural and leisure type.

Construction of modular structures for the organization of leisure centers in settlements where such leisure centers do not exist.

Organization of the activities of circles and sections with the provision of students of educational organizations with the opportunity to visit them.

Involvement of specialists for the activities of leisure centers.

The role of cultural leisure in the life of young people will increase.

The younger generation will be included in the socio-cultural space of the Arkhangelsk region.

The proportion of young people who spend their leisure time in a destructive way will decrease.

The rejection of the project will contribute to a decrease in the cultural level of the young generation of the Arkhangelsk region and will increase the risks of the spread of socially dangerous behavior of young people.

Volunteer activity is not only socially useful work, but also forms a worldview based on personal responsibility for the future of the Arkhangelsk region.

Creation of a unified volunteer center in the Arkhangelsk region. Information and educational activities among young people. Organization of volunteer work to solve a wide range of issues of various scales - from local to regional.

By 2035, the proportion of young people participating in volunteer work will double. There will be an increase in the number of projects and works implemented by volunteers. Refusal to implement the project will hinder the formation of the younger generation, who consider it their duty to personally participate in the development of the

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Arkhangelsk region and are ready to act for the benefit of the inhabitants of the Arkhangelsk region.

Ensure the safety of the inhabitants of the Arkhangelsk region for their livelihoods and create conditions for peaceful and dynamic socio-economic development.

Reducing the number of registered offenses. In the period 2018-2020, there was a decrease in the number of registered crimes: from 29.58 units per 1,000 population in 2020 to 17.82 units per 1,000 population in 2021.

The most common type of offense is the theft of another's property, committed by theft. This type of crime accounts for 40 percent of all registered crimes.

The problem of juvenile delinquency remains a serious problem. More than one third of all crimes are committed by persons aged 18 to 29.

Reducing the total number of fires. The number of fires from 2018 to 2021 decreased by 36 percent, the number of deaths from fires - by 84 percent. Material damage from fires from 2018 to 2021 amounted to 3.5 billion rubles.

Increase in the subjective level of prevalence of corruption. According to the results of a survey conducted by the state autonomous institution of the Arkhangelsk region "Center for the Study of Public Opinion" in 2021, every 5th resident of the Arkhangelsk region personally encountered corruption in dealing with certain issues. In the large cities of the Arkhangelsk region - Arkhangelsk and Severodvinsk - this figure increased to 24 percent. In 2020, 18 percent of the population of the Arkhangelsk region faced manifestations of corruption, in 2021 this figure was 26 percent.

The Arkhangelsk region will become a safe and comfortable place to live. Thanks to the strengthening of law and order, the preservation of civil peace, the increase in the efficiency of the activities of the public security forces, the active involvement of citizens in the provision of law and order. The Arkhangelsk Region will achieve a high level of protection of human rights and freedoms, and thanks to the increased transparency and openness of the activities of the state authorities of the Arkhangelsk Region, it will be possible to establish an effective and trust-based dialogue between the authorities and the population.

The main tasks in ensuring public safety are the protection of fundamental rights and freedoms of man and citizen, the preservation of civil peace, political and social stability, the protection of the population and territories from natural and man-made emergencies.

Projects within this area are designed to respond to current challenges in the field of public safety and comply with modern trends. The most important aspect is the timely prevention and prevention of crimes and other offenses, as well as emergency situations.

The project implies the creation of the necessary conditions for the voluntary participation of citizens in the protection of public order in order to prevent crimes and other offenses. In addition, due to the active development of information technologies, it is necessary to further develop the institution of voluntary assistance of citizens in identifying and solving crimes on the Internet.

Carrying out an information campaign to attract citizens to the people's squads.

Implementation of targeted briefings with members of the people's squads.

Regular patrols on the streets, squares, parks and other places of mass stay of the population in order to prevent and suppress crimes and other offenses.

Development of mechanisms for social and material incentives for volunteers.

The level of legal culture of citizens will increase.

The subjective assessment of the implemented security measures by citizens will increase.

The crime rate will decrease.

Refusal to implement the project will lead to the need to increase the number of employees of law enforcement agencies to ensure the prevention and prevention of crimes and other offenses, which will entail an increase in the costs of the regional budget.

Thanks to the active involvement of citizens, ensuring freedom of the media and the development of the institution of civil control, constant monitoring of the state of public security will be carried out.

Creation of a single platform for the instant publication of an electronic appeal about a committed offense, automatically sent to the internal affairs bodies, the state fire service, the emergency rescue service and other bodies and services.

Development of mechanisms for monitoring the activities of management companies and utilities.

Mandatory publication of up-to-date materials that relate to the structure and functions of the state authorities of the Arkhangelsk region, as well as their decisions.

The role of civil society will be strengthened. There will be a decrease in social tension.

Refusal of the project may lead to the alienation of power and citizens due to the lack of information about the work of the state apparatus, management companies and utilities. Within the framework of the project, it is planned to ensure free access of the population to information about the work of state authorities of the Arkhangelsk region, as well as the formation of an intolerant attitude towards corrupt behavior.

Conducting training seminars, trainings for lawyers of local governments in order to develop skills for the implementation of anti-corruption expertise of regulatory legal acts and projects in the Arkhangelsk region.

Involvement of experts to conduct an anti-

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corruption analysis of regulatory legal acts and draft regulatory legal acts of the Arkhangelsk region.

Placement of administrative regulations for the provision of public services, municipal services on official websites on the Internet.

Formation of ratings of openness and availability of information about the activities of state authorities of the Arkhangelsk region and local governments.

Development of educational materials in order to form a negative attitude towards corrupt behavior.

Conducting sociological research among residents of the Arkhangelsk region, including individual entrepreneurs, in order to study and assess the level of prevalence of corruption, as well as assess the anti-corruption measures taken.

An intolerant attitude towards corruption will form in society. The proportion of residents of the Arkhangelsk region who condemn citizens who give or take bribes will increase to 80 percent (according to sociological surveys).

The proportion of residents of the Arkhangelsk region who have not had to deal with corrupt behavior in resolving a particular issue will increase to 90 percent (according to sociological surveys).

The average number of participants in competitive procedures will increase to 2.5 when making purchases to meet state and municipal needs.

If the project is abandoned, the risk of abuse of power will remain, which may have a negative impact on the image and economic activity of the Arkhangelsk region.

Prevention of offenses is an important component of the mechanism for combating crimes and administrative offenses. The formation of the legal culture of the population, the early warning of social conflicts, as well as the improvement of the system of comprehensive crime prevention itself are designed to improve the social macroclimate and the crime situation in the Arkhangelsk region.

Distribution of the hardware-software complex "Safe City" throughout the territory of the Arkhangelsk region.

Development of mechanisms for the protection of private property of citizens.

Development of mechanisms to prevent offenses on public roads in the Arkhangelsk region.

Preparation of methodological manuals for minors and recommendations for parents on the prevention of neglect and juvenile delinquency.

Organization of purposeful, systematic preventive work with adolescents, youth and their parents on the problem of drug abuse and other psychoactive substances.

Provision of social, psychological, legal assistance to citizens who have become victims of a crime.

Social rehabilitation of persons released from institutions that carry out punishment in the form of deprivation of liberty, in terms of training and

employment.

By 2035, the number of registered crimes will be reduced to 7,000 per 100,000 inhabitants.

Reducing the number of crimes committed by persons under 30 by 75 percent.

Increasing the level of detection of crimes.

Reducing the share of serious and especially serious crimes.

Reducing the number of crimes committed by persons who do not have a permanent source of income.

Formation of a mechanism for stimulating lawful behavior.

By 2035, the number of people killed in traffic accidents will drop to 3.17 per 100,000 people.

In case of refusal to implement the project, the worsening of the social macroclimate is predicted due to the difficult criminogenic situation.

The project provides for the development of a unified emergency warning system for the population, as well as the adoption of measures to prevent and protect the population and the territory of the Arkhangelsk Region from natural and man-made emergencies, including through the introduction of innovative technologies.

Improving the methods and means of warning about emergency situations.

Improving the efficiency of preventing, detecting and extinguishing forest fires, introducing new means of detecting and extinguishing forest fires, as well as technologies for extinguishing forest fires.

Reconstruction of public warning systems based on the introduction of a new generation of technical means and modern equipment operating in digital communication networks and on television and radio channels.

Improving systems for monitoring and forecasting emergency situations.

Preparation for the protection of the population, material and cultural values on the territory of the Arkhangelsk region from the dangers arising from military conflicts or as a result of these conflicts, as well as in emergency situations of a natural and man-made nature.

The introduction of modern information technologies into the system of training and education of the population - computer training programs, computer games and simulators that improve behavior skills in an emergency.

Expansion of measures for fire-fighting arrangement of forests, settlements, communications, social infrastructure facilities.

Taking preventive measures to prevent violations of fire safety rules.

The number of destructive events (emergencies, fires, accidents at water bodies) will decrease.

The total number of citizens killed and injured in emergencies, fires and water bodies will decrease by 30 percent.

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The share of forest fires eliminated within the first day from the moment of detection in the total number of forest fires will exceed 50 percent.

The proportion of settlements in the Arkhangelsk region located in the zone of standard arrival time of fire departments will increase (more than 80 percent).

Refusal of the project will lead to significant material losses due to the unpreparedness of the existing infrastructure for emergency situations.

In order to prevent disruption of the normal functioning of information and telecommunication systems, as well as to ensure the safety of information resources from unauthorized access, a unified system should be created that will include legal, organizational, technical, and economic ways to ensure information security.

Development of normative legal acts of the Arkhangelsk region, regulating information relations in society.

Development of mechanisms to prevent the leakage of processed information.

The use of cryptographic means of protecting information during its transmission over communication channels.

Development of methodological materials for safe work on the Internet.

Providing organizational, technical, legal, and economic methods for improving security.

Economic incentives for personnel involved in information security.

Reducing the share of registered crimes committed on the Internet.

Improving information literacy of the population.

Refusal of the project can lead to a rapid increase in the number of online crimes, as well as to an increase in damage due to leaks of financial documents, technological, design developments and other data.

Creation of conditions conducive to maintaining the high importance of the family institution in modern society, support for the effective implementation of its social functions.

Positive development of partnerships in the family, both between spouses and with children. In modern society, people seek in the family, first of all, the satisfaction of the emotional needs of the individual, as a result, spouses make more serious psychological demands on each other.

The transition from large families to truncated families. In the Arkhangelsk region, as in the whole country, a truncated family (a family with one child) prevails: the share of families of this type is about 58 percent of the total number of families, while the share of families with 2 children is only

31 percent, families with 3 or more children - 11 percent. Despite the predominance of families with 1 child, in recent years in the Arkhangelsk region there has been an increase in the number of large families -

compared to 2011, the number of large families increased by 54.2 percent.

Reducing the number of marriages and divorces. The number of divorces is decreasing in the Arkhangelsk region. At the same time, due to the growing popularity in modern society of unregistered alternative forms of joint relations, the number of officially registered marriages is decreasing, which exacerbates the problem of stability of family and marriage relations.

Increasing family autonomy. The values of familism (duty, family responsibility) are supplanted by the values of individualism, personal achievement and independence; this trend causes a transition from an extended type of family, consisting of 3 or more generations, to a nuclear type of family, including only parents and their children, and leads to an increase in the number of lonely elderly citizens.

The most important function of the family is the socialization of the individual, the transfer of cultural heritage and the upbringing of a new generation. The connection of generations will ensure the health of a society in which the family is support, care and trust. The variety of forms of family support makes it possible to educate the younger generation, observing traditions and confident in the future, harmonize intergenerational relations, ensure the economic independence of the family and create incentives to increase the number of large families.

Increasing the value of the family lifestyle, preserving spiritual and moral traditions in family relations and family education, assisting in the realization of the educational and cultural and educational potential of the family. Development of social activity and economic independence of the family, creation of conditions for independent decision by it of its social functions. Development of a system of state support for the family, including the improvement of mechanisms for the social protection of families and children in need of special state care.

The project is aimed at improving the system of social protection of families in need of special care from the state, increasing the effectiveness of mechanisms for preventing family problems, child neglect and homelessness.

Creation of favorable conditions for the upbringing of a child in a family, the introduction of "supportive" technologies and forms of work with the family.

Popularization in society of the values of trusting relationships between parents and children, dialogue education as an alternative to education with the use of violence against children.

Stimulating and organizing the consolidation of the efforts and resources of the state, non-profit organizations and public associations, socially responsible businesses, volunteers in solving the problems of children and families with children in difficult life situations.

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Strengthening interdepartmental and intra-industry cooperation in working with children and families in difficult life situations.

Development of a system of primary prevention of family problems and domestic violence.

Implementation and improvement of the effectiveness of state support for foster families. Development of a support system for foster families.

Development of forms of leisure, sports, tourism and additional education, specifically focused on the integration of children at risk and children in a socially dangerous situation.

The implementation of the project will reduce the number of families in difficult life situations and in need of state assistance and support, and will provide favorable conditions for the implementation of life-preserving and socializing functions by the family institution.

The proportion of children in a socially dangerous situation in 2035 will be less than 0.5 percent of the total child population of the Arkhangelsk region.

The share of crimes committed by minors or with their complicity in 2035 will be less than 7 percent of the total number of registered crimes.

Current trends in the decline in family stability, combined with the spread of a variety of types of family behavior, increase the risk of an increase in the number of families in a difficult life situation. Rejection of the project will not allow the implementation of measures to prevent family problems and reduce the number of dysfunctional families in the long term.

The family is the fundamental social institution of modern society, which performs the most important functions to ensure its reproduction and the comprehensive development of the individual. The project is aimed at creating favorable conditions conducive to expanding the social and economic activity of the family, mobilizing the family's internal resources and developing forms of mutual support for families.

Promoting the development of forms of mutual support for families and support for public associations, family clubs and parental communities with a different target orientation (family leisure, education, development of civil initiatives, etc.).

Development and implementation of modern programs and projects of civil and patriotic education; organization of public mass events aimed at ensuring the social activity of the family.

Formation of a positive public opinion about the role of the family in society, traditional family and moral values, the principles of responsible parenthood.

Support for a stable material level of the family: creation of jobs for young professionals, assistance in the development of family business; ensuring equal conditions in the labor market for women and men.

Favorable conditions will be created to enhance the status of the family in society and strengthen the institution of the family.

The total fertility rate by 2035 will be 1.810.

By 2035, the ratio of divorces per 1,000 marriages will be reduced by 15 percent from the level of 2021, to no more than 526 divorces per 1,000 marriages.

The rejection of the project will lead to a decrease in the cumulative effect of all other proposed measures and projects aimed at increasing the level of population consolidation and the development of an active civil society, since the education of a culture of social responsibility and civic engagement will not be ensured at the most important level of social relationships - the family level. The project is aimed at developing state and public support for the family, including during the birth and upbringing of children, improving direct and indirect measures to support families in need of better housing conditions, large families, single parents, families that include unemployed citizens of retirement age living together and disabled people.

Improving approaches to providing financial support to large families, introducing a mechanism for differentiated payments, in which the amount of material assistance is directly proportional to the number of children.

Support for entrepreneurial activities of families with many children and parents raising children with disabilities.

Expanding the participation of non-state socially oriented non-profit organizations in providing services to families and children, introducing and promoting social innovations.

Support for non-governmental organizations operating in the field of providing educational services, childcare and childcare services, including through the implementation of public-private partnership projects.

Expanding the construction of affordable housing that meets the needs of families, while building social infrastructure facilities needed by families with children.

Development of infrastructure for family recreation, tourism and sports, including through the implementation of a public-private partnership mechanism.

Implementation of modern effective models and innovative approaches to working with families and children in need of social assistance, including the development of non-stationary, semi-stationary and remote forms of social services for the population.

Development of forms of non-material support and increased targeting of material support for families with disabled children, as well as families in which both or the only parent is a disabled person of group I or II.

Introduction of modern forms of social services

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for the elderly, including through the development of non-stationary forms of social services and the expansion of alternative forms of care for the elderly.

Increased accessibility and quality of social services, social support measures that meet the needs and strengthen the resources of families of various types will be ensured.

The level of housing provision for families with children and its comfort will be increased: by 2035, the proportion of citizens who have received social services will be 100 percent of the number of citizens in need of social services.

The main risk of refusal to implement the project is that the development of the social support system for the family will not be ensured in accordance with the changing needs of modern society, which will lead to an increase in social tension and a decrease in the quality of life of the population.

The project is aimed at supporting the formation and development of a prosperous young family, increasing the value of a family lifestyle, preserving spiritual and moral traditions in family relations and family education, assisting in the realization of the educational and cultural and educational potential of a young family and improving its quality of life.

Development and implementation of programs and projects aimed at forming among young people a positive attitude towards traditional family values and a responsible attitude towards marriage, reproductive health and behavior.

Providing young families with information support in their formation and life.

Support for the development and functioning of public associations and non-state socially oriented non-profit organizations that carry out activities aimed at supporting young families, as well as activities related to the promotion, preservation and restoration of traditional family values.

Assistance to young families in purchasing housing and improving housing conditions.

Improving the socio-psychological support of a young family.

Development of a system for protecting the reproductive health of young spouses, including through the introduction of social and communication technologies in preventive work with young parents.

The implementation of the project will improve the quality of the functioning of a young family as a component of society, which forms its social and reproductive potential. The proportion of young families provided with housing during 2021-2035 will be at least 90 percent of the total number of young families registered as needing housing at the end of 2020.

The risk of abandoning the implementation of this project is to consolidate the trend of reducing the number of young families in the long term due to a decrease in the values of marriage and family relations and reproductive motivation among young people.

Improving the conditions for the formation and formation of a personality based on the traditions and culture of the ethnic communities of the Arkhangelsk region, which will provide support for a sense of stability in a rapidly developing urban environment.

Growing social tension. The growth of social tension in the territory of the Arkhangelsk region is due to both negative socio-economic trends in general and the deformation of the cultural environment in particular. Historical memory, which combines the past with the present projected into the future, is also largely influenced by modern globalization processes.

The plight of rural culture. Rural culture, historically serving as the custodian of traditional culture, is in decline today.

A significant level of deterioration of cultural infrastructure. The objects of cultural infrastructure of the Arkhangelsk region require additional investments to ensure the expansion of the population's access to cultural values and information.

Growing requirements of modern society to the level of personality development. The need to form a personality with a high educational level, active consumption of services in the field of culture and sustainable cognitive motivation. In modern society, the population is an active participant in cultural processes.

The huge cultural potential of the Arkhangelsk region, the high reputation of the cultural heritage of the Arkhangelsk region in the external environment. On the territory of the Arkhangelsk region there are unique cultural objects, cultural landscapes of world significance (surviving monuments of wooden architecture are the most valuable objects of world architecture).

By 2035, a cultural environment will be formed that contributes to the civil unity of the population in the face of the challenges of the global world. The basis for the formation of personality will be the historical and cultural heritage, ensuring the continuity of generations. In the context of globalization and the spread of mass culture, the preservation of cultural identity will be ensured. A single regional community will help strengthen civil unity and harmonize interethnic relations.

The project is aimed at increasing interest and strengthening respect for the cultural values and traditions of ethnic communities represented in the Arkhangelsk region and overcoming negative national stereotypes of mass consciousness.

Strengthening the unity of Russian society and harmonization of interethnic relations through cultural and humanitarian development.

Transfer from generation to generation of values, norms, traditions and customs traditional for the Arkhangelsk region.

Providing conditions for the development and realization of the cultural and spiritual potential of every inhabitant of the Arkhangelsk region.

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Increasing the proportion of the population participating in activities aimed at harmonizing interethnic relations.

There will be an activation of a positive attitude in society in relation to the cultural values and traditions of the ethnic communities represented in the Arkhangelsk region.

Consolidation of forces will be ensured to strengthen civil unity and harmonize interethnic relations. There will be an increase in the share of the population participating in activities aimed at harmonizing interethnic relations.

The risk of abandoning the project lies in the deterioration of intercultural and interethnic interaction in the single social space of the Arkhangelsk region.

In the course of work on the Strategy, an assessment was made of the development of the main indicators of economic activity in the Arkhangelsk region within the framework of the target development scenario.

The aggravation of global and interregional competition, the transition of the constituent entities of the Russian Federation to an innovative socially oriented type of development presuppose, first of all, the development of human capital. Both in the national and in the regional context, human capital is undoubtedly an important, key internal factor of competition. The transition from an export-raw material to an innovative model of economic growth is associated with the formation of a new social development mechanism based on a balance of entrepreneurial freedom, social justice and national competitiveness. This approach requires the implementation of a complex of interconnected in terms of resources, timing and stages of transformations in the following areas:

human development;

creation of a highly competitive institutional environment that stimulates entrepreneurial activity and attracting capital to the economy;

structural diversification of the economy based on innovative technological development;

consolidation and expansion of global competitive advantages in traditional areas (energy, transport, agrarian sector, processing of natural resources);

expansion and strengthening of foreign economic positions; transition to a new model of spatial development.

In the long term, it is expected to increase the competition of the subjects of the Russian Federation for key development resources, with the concentration of the latter in energy and raw material regions and large agglomerations. A positive impact on the Arkhangelsk region may have climate change and the growing importance of the northern territories associated with the development of exploration and mining. Factors such as the aging of the population

and the growth of migration (outflow of the population) can negatively affect the development of the Arkhangelsk region. In this regard, in order to ensure the competitiveness of the Arkhangelsk region, favorable conditions must be created for the life of the population, in particular for professional personnel.

As favorable conditions for the socio-economic development of the Arkhangelsk region, one should consider the strengthening of the processes of globalization of the world economy, as well as the expected growth of the political and economic significance of the Arctic region in the long term. The processes of globalization of the world economy and the development of foreign economic relations will be accompanied by an increase in foreign policy exchange and an increase in demand for transport services.

According to forecasts, trade between the countries of the Asia-Pacific region and the European Union will become one of the most dynamic markets, while countries that can attract transit Eurasian freight traffic on their transport communications will also benefit. Due to the advantages of its geographical position, the Arkhangelsk region has great potential in the development of transport and economic ties and expansion of cooperation with European and Asian countries. It is expected that in the medium term the Northern Sea Route will become an actively developing transit direction, which will lead to a redistribution between the constituent entities of the Russian Federation, especially between the regions of the Northwestern Federal District, the burden of ensuring international transportation of goods with an increase in the load on such regions as the Arkhangelsk and Murmansk regions.

In connection with the prospective growth in the number of container cargo transportation by sea, it will be necessary to build new port complexes, as well as reconstruct existing container terminals in order to increase their capacity for processing large-capacity containers. In accordance with this, the construction of the Belkomur railway and the modernization of the Arkhangelsk seaport (until 2035) are of particular importance. In the medium term, the implementation of these projects will be accompanied by high country and macroeconomic risks and the resulting high cost of raising capital, high capital costs and implementation time.

An important factor hindering the development of the regional economy could be increased restrictions on attracting foreign investment, reduced opportunities for foreign borrowing for the Russian financial sector, and a tougher position of foreign partners.

In the context of negative macroeconomic trends, the expected structural shifts in the regional economy will be slow. In the medium term, the structure of the economy of the Arkhangelsk region will not undergo significant changes - the basis of the

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market specialization of the Arkhangelsk region will continue to be the branches of the timber processing complex and shipbuilding. Against the backdrop of these industries holding leading positions, it is predicted that favorable conditions will be maintained for the development of chemical industry enterprises (production of rubber and plastic products), metallurgical production and production of finished metal products, special engineering, as well as the mining industry in the economy of the Arkhangelsk region.

The fishing industry, which has been developing in recent years under the influence of crisis phenomena in the national economy, will retain its current positions in the structure of gross value added and employment. Fisheries will be based primarily on ocean fishing. Factors that have a favorable impact on the development of fisheries in the long term will be the predicted growth in demand in the global seafood market, as well as the continuation of the trend towards import substitution in the domestic market. At the same time, the predicted depletion of the bioresources of the World Ocean will hinder the intensive growth of the market, as well as increase global competition for marine bioresources, including between the countries of the Arctic region.

In the long term, the increase in offshore oil and gas production stimulates the demand for transport, service and technical vessels adapted to work in the Arctic. The demand for the implementation of the state defense order by shipbuilding organizations of the Arkhangelsk region will increase, the products of domestic military shipbuilding will remain in demand on the world market. In order to maintain sustainable development trends in the medium and long term, institutional reforms will be carried out in the industry, the deployment of programs to promote technological modernization, including in related industries (metallurgy, mechanical engineering, electronics, etc.), as well as the promotion of products of shipbuilding enterprises to domestic and foreign markets.

The functioning of the timber industry complex in the medium term will be determined by the persistence of the influence of the following factors that limit its development: low growth and removal of wood per unit area of exploited forests, insufficient reforestation efficiency, increased damage to forests and loss of forest resources from fires and diseases due to insufficient efficiency of the protection and protection system forests, the limited scale of the domestic market, the low degree of use of secondary waste paper, the lack of publicly available, reliable information about forest resources, the low level of infrastructural, logistical, scientific and personnel support. In the long term, an increase in domestic and external demand for sawn timber by 2035 is predicted, maintaining the trend towards import substitution of pulp and paper industry products, as well as an

increase in the EU market for fuel pellets (pellets) due to the increase in the cost of natural gas and the expansion of domestic consumption of biofuels. Taking into account the existing factors, the development of the timber industry complex of the Arkhangelsk region will be implemented on the basis of timber industry clusters around the Arkhangelsk Pulp and Paper Mill joint-stock company with the intensification of the use of forest raw materials, including low-quality timber, and the development of woodworking industries with a higher added value.

The increase in mining in the Arctic zone of the Russian Federation stimulates the expansion of projects for the development of primary diamond deposits named after V. Grib and named after M.V. Lomonosov and the Pavlovskoye silver-bearing lead-zinc deposit on the Novaya Zemlya archipelago. In the long term, the emerging trend of reducing the investment of mining companies in exploration will be an unfavorable factor, however, the use of the public-private partnership mechanism will encourage mining companies to conduct exploration in the Arkhangelsk region.

When determining the main scenario conditions, two main indicators should be taken into account: economic development and attraction of human capital.

Since the main losses of human capital are caused by the migration outflow of the educated working-age population, the indicator of the migration inflow of highly skilled labor resources was chosen as the key factor in determining the implementation of the scenario.

The developed model determines the impact of investment growth on the increase in wages as a factor in attracting highly qualified labor resources. The choice of these variables was based on the construction of a correlation matrix to determine the most statistically significant indicators.

The condition for attracting human capital is the average salary, the level of which is higher than in other subjects of the Russian Federation, similar in terms of socio-economic development. The current indicator of the average salary in the Arkhangelsk region is below the average for the NWFD; The Arkhangelsk region is in 6th place among 12 regions of the Northwestern Federal District.

Investment activity will become a key mechanism for the development of the Arkhangelsk region. The intensity of the investment process also depends on the marginal propensity to save and is determined not only by the level of accumulation, but also by shifts in the economic situation, a comprehensive assessment by entrepreneurs of the prospects (horizons) of economic development.

The investment climate will be influenced by the general economic and political situation in the country, the state of foreign trade, the exchange rate of the national currency, new discoveries in the field

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of science, engineering and technology, finding new sources of raw materials and materials, changes in the structure of demand of the population, the size of its income, national traditions, etc.

The formation of a favorable investment climate will be facilitated by the presence of a number of conditions, the main of which are:

a sufficient level of savings for investment, acting as investment resources;

the existence of objects for investment in the form of real and/or financial assets that ensure the preservation and/or increase of invested funds;

the functioning of economic entities capable of making investments;

the presence in the economic system of institutions that ensure the accumulation and

transformation of savings into investments.

The need to achieve a given level of average accrued wages and the level of GRP in the framework of the implementation of the Strategy determines the achievement of the required growth rate of investment in fixed assets. The sources of investments will be federal transfers, foreign investments and attracted funds.

The current investment growth rate, calculated for the period 2018-2021, was 1.02 percent per year. However, over the past 2 years, the average investment growth rate has exceeded 20 percent (the adjusted volume of investments in fixed assets for 2021 amounted to 108.92 billion rubles) (Table 1).

Table 1. Growth rates of investments in fixed assets until 2035, %

2018 (base)	2024 by 2018	2030 by 2025	2035 by 2030	2035 by 2018
100	165.3	177.07	154.7	429.6

To realize the investment potential, the level of debt burden of the regional budget at the level of 50-40 is required.

Another opportunity to increase domestic investment potential is the financial potential of companies.

In the Arkhangelsk region, the following areas of activity have obvious domestic investment potential:

provision of services in the field of culture and sports; provision of health care services; provision of other services;

professional and scientific activity;
real estate activities, hotel and catering activities;

activities in the field of information and communication; mining.

The manufacturing industry, which occupies a

significant share in the production and use of labor resources, has an autonomy coefficient below 20 percent, which indicates low domestic investment opportunities and the need to attract external investors. In the short term, this sector will be the least able to use external financing to support investment activity.

Another source of increasing domestic investment opportunities is public finance. The potential for an increase in mortgage lending may indicate promising opportunities for growth in investment in the construction and related sectors. To determine the financial potential of the population, the PTI indicator was used, which indicates the ratio of the amount of monthly payments on all loans of the borrower to the level of his income.

Table 2. The level of nominal debt burden at the end of the first half of 2020

	Average payment, rubles I-2020	PTI I-2020	Average payment, rubles I-2019	PTI I-2019
Arkhangelsk region	11445	29%	11 419	thirty %
In general for the Russian Federation	12 538	32%	12 278	34%

Normal in the banking classification is the PTI at the level of 30 - 35 percent. The level of the debt burden of the residents of the Arkhangelsk region and the average amount of payment indicate the absence of "indebtedness" and the potential to reorient the population without collateralized short-term loans to

targeted mortgage borrowings (Table 2).

Other aspects that affect the level of investment are indicators of the socio-economic development of the Arkhangelsk region and the growth of the GRP of the Arkhangelsk region for the development of interregional commodity exchange and foreign trade

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turnover.

Based on the analysis of time series and forecasts of foreign trade turnover, the main results of the impact of exports and imports of the Arkhangelsk region on the growth of GRP and investments were obtained:

an increase in exports by one percent will lead to an increase in GRP by 1.19 percent; an increase in imports by 1 percent will lead to an increase in GRP by 0.89 percent;

a 1 percent increase in exports will lead to an increase in investment by 0.92 percent;

a 1 percent increase in imports will lead to an increase in investment by 0.84 percent.

The scenario of socio-economic development of the Arkhangelsk region assumes a low rate of increase in the key rate set by the Central Bank of the Russian Federation, and rather high rates of the physical volume of investments (annual growth will average 106.3 percent).

The current conditions will allow the economy of the Arkhangelsk region to enter the path of growth in average labor productivity, which will lead to an increase in the competitiveness of jobs. The attractiveness of the Arkhangelsk region for the population, especially its young part, will grow, in connection with which, a stable growth vector of the migration balance will be formed and by the beginning of the 3rd stage of the Strategy, the net outflow of the population will stop. However, these rates will not be enough to maintain the population at the current level. The share of exports in the economy will grow, but will not reach a significant level. In addition to those indicated in the target scenario, industries of the digital economy will receive accelerated development. The key source of growth will be the shipbuilding and related industries, the transport and logistics complex and the mining industry.

A comprehensive assessment of the forecast values of the working-age population, the average value of labor force participation for the period from 2018 to 2021 (67.6 percent) and the structure of industries in 2020 for all industries allows us to conclude that the need for personnel has decreased by an average of 12.4 percent relative to the level of 2021. The decrease in the need for personnel in 2035 will fall mainly on manufacturing industries.

By the end of the 1st stage, the share of high-tech industries will increase, including through small businesses.

The key driver of economic growth in the target scenario will be the development of the transport and logistics complex and maintenance of the Northern Sea Route, as well as production focused on exports and deliveries to other regions of the Russian Federation. Traditional manufacturing industries will be focused on increasing labor productivity through technological modernization. An independent driver

of development will be industries in which the development of breakthrough technologies is possible, primarily in the markets of composite materials, bio- and information technologies.

The increase in investments will positively affect both the image of the Arkhangelsk region - a rapidly developing territory with an innovative economy, and the wages and living standards of the population. A higher standard of living of the population, in turn, will attract additional human resources and switch migration to an influx of qualified personnel.

The strategy provides for 3 stages of implementation:

1- th stage - 2021 - 2025 - the formation of conditions for development;

2- th stage - 2025 - 2030 - an increase in the rate of economic growth;

3- th stage - 2031 - 2035 - conservation and sustainable socio-economic development.

The stages of implementation of the Strategy differ in terms of conditions, factors, risks of socio-economic development and priorities of the economic policy of the Arkhangelsk region.

1- the th stage (2021-2025) is based on the implementation and expansion of those competitive advantages that the economy of the Arkhangelsk region currently has. At this stage, when the main prerequisites for achieving the priorities of the Strategy are being laid, it will be necessary to make changes to the system of state programs, taking into account the implementation of key projects. By the end of the 1st stage, significant changes will be achieved in the social sphere and conditions for an economic breakthrough will be formed.

2- Stage 1 (2025-2030) is characterized by a significant increase in competitiveness and the volume of attracted investments. At this stage, most of the targets will be achieved.

Institutional conditions and technological prerequisites for development will be created. Cluster interaction will accelerate, small innovative enterprises will actively begin to appear, projects of interregional and international integration will be launched. The external situation will improve, investment growth rates will increase, which will ensure significant economic growth and development of the social sphere.

At the 3rd stage (2031-2035), all key projects will be implemented, conditions for the global competitiveness of the economy of the Arkhangelsk region will be created. Enterprises of the Arkhangelsk region will actively participate in international markets. The Arkhangelsk region will become the economic, social and cultural center of the Russian North.

The significant consequences of the implementation of the target scenario and the increase in investment include:

deep modernization of the economy, provided by

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the organizational and project efforts of the regional authorities to attract investment and manage development processes, will favorably affect the increase in demand for export products of the Arkhangelsk region;

the implementation of large resource-producing and infrastructure projects against the background of the general growth of the world economy will create additional financial opportunities for the formation of a powerful innovation and technology sector and the development of the social sphere;

in the field of managing social processes and developing human capital, there will be a transition from administrative-departmental targeted programs to modern formats of strategic planning based on public consensus and the participation of government, business and society in solving key problems of regional development;

a regional innovation system will be created, including a scientific, educational and innovation-technological complex based on NArFU, special economic zones, technology parks and business incubators will be identified. An innovative and technological sector of the economy and a sector of the digital economy will be formed, which will attract additional highly qualified labor resources, providing them with a competitive level of wages and providing prospects for professional growth;

a reorientation will be carried out with a supportive social policy towards a strategy of targeted investments in promising groups and the formation of an innovative active environment;

attraction of investors for the implementation of promising projects will be an incentive for the integrated development of regional infrastructure (transport and logistics, energy, utilities, telecommunications, business, social and recreational), which ensures the processes of socio-economic development;

the practice of managing the processes of socio-economic development will be formed, including a system of strategic planning and project management (in partnership "authority - business - society") at the level of the Arkhangelsk region and municipalities of the Arkhangelsk region, which will activate the activities of specially created public development institutions.

In general, as a result of the implementation of the target scenario, it is expected to attract highly qualified labor resources by providing a higher standard of living. Stimulation of innovations will make it possible to realize the current potential of human capital, which will have a positive impact on the economic development of the Arkhangelsk region. New technologies, the digital economy, investments in promising projects will increase the importance of human capital and serve as an incentive to create an appropriate social infrastructure. The economic and civic activity of residents will increase significantly.

Through the modernization of existing industries, the formation of the innovation-technological sector of the economy (including the sphere of the digital economy), jobs will be created for graduates of higher educational institutions of engineering, technical, social and humanitarian specialties. This will lead to equalization of the disproportion in the labor market and the migration influx of active innovation-oriented youth. An increasingly important role will be played by the commercialization of the developments of scientific laboratories and research centers of the Arkhangelsk region. A targeted policy to reduce preventable mortality would result in a reduction in working-age mortality equivalent to a 10 percent increase in the working-age population. Efficient work of health care aimed at prolonging the active period of life and maintaining health, will allow to use the labor potential of older people. The sphere of education will serve as a "social lift" and an institution for professional training and personal development of young people. The scientific and educational complex of the Arkhangelsk region will become the initiator and "core" of emerging new public development institutions - platforms for communication, strategy, design, testing of new economic, social and cultural practices.

Taking into account the changes taking place in the socio-economic situation of the Arkhangelsk region and the Russian Federation as a whole, regular adjustment and updating of the Strategy is necessary.

To achieve strategic goals and improve the efficiency of the implementation of the Strategy, a monitoring system for its implementation is being formed, which involves:

formation of an action plan for each stage of the implementation of the Strategy, taking into account the achievement of the planned indicators of the previous stage;

adjusting the provisions of the Strategy in order to ensure its consistency with the priorities of the socio-economic development of the Russian Federation;

creation of a mechanism for monitoring the implementation of the Strategy, including the formation of a reporting system for executors of activities.

The implementation of the Strategy is carried out by the state authorities of the Arkhangelsk region responsible for the implementation of the action plan, in accordance with the authority in the established field of activity. The state authorities of the Arkhangelsk region determine the list of officials who are personally responsible for the implementation of measures and for reporting on the achievement of targets, problems and risks, as well as on the measures taken in connection with them.

The main criteria for the implementation of the Strategy are the achievement of final results, compliance with the deadlines for the implementation

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of activities, targeted and efficient use of allocated funds, including funds from the regional and federal budgets and extrabudgetary sources of funding.

Based on the results of inspections, proposals are prepared and submitted to the Government of the Arkhangelsk Region on the advisability of continuing the implementation of activities, their financing (their termination) or the application of sanctions to participants in their implementation.

The updating procedure is recommended to be synchronized with the annual message of the Governor of the Arkhangelsk Region to the Arkhangelsk Regional Assembly of Deputies on the socio-economic and socio-political situation in the Arkhangelsk Region. Updating should be carried out on the basis of a revision of the content of the main sections of the Strategy, taking into account changes in internal and external factors.

At the end of each of the 3 stages, it is possible to adjust the Strategy - change the Strategy while maintaining the time period for its implementation, taking into account the prevailing internal and external factors.

It is recommended that the action plan for the implementation of the Strategy be adjusted when the Strategy is adjusted or updated, as well as when there are significant changes in external and internal factors that reduce the effectiveness and efficiency of measures.

The mechanism for monitoring the implementation of the Strategy involves the creation of a single information base of expanded socio-economic and financial indicators, which provides for the aggregation of target indicators for municipalities of the Arkhangelsk region. This will allow promptly receiving reliable information characterizing the implementation of the action plan and evaluating the effectiveness of the implementation of the Strategy (Table 3).

In order to monitor the implementation of the Strategy and identify the need for timely updating, target socio-economic and financial indicators for the development of the Arkhangelsk Region at the end of each stage were determined.

Table 3. Target indicators for the implementation of the Strategy

Target indicator name	base value	Target value by years		
	2018	2025	2030	2035
GRP in basic prices, billion rubles	502.85	754.21	1,177.42	1,774.63
The volume of investments in fixed assets from all sources of financing, billion rubles	111.02	192.13	309.33	486.83
Consolidated budget revenues, billion rubles	81.49	89.66	109.41	131.61
Share of SME products/services in total GRP*, percent	13.64	23.70	32.40	40.00
Number of SMEs, including micro-enterprises (at the end of the year), units	14 260.00	14 913.00	15,453.00	15,902.00
Average number of employees (without external part-timers) SMEs, including micro-enterprises, thousand people	77.00	78.60	81.59	84.17
Real disposable money income of the population, % to the previous year	100.20	102.19	102.78	102.99
Average monthly nominal accrued wages of employees for a full range of organizations, rubles	43,983.79	58,543.95	74,944.65	92 071.00
Population with cash incomes below the subsistence level, percent of the total population	14.30	7.15	5.87	5.01
Agricultural products in farms of all categories, billion rubles	13.05	17.03	24.04	34.94

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The volume of shipped goods of own production, performed works and services on their own by type of economic activity "Manufacturing", billion rubles	177.99	454.83	715.03	1,093.80
Share of products of high-tech and knowledge-intensive sectors of the economy in GRP, percent	21.6	31.0	34.09	36.60
Life expectancy at birth, years	72.20	74.67	76.93	78.71
Total fertility rate, number of children per woman	1.75	1.62	1.69	1.73
Annual housing commissioning, thousand sq. m. meters	352.00	433.47	487.83	533.13
The value of exports of non-commodity non-energy goods, million US dollars	852.00	1,746.00	1,891.00	2 319.00
Permanent population as of January 1, thousand people	111.03	1,054.34	1,026.78	1,011.86
Average annual number of people employed in the economy, thousand people	507.00	499.45	496.36	493.80
Unemployment rate (according to ILO methodology), percent	6.40	6.31	6.26	6.22
The volume of shipped goods of own production, performed works and services	34.49	47.25	61.76	77.26
Target indicator name	base value	Target value by years		
	2017	2024	2030	2035
own resources by type of economic activity Mining, billion rubles				
Amount of work performed by type of economic activity "Construction", billion rubles	54.49	90.29	153.35	241.65
Retail trade turnover, billion rubles	251.68	360.54	593.42	1,000.84
Turnover of public catering, billion rubles	13.80	20.91	32.44	47.71
The volume of paid services provided to the population by enterprises and organizations, billion rubles	68.44	101.37	158.96	246.69
Number of registered crimes, thousand units	20.30	18.35	16.23	14.47
Number (number) of people killed in traffic accidents per 100,000 population	9.30	4.75	3.67	3.17
Export, million US dollars (in actual prices)	2,286.70	2939.00	2907.80	3470.10
The volume of exports of services, billion US dollars	0.00	0.45	0.60	0.79
Export of products (goods) by organizations of the Arkhangelsk region, million rubles	50,261.9	62,195.90	57 172.00	64,836.20
Total consumption of natural gas as motor fuel, thousand m3	36.97	57.19	66.34	71.49

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Energy intensity of GRP under comparable conditions relative to 2007, tce/mln. rub.	36.86	33.49	28.60	23.02
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In the long term, the role of the demographic barrier to growth will increase, which will significantly constrain the possibilities of economic development. Reducing the impact of negative demographic trends is possible through an active migration policy and a significant increase in labor productivity, based in the forecast period on investment growth and an increase in the savings rate.

The current trend has formed an average growth rate for the period 2018-2021 at the level of 3.4 percent. To achieve more significant growth rates, a fundamental change in the economic model is required, an increase in the share of high-tech and innovative industries in the GRP structure to 25-30 percent. Private investment plays a key role in economic development.

Implementation of the Strategy is planned using several sources of funding. In order to exclude a serious increase in the burden on the regional budget, a significant part of the projects is synchronized with existing national projects and state programs. Sources of funding for these projects include:

- federal budget;
- federal fund of obligatory medical insurance;
- the social insurance fund of the Russian Federation;
- budgetary and non-budgetary funds.

For the implementation of large projects in the industrial sector, it is planned to attract external private, including foreign, investments.

In addition, some of the projects that provide for the modernization of public administration mechanisms are supposed to be implemented without funding.

The remaining projects will be implemented with funding from the regional budget; at the same time, a gradual reduction of budgetary funds is envisaged due to the transition to self-sufficiency and attraction of external investors. A significant part of the projects will be implemented through public-private partnership mechanisms, which will also reduce the burden on the regional budget.

For the subsequent implementation of the Strategy, the implementation of a balanced budget policy, the fulfillment of social obligations, it is necessary to lay down mechanisms for its implementation, namely:

- creation of investment-attractive conditions, reduction of administrative and other barriers, expansion of the list of public services and reduction of the terms for their provision, digitalization of the economy, expansion of cooperation, creation and development of clusters;
- involvement of residents of the Arkhangelsk

region in the implementation of the most socially significant projects, expansion of interaction between government, business and society;

- increasing the openness of the activities of regional and municipal authorities, including with the use of information technology;

- development of the institution of public-private partnership.

These mechanisms will allow in the future to maximize the result expected from the implementation of the Strategy. The greatest efficiency will be achieved by combining the project approach with the best program-target management methods.

The growing need to attract additional investments makes it necessary to increase the level of openness of the activities of the state authorities of the Arkhangelsk region and local governments, improve the technological state of the associated infrastructure. In addition, the creation of a favorable investment climate should be duplicated at the municipal level, which confirms the need to form common areas and methods of interaction with investors at all levels of government:

- introduction of a single standard for the formation of the investment environment, providing for the uniformity of approaches to interaction with investors for the executive bodies of state power of the Arkhangelsk region and local governments;

- strengthening of interdepartmental interaction, formation of a communication scheme at the junctions of the areas of responsibility of the executive bodies of state power of the Arkhangelsk region;

- determination of key performance indicators related to the quality of cluster interaction and the contribution of the project to the total annual investment;

- increasing the transparency and openness of the activities of state authorities of the Arkhangelsk region, including the provision of services in electronic form.

Despite the fact that the implementation of the Strategy is based on project decisions, an integrated system of management, financing and control goes beyond the implementation of individual projects. A synergistic effect is expected from the totality of all projects, which ensures the growth of GRP, an increase in the investment attractiveness of the Arkhangelsk region and a corresponding increase in the well-being of its inhabitants.

The implementation of the Strategy implies a change in the approach to the allocation of financial resources: the transition from direct state support to the creation and support of the necessary institutional

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conditions for attracting private investors. The main requirement for the formation of the institutional conditions and mechanisms of the Strategy is their flexibility and orientation towards the development and encouragement of entrepreneurial and innovative initiatives on the part of business.

Of priority importance is cooperation with large businesses that are able to take on the burden of implementing the investment projects of the Strategy, as well as participate in solving socially significant problems. In this case, additional consideration of the interests of business, acting in strategic partnership with regional authorities, and control over the forms and methods of interaction are assumed so that the interests of the population and state interests are not violated. Successful implementation of the Strategy is possible only if the administrations of large cities, local governments and the population are directly involved in this process. The involvement of the population involves both participation in management and control, and in the implementation of individual projects. At the same time, all participants must take responsibility in proportion to their obligations.

When implementing the Strategy, geopolitical challenges and threats must be taken into account. The importance of the issue of sufficient population and development in the Arctic and Arctic territories necessitates the organization of new industries and areas of application of labor.

Efficient public administration provides for the modernization of the system of state and municipal administration, taking into account new requirements and opportunities for the economy. Based on this, a number of tasks are formulated:

- creation of a partnership model of interaction between business and government; increasing confidence in the authorities through the creation of a unified

- a transparent information environment that minimizes corruption risks in the activities of government bodies and includes the formation of an automated decision support system;

- the transition of e-government from the automation of departmental processes to a user orientation - the creation of an effective system for collecting, processing, storing and providing consumers with spatial data that meets the needs of the state, business and citizens for up-to-date and reliable information;

- reduction of resource costs due to the transition to remote and electronic interdepartmental interaction, the creation of common databases and an effective system of interaction at the regional and local levels;

- creating conditions for the development of electronic justice, the introduction of modern information technologies to automate the process of legal expertise of municipal regulatory legal acts;

- creation of conditions for active civil-public control and ensuring the participation of civil society

in assessing the effectiveness of the activities of public authorities;

- implementation of a set of measures to improve the efficiency and effectiveness of regional state control (supervision) and municipal control, including in the accounting and registration area;

- development and implementation of mechanisms for evaluating the effectiveness and efficiency of the actions of local governments aimed at increasing the investment attractiveness of the municipalities of the Arkhangelsk region;

- involvement of the residents of the Arkhangelsk region in the management of the development of the Arkhangelsk region, support by all available administrative resources of decision-making mechanisms by public authorities with the participation of stakeholders;

- updating the state programs of the Arkhangelsk region, aimed at improving the efficiency of spending funds and the effectiveness of achieving targets by creating a state program for each goal of the Strategy.

In the Arkhangelsk region, a unique experience in the application of project management has been implemented, namely, a project office has been created in order to organize and ensure the functioning of the strategic planning and management system in the Arkhangelsk region.

According to the results of 2018, one of the best practices of the project office for training civil servants in project management was implemented in the Arkhangelsk region.

The practice of project management will become one of the main mechanisms for the implementation of the Strategy.

Despite the high appreciation of the practice of project management in the Arkhangelsk region, it is recommended to improve the methods of interaction between the participants in the project management system with the public, as well as to spread the practice of project management to the municipal level.

The main objectives of the spatial development of the territory of the Arkhangelsk region are:

- development and optimization of the existing settlement structure, including the development of emerging group systems;

- diversification of industrial specialization of single-industry towns through the development of a network of enterprises for the production of products and services;

- development of the Arctic territories, territorial engineering and transport infrastructure, leading sectors of the economy of the Arkhangelsk region, rural settlements specializing in the production of agricultural products;

- development of the ecological framework and creation of a favorable environment for human life by achieving a balance of economic and environmental interests.

In modern conditions, the possibility of forming

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and implementing an effective regional policy based on an analysis of the structural characteristics of the Arkhangelsk region is of particular importance. The study of the features of the spatial organization of the Arkhangelsk region makes it possible to adequately respond to the consequences of the polarization of the socio-economic space, take into account the characteristics of individual territories in the implementation of regional policy, support the development of "growth poles", strengthen the competitive advantages of individual territories.

The result of the analysis of the socio-economic development of the municipalities of the Arkhangelsk region is the zoning of the Arkhangelsk region. Zoning is a definition of groups of municipalities of the Arkhangelsk region with similar socio-economic conditions and development prospects. Based on the analysis, the municipalities of the Arkhangelsk region can be divided into the following categories:

"poles of growth" (the cities of Arkhangelsk, Severodvinsk, Novodvinsk, Kotlas and Koryazhma). The urban districts of the Arkhangelsk region have the most positive dynamics of demographic indicators, the maximum indicators of economic activity and a developed sectoral structure. Territorially, the municipal formations of the Arkhangelsk region form 2 "growth poles" - the North, including Arkhangelsk, Severodvinsk and Novodvinsk, and the South, including Kotlas and Koryazhma. The most important sectors of the economy of the Arkhangelsk region are concentrated on the territories of these 2 "poles of growth" - forestry, woodworking and pulp and paper; in addition, they are transport hubs, centers of the tertiary sector and food production. Northern

the "growth pole" also includes fisheries and shipbuilding;

territories of influence of the "growth poles" (Vilegodsky, Kotlassky, Krasnoborsky, Lensky, Primorsky and Kholmogorsky municipal districts). These territories are concentrated around the "poles of growth", they are characterized by a less developed economy, outflow and aging of the population, but they play an important role in providing the "poles". Their functions include maintenance of infrastructure, marketing of agricultural products, other works and services. In the future, the influence of the "growth poles" should increase, ensuring the socio-economic development of these territories;

sustainable developing territories (Velsky and Ustyansky municipal districts). They are characterized by not as high demographic and economic indicators as those of the "growth poles"; against the backdrop of a developed structure of the economy, there are no obvious development problems;

developing territories with systemic problems (Kargopolsky, Konoshsky, Nyandoma, Onega and Plesetsky municipal districts). The population of these municipalities is predominantly urban. The socio-

economic indicators of these territories are worse than those of the previous group, but they have a relatively developed economic structure: forestry is developed in the Onega and Plesetsk municipal districts; in the Onega municipal district - woodworking; in Konoshsky and Nyandoma municipal districts - maintenance of railway transport; in the Plesetsk municipal district - bauxite mining; in the Kargopol municipal district - the dairy industry;

poorly developed territories (Verkhnetoemsky, Vinogradovsky, Leshukonsky, Mezensky, Pinezhsky and Shenkursky municipal districts). These municipal districts are predominantly rural settlements of the Arkhangelsk region, which are characterized by the greatest outflow and aging of the population, the smallest scale of economic activity and sectoral diversification of the economy, as well as poor infrastructure in the field of transport and communications and, as a result, the inaccessibility of a number of municipalities. Nevertheless, some of the municipal districts are characterized by specialization in forestry (Vinogradovsky, Pinezhsky and Shenkursky municipal districts), for the Mezensky municipal district - in fisheries.

Municipal formations of the Arkhangelsk region "Novaya Zemlya" and "Mirny" are not categorized due to the lack of a number of indicators for analysis.

In the conditions of polarization of the territory of the Arkhangelsk region, it is necessary to use systemic regulation of its development. The transition from a concentrated economy to a distributed one should be carried out on the basis of determining the most profitable specialization of various territories, as well as their competitive advantages. On the one hand, this will allow concentrating efforts in the "poles of growth", on the other hand, it will create prerequisites for the development of municipalities classified as underdeveloped territories.

The regulation of territorial development requires the implementation of a strategic approach that ensures the preservation and development of competitive advantages in the long term. Under these conditions, the task of regional and municipal authorities is to improve the conditions that determine competitive advantages in the areas of specialization of the territory. Of particular importance is the objective determination of priority areas of development for subsidized territories, since the problem of choosing the most efficient options for using already very limited resources is extremely relevant.

In the context of the polarization of the socio-economic space, in accordance with the identified planned growth rates of the companies' revenues in the selected competitive zones, the following types of regional policy are the most significant:

stimulating regional policy, using the means at its disposal to accelerate regional development, prepare its next phases by directly encouraging new

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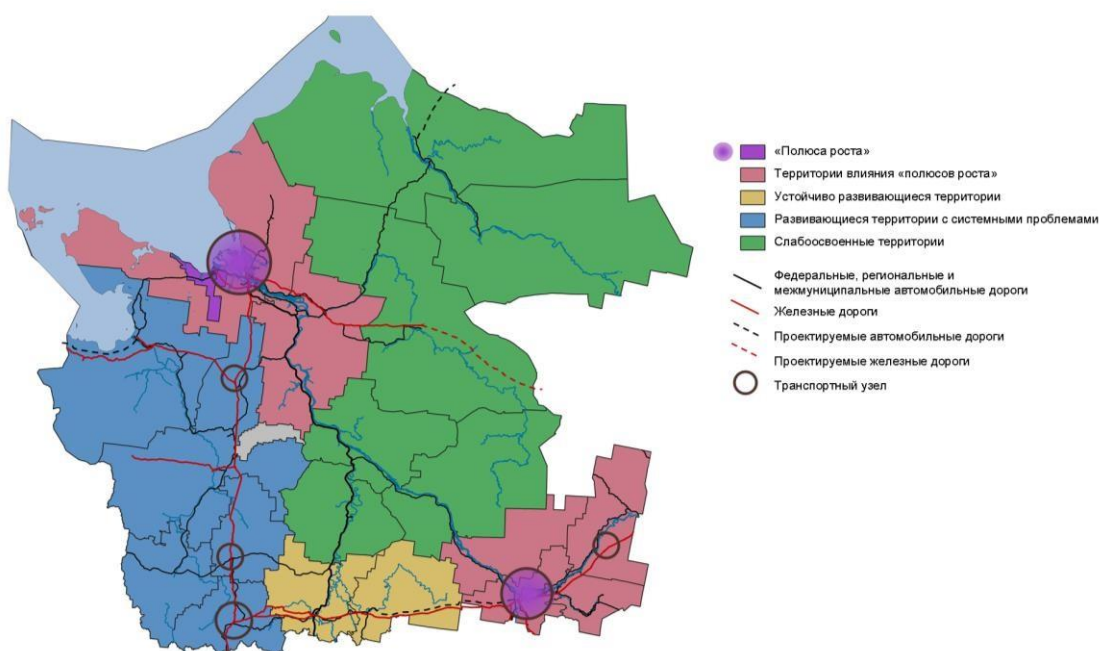
types of activities, economic relations (as well as curtailing old ones) through infrastructural and informational preparation of the territory;

a compensatory regional policy that uses the same means to mitigate the negative consequences, primarily of a social and environmental nature, that are associated with any stage of economic development. Most often, such a policy is one of the forms of income redistribution to reduce the damage from uneven regional development in the form of assistance to municipalities classified as developing territories with systemic problems and underdeveloped territories, their arrangement, which

requires subsidies, benefits, professional retraining of the able-bodied population, etc. P.;

an adaptive regional policy that promotes the adaptation of more mobile and manageable components of regional development to inertial, less manageable and assessed as irremovable. An example is the concentration of housing, industrial and other construction in places that have become attractive to the population, regardless of what type - central or peripheral - they belong to.

A feature of the Arkhangelsk region is the polarization of spatial development.



Picture 10. Socio-economic zoning of the Arkhangelsk region

In the current situation, it is necessary to identify areas with similar conditions and problems, as well as to develop unique mechanisms for the development of the territory. The use of individual approaches for the development of the zones of the Arkhangelsk region will provide a solution to the problems and challenges specific to each of them (Figure 10).

The management of the same territory can be carried out at different levels (federal, regional, municipal). To better ensure territorial management, it is necessary not only to compare the strategies for the socio-economic development of the municipalities of the Arkhangelsk region with the Strategy, but also to coordinate such strategies of the municipalities of the Arkhangelsk region of the same zone with each other.

As a mechanism for the implementation of the Strategy, it is planned to apply a policy of spatial zoning with the definition of priority areas for development for each identified socio-economic zone.

"Poles of growth" - these territories act as drivers for the development of the entire Arkhangelsk region.

The instrument for ensuring the rapid development of the social and economic spheres is the introduction of innovations, as well as the creation of conditions conducive to the retention and attraction of highly qualified personnel for employment in innovative industries, namely:

- development of a multimodal logistics complex;
- creation of new sectors of the economy (biotechnological production, development of aquaculture, production of biopolymers, development of paint technologies);
- development of educational and scientific centers; formation of a high-tech technopark;
- development of information infrastructure, including the creation of a regional data center;
- improvement of cluster policy, including expansion of inter-cluster interaction;
- improving the quality of the housing stock;
- improvement of cities based on "smart technologies"; development of suburban agriculture.

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Territories of influence of "growth poles" - "growth poles" influence the development of these territories, which, in turn, play a significant role in the functioning of "growth poles". The priority measure is the support of the territories, expressed in the creation of the missing infrastructure and the stimulation of employment, the expansion of the functions of the territory, in its convergence with the "poles of growth" in the socio-economic aspect, primarily:

- development of the transport and communication framework;
- implementation of investment projects (agriculture, industry, services);
- support for small business in rural areas;
- creation of a network of reference villages and development of infrastructure in rural areas;
- implementation of initiatives of rural residents through the activities of territorial public self-government;

- creation of a comfortable urban environment.

Sustainable developing territories are the backbone agricultural territories of the Arkhangelsk region, as a result of which the implementation of projects for the development of the agro-industrial complex becomes a priority; no less important are projects aimed at supporting the timber industry and improving the living conditions of the population. The objectives of the development of these territories include:

- implementation of investment projects of the agro-industrial complex;
- development of forms of cooperation;
- support for small business in rural areas;
- implementation of reforestation projects;
- assistance in the creation of investment projects for the timber industry;
- creation of a network of reference villages and development of infrastructure in rural areas;
- implementation of initiatives of rural residents through the activities of territorial public self-government;
- renovation of urban housing;
- 100% supply of water supply and sewerage to residential buildings in urban areas;
- providing investment platforms for the consumer market and business;
- creation of a comfortable urban environment.

Developing territories with systemic problems - territories are characterized by a fairly developed infrastructure and economy, a high proportion of the urban population, but they have insufficient conditions to meet their needs. To solve problems you need:

- implementation of reforestation projects;
- stimulation of employment of the population in small and medium-sized businesses;
- renovation of urban housing;
- 100% supply of water supply and sewerage

to residential buildings in urban areas;

- providing investment platforms for the consumer market and business;
- creation of a comfortable urban environment;
- support for small business in rural areas;
- creation of a network of reference villages and development of infrastructure in rural areas;
- implementation of initiatives of rural residents through the activities of territorial public self-government;
- conducting a high-speed Internet network, including in hard-to-reach settlements.

Weakly developed territories - territories to the least extent received infrastructural and economic development, excluding the development of forestry and fisheries in some areas. The presence of forest reserves in hard-to-reach areas is noted. For a number of municipalities of the Arkhangelsk region, the main problem is the fragmentation of the territory due to underdeveloped infrastructure and the presence of natural barriers. Territories require:

- installation of a high-speed Internet network, including in hard-to-reach settlements;
- connection of local networks to the centralized energy system of the Arkhangelsk region and provision of year-round road communication;
- implementation of projects for reforestation and transport development of remote areas of forestry;
- support for small business in rural areas;
- creation of a network of reference villages and support of infrastructure in rural areas;
- implementation of initiatives of rural residents through the activities of territorial public self-government;
- incentives for resettlement in settlements with better socio-economic conditions.

The basis of the spatial structure of the economy will be sectoral clusters, territorially tied to economic growth zones. To do this, it is necessary to continue the development of all types of infrastructure (transport, energy, engineering, social, scientific and educational, financial and others), aimed at improving the conditions for competition and facilitating the creation of new organizations in developing clusters, including within the framework of special forms of spatial organizations (special economic zones, industrial parks, research parks, etc.).

The key condition for effective spatial development is the close interaction between the state authorities of the Arkhangelsk region and local governments. To do this, it is necessary to empower the state authorities of the Arkhangelsk region and form associations of local governments within each zone. The development of the territory of each zone should be carried out on the basis of strategic planning documents with a clear division of competencies between the state authorities of the Arkhangelsk region and local governments. If necessary, the

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transfer of municipal powers to the executive bodies of state power of the Arkhangelsk region, the implementation of which in conditions of low population density is inefficient, should be organized.

The implementation of the Strategy with the use of the spatial zoning policy will make it possible to save budgetary funds and improve the efficiency of the implementation of the regional spatial policy.

The basis for the implementation of the Strategy is the involvement of the population of the Arkhangelsk region in this process. At the moment, territorial public self-government is being actively created and is functioning in the Arkhangelsk region. For this reason, it seems appropriate to use the mechanisms of social partnership. Social partnership is presented in the form:

- collective negotiations aimed at organizing the development of collective agreements, agreements, as well as their conclusion;

- holding public hearings during the development of draft regional laws and amendments to them;

- legal advice on the organization of the labor process; trade union activities;

- organization of tripartite commissions.

In addition, social partnership can be based on a social contract, which involves the performance of a number of state functions by a non-state structure.

A significant characteristic of social partnership is the possibility of participation in decision-making by all representatives of society. For this, it is necessary to create an appropriate institutional environment. The formation of such conditions is based on the cooperation of non-profit organizations with public authorities. Such activities of non-profit organizations are based on the following mechanisms:

- promoting the involvement of the population in the implementation of decisions;

- introduction of social innovations;

- charity;

- TOS support.

As a result of the consolidation of the efforts of state authorities and civil society on issues of socio-economic development, the interests of public authorities, business and civil society will be coordinated in the development and adoption of significant decisions in the social and economic spheres.

To increase confidence in public authorities, it is necessary to develop additional legal norms aimed at increasing the publicity of the exercise of state power by expanding the list of information about the activities of public authorities subject to disclosure, increasing the number of openly published reporting materials, and implementing measures to consolidate legal mechanisms for joint decision-making society and the state (the institute of public hearings, public commissions and public expertise), as well as to strengthen interaction and complementary cooperation between public authorities and local

governments.

The use of the mechanism of public-private partnership (hereinafter also referred to as PPP) is expedient for the implementation of most of the objectives of the Strategy. A systematic approach to the development of infrastructure and attraction, for these purposes, extrabudgetary funds, involves taking measures to form and develop the institutional environment in the field of PPP.

Among PPP projects in the field of transport, concessions prevail, which is due to many years of experience in structuring projects within the framework of concession legislation and, as a result, the confidence of investors and financing organizations in this form of PPP. Under PPP, concessions are able to partially cover the costs of the regional budget or local budget for the implementation of the project.

Due to the insufficient funding of PPP projects at the regional level, a mechanism has been developed for providing interbudgetary transfers for the implementation of concession agreements in the field of road PPP projects at the regional level. In order to finance regional road projects under PPP, a list of transport facilities has been approved for which it is planned to conclude concession agreements:

- creation of the highway Ust-Vaga - Yadrikha on the section km 200 - km 215, the volume of investments - 1,105.03 million rubles;

- creation and reconstruction of the highway Ust-Vaga - Yadrikha on the section km 174 - km 200, km 215 - km 219, the volume of investments - 2,219.4 million rubles;

- creation of the Kotlas - Koryazhma highway on the section km 0 - km 41 (with a bypass of the cities of Kotlas and Koryazhma), the volume of investments is 5,000.0 million rubles.

It is planned to expand the designated list of transport facilities, since the use of the PPP mechanism can partially compensate for the budget costs for the implementation of road projects in the Arkhangelsk region at the expense of private individuals. Projects for the construction and reconstruction of roads at the regional level are supposed to be sent to the Interdepartmental Commission for the selection of projects for the construction or reconstruction of roads (sections of roads and (or) artificial road structures) implemented by the constituent entities of the Russian Federation under concession agreements.

The experience of using PPP mechanisms in the sphere of housing and communal services and housing construction has been implemented for quite a long time. During the period of economic instability, special support is provided to businesses working in the housing and communal services: subsidizing the interest rate on loans for housing and communal services projects is being launched, mechanisms are being created for direct co-financing of infrastructure

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modernization in small towns. In addition, the concession legislation has been improved in such a way that all concession agreements must include targets for investors.

As one of the promising tools to change the situation in the housing and communal sector, public-private partnership is considered, based on attracting private investment in order to optimize public spending. To date, about 3 dozen PPP projects are being implemented in the Arkhangelsk region, mainly in the field of public utilities. The largest of them is the concession agreement concluded in October 2020 in relation to individual facilities of centralized water supply and sanitation systems owned by the municipal formation "City of Arkhangelsk". The agreement is designed for 49 years, the total investment is 12.8 billion rubles in 2020 prices.

The transfer of communal facilities to the concession will allow solving 2 global tasks at once - to provide the population with high-quality communal services without increasing their cost, and to realize the economic potential of the communal sector. It is recommended to create a subprogram for the development of public-private partnerships. It is also possible to apply the positive experience of other constituent entities of the Russian Federation, for example, the creation of a single operator of housing and communal services in order to consolidate public utilities in the Arkhangelsk region through the conclusion of concession agreements with local

governments of municipalities of the Arkhangelsk region.

Public-private partnership is one of the mechanisms for implementing social projects. Social infrastructure projects are characterized by poor payback, which makes them unattractive for investors. For this reason, the practice of guaranteed payments to the individual implementing the project is common. This mechanism can be used in the areas of healthcare, education, culture, sports and social protection. For the implementation of large projects of regional importance, the public partner may be the state authority of the Arkhangelsk region, while for local projects, the public entity may be the local government.

Private business and the state together, using the advantages of each of the parties, can implement many significant social projects. Despite the fact that the mechanism of public-private partnership in the social sphere is being implemented quite successfully, a transition from one-time events to systematic work in this direction is expected.

The implementation of investment projects is a mechanism that allows financing the activities of the Strategy using extra-budgetary sources, which include the companies' own and borrowed funds. Some of the activities of the Strategy are included in the list of priority investment projects of the Arkhangelsk region (Table 4).

Table 4. Priority investment projects being implemented and planned for implementation in the Arkhangelsk Region

Industry	name of the project	Amount of financing, million rubles	
		own funds	borrowed funds
Timber industry complex	Increase in volumes of deep wood processing, organization of biofuel production on the basis of Forest LLC	39.2	261.4
Timber industry complex	Organization of a modern full-cycle timber processing complex in the Arkhangelsk region on the basis of Pomor Sawmill Company LLC	500.0	10,542.0
Timber industry complex	Reconstruction of cardboard production	5,125.2	5,766.5
Timber industry complex	Construction of a sawmill and woodworking complex in the Maimaksan district of Arkhangelsk, st. Rodionova, 25	1259.7	2939.4
Timber industry complex	Organization of production for the processing of low-grade wood and sawmill waste on the basis of a limited liability company	2,795.2	5650.3
	"Ustyansk timber processing company"		
Fuel and energy complex	Organization of centralized power supply for Mezensky and Leshukonsky districts	203.0	3,834.0
Fishery complex	Construction and acquisition of fishing vessels	4982.6	11,165.60

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Agro-industrial complex	Dairy complex "Kholmogorsky"	761.0	-
Agro-industrial complex	Construction of a livestock farm for 1584 dairy cows with rearing of replacement young animals in the village of Nagorskaya, Ustyansky district, Arkhangelsk region (3rd stage)	96.9	301.4
healthcare	Establishment of a family medicine center in the Mayskaya Gorka district of the city of Arkhangelsk	120.0	-
Diamond mining industry	Mining and processing plant at the diamond deposit named after. M.V. Lomonosov	73400.0	-
Extractive industry	Construction of a mining and processing plant on the basis of the Pavlovskoye lead-zinc ore deposit and the port complex, Yuzhny Island of the Novaya Zemlya archipelago	10 650.0	24,850.0
Production of building materials	Design and construction of a workshop for the production of precast concrete products by continuous formless molding	27.5	148.4
Collection, treatment and disposal of waste	Construction of a modern inter-municipal integrated system for the treatment of municipal solid waste in the Arkhangelsk region	345.2	805.4
Exhibition activity	Exhibition Center "NORD-EXPO"	342.0	-

The total amount of financing of priority investment projects being implemented and planned for implementation in the Arkhangelsk Region is 166,911.8 million rubles. The activities financed within the framework of the priority investment projects of the Arkhangelsk region mainly relate to projects for the balanced development of an innovative forest industry cluster and high

technologies in timber processing.

To carry out activities aimed at supporting the development of the innovative infrastructure of the timber industry cluster, 5 investment projects are being implemented with a total funding of 24,336.9 million rubles (Figure 11).



Figure 11 Amount of financing of priority investment projects of the Arkhangelsk region by sectors of the economy

In the field of energy security of the Arkhangelsk region, it is planned to implement a project to organize a centralized power supply for the Mezensky and Leshukonsky districts with a total funding of 4,037 million rubles to carry out activities to connect isolated energy districts to the centralized energy system of the Arkhangelsk region.

The implementation of large projects requires significant investments. Inclusion in the project of the

interests and resources of different subjects of the Russian Federation and foreign countries allows better diversification of risks and more efficient spending of public and private funds. The advantage of interregional and international projects is the ability to attract additional competencies, strengths of the constituent entities of the Russian Federation and foreign partner countries.

Interregional investment projects and projects in

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the field of foreign economic cooperation are carried out in the following areas:

- 1) implementation of transport infrastructure development projects "Belkomur" and "Deep water area of the seaport of Arkhangelsk";
- 2) formation of large transport and logistics hubs within the framework of the program "Development of the Northern Sea Route and ensuring navigation in the Arctic";
- 3) expansion of research cooperation within the framework of the project "Creation of equipment and technologies for oil and gas and industrial engineering necessary for the development of mineral resources of the Arctic zone of the Russian Federation";
- 4) development of export-oriented projects in the fish, timber processing, mining, chemical and shipbuilding industries;
- 5) scientific and research collaborations of international and Russian universities with higher educational institutions of the Arkhangelsk region;
- 6) formation of an interregional and international tourism cluster;
- 7) expansion of interregional cooperation within the framework of the Silver Necklace of Russia project;
- 8) development of event tourism and interaction in the field of culture by expanding the list of all-Russian and interregional cultural and sports events;
- 9) expansion of museum and cultural

cooperation projects within the Barents/Euro-Arctic region.

Conclusion

The long-term development of the Arkhangelsk region will be carried out within the framework of the general federal socio-economic policy, taking into account regional specifics. First of all, this implies participation in the implementation of federal sectoral strategies, long-term programs, and priority national projects.

In accordance with the forecast for the socio-economic development of the Arkhangelsk region for the period up to 2035, the average annual index of investments in fixed assets during 2020-2035 will be 105.39 percent.

Taking into account the projected level of the investment deflator index, comparable to the long-term inflation rate forecast by the Ministry of Economic Development of the Russian Federation, in current prices, the annual volume of investments should increase from 108.92 billion rubles in 2020 to 486.83 billion rubles in 2035 year. Thus, the amount of financial resources required for the implementation of the Strategy will be about 4.4 trillion. rubles from 2021 to 2035 (Figure 12).

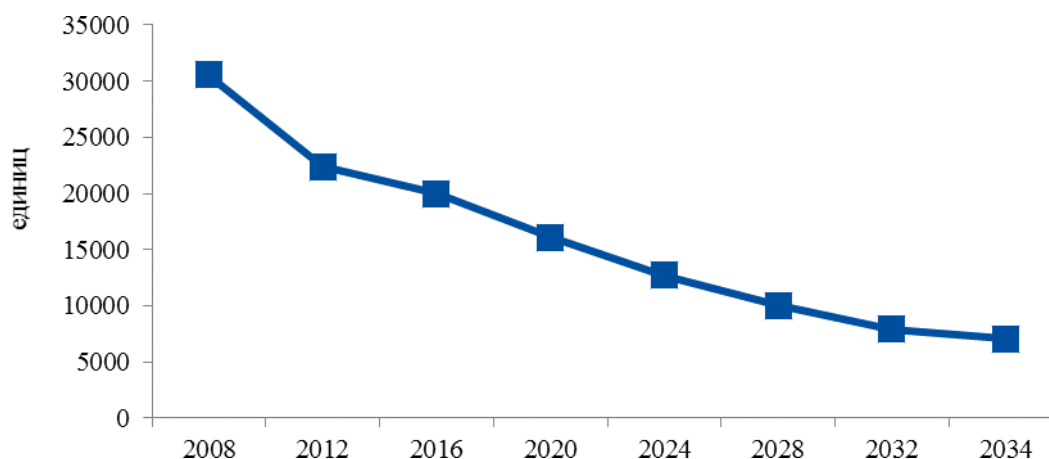


Figure 12. Forecast of the number of registered crimes, units

The mechanisms for resource provision of the Strategy, in addition to government programs, are:

intensification of activities to submit applications for financing of planned investment projects of capital construction in all existing and developing federal programs;

wide use of funds from the federal targeted investment program, the Investment Fund of the Russian Federation; federal budget subsidies, subsidies and other intergovernmental transfers;

activation of participation in priority national projects;

inclusion of investment projects of the Arkhangelsk region in projects of federal long-term sectoral strategies, concepts, programs, including priority national projects;

attraction of funds from the regional and federal budgets, as well as extra-budgetary sources to finance programs and projects within the framework of comprehensive investment plans for the

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modernization of single-industry towns;
 strengthening financial discipline and ensuring strict observance of the undertaken obligations for the intended use of attracted budgetary funds;
 interaction of the Arkhangelsk region with Russian and foreign financial organizations, including for the purposes of issuing debt financial instruments aimed at raising funds;
 implementation of direct and portfolio private investments;
 cooperation with specialized development institutions and participation in projects of both international and macro-regional levels.
 Directions for increasing budgetary self-sufficiency include: privatization and use of state and municipal property;
 stimulating the transition of agricultural entities, leading personal subsidiary plots, to entrepreneurial forms;
 optimization of budget expenditures in the social sphere through the formation of a targeted principle for the provision of social services;

transfer of non-core functions of state and municipal institutions to outsourcing;
 development of municipal-private partnerships, mainly in areas requiring budgetary support (housing and communal services, transport);
 consolidation of municipalities of the Arkhangelsk region, optimization of the system of local governments;
 optimization of the system of benefits;
 increasing the tax base for property tax by bringing the cadastral value of real estate to the market level.
 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 5).

Table 5. 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
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

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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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