

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

SOI: [1.1/TAS](#) DOI: [10.15863/TAS](#)

International Scientific Journal Theoretical & Applied Science

p-ISSN: 2308-4944 (print) e-ISSN: 2409-0085 (online)

Year: 2022 Issue: 11 Volume: 115

Published: 05.11.2022 <http://T-Science.org>

Issue

Article



Danil Sergeevich Shcherbakov

Institute of Service and Entrepreneurship(branch) DSTU
bachelor

Artyom Alexandrovich Tikhonov

Institute of Service and Entrepreneurship(branch) DSTU
bachelor

Vladimir Timofeevich Prokhorov

Institute of Service and Entrepreneurship(branch) DSTU
Doctor of Technical Sciences, Professor
Shakhty, Russia

Galina Yurievna Volkova

LLC TsPOSN «Orthomoda»
Doctor of Economics, Professor
Moscow, Russia

PRIORITIES AND GOALS OF LONG-TERM SOCIO-ECONOMIC DEVELOPMENT OF THE ARKHANGELSK REGION AS A REGION OF THE RUSSIAN ARCTIC. Message 1

Abstract: in the article, the authors analyze the main directions for the implementation of the Strategy for the socio-economic development of the Arkhangelsk region, which will provide:

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.

With 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, and they will be successfully implemented.

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.

Language: English

Impact Factor:

ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	PIIHQ (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 8.771	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

Citation: Shcherbakov, D. S., Tikhonov, A. A., Prokhorov, V. T., & Volkova, G. Y. (2022). Priorities and goals of long-term socio-economic development of the Arkhangelsk region as a region of the Russian Arctic. *Message 1. ISJ Theoretical & Applied Science, 11 (115)*, 230-279.

Soi: <http://s-o-i.org/1.1/TAS-11-115-9> **Doi:**  <https://dx.doi.org/10.15863/TAS.2022.11.115.9>

Scopus ASCC: 2000.

Introduction

UDC 339.38:327.51

The main directions for the implementation of this Strategy in individual municipalities of the Arkhangelsk region are:

a) 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;

b) development of transport infrastructure (railway lines, waterways and motor roads) that ensures the connection of the seaport of Arkhangelsk with the territories of the North-West of Russia, the Urals and Siberia, including the rationale for the construction of the Karpogory-Vendinga and Mikun-Solikamsk railway sections;

c) development of the international airport of Arkhangelsk;

d) 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;

e) development of the shipbuilding and ship repair industry, including the formation of additional capacities on its basis in order to ensure the construction of structures and the production of equipment for oil and gas production on the continental shelf;

f) development of a lead-zinc mineral resource center on the Novaya Zemlya archipelago;

g) development of diamond mineral resource centers;

h) creation and development of the federal center of Arctic medicine;

i) development of the fishing cluster, including the construction, modernization and repair of the fishing fleet, the creation of enterprises for the production of fish and other products from aquatic biological resources, the development of biotechnology and aquaculture;

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

The Strategy for the socio-economic development of the Arkhangelsk region until 2035 (hereinafter referred to as the Strategy) is a strategic

planning document for the Arkhangelsk region, developed as part of goal-setting, defining a strategic vision, priority areas for the socio-economic development of the Arkhangelsk region, consistent with the goals and objectives of the socio-economic development of the Arkhangelsk region areas for the long term.

The legal basis of the Strategy is:

the Constitution of the Russian Federation;

Federal Law of June 28, 2014 No. 172-FZ "On Strategic Planning in the Russian Federation";

Charter of the Arkhangelsk region;

regional law dated June 29, 2015 No. 296-18-OZ

"On strategic planning in the Arkhangelsk region".

The Strategy takes into account the main provisions:

Decree of the President of the Russian Federation of May 7, 2018 No. 204 "On the National Goals and Strategic Objectives of the Development of the Russian Federation for the period up to 2024";

Fundamentals of the state policy of regional development of the Russian Federation for the period up to 2025, approved by Decree of the President of the Russian Federation dated January 16, 2017 No. 13;

Fundamentals of the state policy of the Russian Federation in the Arctic for the period up to 2020 and beyond, approved by the order of the President of the Russian Federation dated September 18, 2008 No. Pr-1969;

Fundamentals of the state policy in the field of environmental development of the Russian Federation for the period up to 2030, approved by the President of the Russian Federation on April 30, 2012;

the National Security Strategy of the Russian Federation, approved by Decree of the President of the Russian Federation of December 31, 2015 No. 683;

Strategy for the Development of the Information Society in the Russian Federation for 2017 - 2030, approved by Decree of the President of the Russian Federation of May 9, 2017 No. 203;

Strategy for Scientific and Technological Development of the Russian Federation, approved by Decree of the President of the Russian Federation of December 1, 2016 No. 642;

Strategy for the development of the Arctic zone of the Russian Federation and ensuring national security for the period up to 2020, approved by order of the President of the Russian Federation on February 8, 2013 No. Pr-232;

the Environmental Security Strategy of the Russian Federation for the period up to 2025, approved by Decree of the President of the Russian Federation of April 19, 2017 No. 176;

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИЦ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

Economic Security Strategy of the Russian Federation for the period up to 2030, approved by Decree of the President of the Russian Federation of May 13, 2017 No. 208;

Strategy of the state cultural policy for the period up to 2030, approved by the order of the Government of the Russian Federation of February 29, 2016 No. 326-r;

Strategy for the development of small and medium-sized businesses in the Russian Federation for the period up to 2030, approved by the order of the Government of the Russian Federation dated June 2, 2016 No. 1083-r;

Strategy of the state national policy of the Russian Federation until 2025, approved by Decree of the President of the Russian Federation of December 19, 2012 No. 1666;

Road Safety Strategy in the Russian Federation for 2018 - 2024, approved by Decree of the Government of the Russian Federation dated January 8, 2018 No. 1;

Strategy for Spatial Development of the Russian Federation for the period up to 2025, approved by Decree of the Government of the Russian Federation of February 13, 2019 No. 207-r;

Target models for simplifying business procedures and increasing the investment attractiveness of the constituent entities of the Russian Federation, approved by Decree of the Government of the Russian Federation dated January 31, 2017 No. 147-r; Guidelines for the development and adjustment of a strategy for the socio-economic development of a constituent entity of the Russian Federation and an action plan for its implementation, approved by order of the Ministry of Economic Development of the Russian Federation dated March 23, 2017 No. 132;

The procedure for developing, adjusting, monitoring and controlling the implementation of the strategy for the socio-economic development of the Arkhangelsk region, approved by the Decree of the Government of the Arkhangelsk region of December 15, 2015 No. 498-pp; other regulatory legal acts of the Russian Federation and regulatory legal acts of the Arkhangelsk region, ensuring the implementation of strategic planning processes for the socio-economic development of the Arkhangelsk region. The strategy was developed taking into account the forecast for the socio-economic development of the Arkhangelsk region for the long term until 2035, approved by order of the Government of the Arkhangelsk region dated November 28, 2018 No. 506-rp / dsp, the forecast for the socio-economic development of the Arkhangelsk region for 2019 and for the planning period 2020 and 2021, approved by Decree of the Government of the Arkhangelsk Region of October 11, 2018 No. 421-rp, and the budget forecast of the Arkhangelsk Region for the period up to 2028, approved by Decree of the Government of the Arkhangelsk Region of February 18, 2016 No. 38-rp. The state authorities of the Arkhangelsk region took part in the development of the Strategy,

In order to ensure the openness of the Strategy development process and involve the maximum number of interested participants in the development of the main directions and priorities of the socio-economic development of the Arkhangelsk region, an Internet portal <https://strategy29.ru/> was created, which contains reports, draft documents, civil initiatives and expert opinions, as well as a number of discussion platforms were organized on key issues of socio-economic development of the Arkhangelsk region (Figure 1).



Figure 1. Arkhangelsk region

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИЦ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

Main part

Decree of the Administration of the Arkhangelsk Region dated December 16, 2008 No. 278-ra/48 approved:

The Strategy for the socio-economic development of the Arkhangelsk region until 2035 (hereinafter referred to as the Strategy until 2035) as the basic document for the strategic development of the Arkhangelsk region, developed using the program-target method based on the legal, economic and organizational mechanisms used in public administration;

The main activities of the executive bodies of state power of the Arkhangelsk region for 2018-2025, which established target indicators for monitoring the implementation of the goals of the Strategy until 2035 and key activities aimed at achieving the established goals for the period from 2019 to 2021. The implementation of the goals of the Strategy until 2035 was carried out within the framework of state, targeted and other programs of the Arkhangelsk region.

The key indicator of achieving the goals of the Strategy until 2035 is the level of gross regional product (hereinafter referred to as GRP) per capita. Under the base development scenario, the projected level of GRP per capita was to be 409 thousand rubles/person, which is comparable to the level of GRP of the Czech Republic, Portugal, Taiwan and South Korea in 2006. To meet the target, the average annual growth of GRP per capita in 2030 was to be 5.2 percent, but for the period from 2006 to 2015 it was 3.4 percent. If this trend continues, the level of GRP per capita by 2030 compared to 2006 will increase by 84 percent, while the projected growth by 2035 in the baseline scenario is 140 percent. The current level of development of the Arkhangelsk region exceeds the forecast values of the pessimistic scenario, according to which, in the long term, an increase in the level of GRP per capita by 62.5 percent was expected. The current growth rates of average per capita incomes of the population (2.8 percent) are lower than the growth rates of average per capita incomes of the population under the pessimistic scenario of development (3.0 percent).

The level of average labor productivity in the Arkhangelsk region under the base scenario of development by 2035 should be 2.3 million rubles with an annual growth rate of 4 percent. The current CAGR of the indicator is 3.4 percent. If growth rates continue, average labor productivity will increase by 85 percent by 2035, slightly less than the projected doubling of the figure.

In general, in the context of economic crises, the positive changes achieved have made it possible to increase the real disposable income of the population by 11 percent since 2008. The real average monthly accrued wages increased by 16 percent from 2008 to 2016, and monetary income per capita per month, adjusted for inflation, increased by 18 percent.

There are significant changes in the demographic situation of the Arkhangelsk region. First of all, life expectancy has increased by more than 3 years. A significant role was played by a persistent trend towards a decrease in mortality from socially significant diseases. The infant mortality rate in 2016 decreased by 34.4 percent compared to 2008.

During the period of implementation of the Strategy until 2035, there were serious external and internal challenges both for the country as a whole and for each subject of the Russian Federation. The key reasons that prevented the implementation of the objectives of the Strategy until 2035 are:

- insufficient level of funding, including from the federal budget, projects and activities of the Strategy until 2035, as well as programs adopted for its implementation;

- lack of general plans and rules for land use and development in many urban and rural settlements of the Arkhangelsk region;

- low rates of construction, including due to the lack of own working capital from developers;
- unfavorable demographic trend;

- backwardness of the material and technical base of industrial organizations; critical level of physical and obsolescence of equipment;

- low investment attractiveness in the field of housing and communal services (hereinafter - housing and communal services);

- high level of deterioration of housing and communal infrastructure; slowdown in the growth of tax and non-tax revenues of the regional and federal budgets.

The implementation of the agreed Strategy until 2035 in the period from 2018-2019 took place in 3 stages (Figure 2):

- from 2020 to 2025 - on the basis of annually approved and adjusted plans of priority measures for the corresponding year;

- from 2026 to 2030 - through long-term state programs of the Arkhangelsk region;

- from 2031 to 2035 - by consolidating the state programs of the Arkhangelsk region.

Impact Factor:

SISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИЦ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350



Figure 2. Administrative and territorial division of the Arkhangelsk region

Within the framework of the first and second stages, the following results can be noted.

Among the 66 indicators that in the new structure of goals can be attributed to the direction “Preservation and development of human capital”, in relation to 36 indicators there is information on the achievement of target values at least once in the period 2021-2025, which will amount to 54.5 percent of the total number of indicators. For other indicators, there is either no information on their achievement, or such indicators have not yet been achieved. Of the 60 indicators that can be attributed to the “Space that is comfortable for living” direction, for 21 indicators there is information about their possible achievement of target values at least once in the period 2021-2025, which is 35 percent of the total number of indicators. For other indicators, there is either no information on their achievement, or such indicators have not yet been achieved. Out of 173 indicators, which can be attributed to the direction "Favorable conditions for sustainable economic growth", for 60 indicators there is information on their possible achievement of target values for the period 2021-2025, which is 34.68 percent of the total number of indicators. For other indicators, there is either no information on their achievement, or such indicators have not yet been

achieved.

Of the 21 indicators that can be attributed to the “Consolidation of the population and the development of civil society” direction, for 11 indicators there is information about their possible achievement of target values for the period 2021-2025, which is 53.38 percent of the total number of indicators. For other indicators, there is either no information on their achievement, or such indicators have not yet been achieved.

In connection with the analysis and evaluation of the effectiveness of the implementation of the Main Directions for the Activities of the Executive Bodies of State Power of the Arkhangelsk Region for 2009-2012, 85 project-type measures were identified. Of these, within the framework of the submitted reports, there is information on the implementation or partial implementation of 22 initiatives, which is 25.88 percent of the total number of allocated initiatives.

Implementation of state programs of the Arkhangelsk region

From the list of activities listed in the framework of the main activities of the executive bodies of state power of the Arkhangelsk region for 2009-2012, 59 initiatives were identified related to the development of various programs and program documents, of

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

which 29 initiatives have information on implementation or partial implementation, which is 49.15 percent.

At the third stage of the implementation of the Strategy until 2035, after the consolidation of the state programs of the Arkhangelsk region, the efficiency of their implementation has increased significantly. The degree of performance was determined as the ratio of the actual value of indicators according to the reports on their performance to the planned value.

The average degree of performance of the program is the median value of the degree of performance of each individual indicator of the program. The average degree (median value) of program implementation for the period 2012-2014 is

100 percent, the average degree of program implementation in 2015 is 97 percent, and in 2016 it is 96 percent.

The Arkhangelsk Region is actively involved in the implementation of federal target programs (hereinafter also referred to as FTPs), state programs of the Russian Federation, including state programs of the Russian Federation aimed at developing the Arctic zone of the Russian Federation. Participation in the Federal Target Program and state programs of the Russian Federation allows the Arkhangelsk Region to attract additional funds from the federal budget that contribute to the socio-economic development of the Arkhangelsk Region (Table 1).

Table 1. Summary information on the participation of the Arkhangelsk region in federal targeted programs

	2016	2018	2019	2020	2021
Total FTP financing from the federal budget, billion rubles	1096.1	1025.5	937.3	966.1	893.7
Number of FTPs in which the Arkhangelsk Region took part, units	22	19	15	14	12
Financing of the Arkhangelsk Region from the federal budget within the FTP, billion rubles	7520.7	8608.5	7905.8	—*	4640.6
The share of financing of the Arkhangelsk region within the FTP, percent	0.69	0.84	0.84	—*	0.52

For the period 2016 - 2021, 96,610.4 million rubles were provided to the regional budget for the implementation of activities within the framework of federal target programs, state programs of the Russian Federation and the federal targeted investment program from the federal budget, of which 80,563 million rubles were disbursed (83.4 percent). The

lowest level of disbursement occurs in the period 2016-2017, when up to half of the funds were not disbursed.

In 2018 - 2021, the Arkhangelsk region took part in 19 state programs of the Russian Federation, as well as in 12 FTPs and 1 project for the non-program part of the federal targeted investment program (table 2).

Table 2. Development of funds within the framework of federal target programs, state programs of the Russian Federation, non-program part of the federal targeted investment program

	2017		2018		2019		2020		2021	
	Received	Mastered	Received	Mastered	Received	Mastered	Received	Mastered	Received	Mastered
Total, million rubles	8986.2	4,579.5 (51%)	9940.6	5255.5 (52.9%)	24,683.4	22,356.7 (90.6%)	28,650.4	24,697.4 (86.2%)	24349.8	23,674.6 (97.2%)
Federal budget	7520.7	3,121.9 (41.5%)	8,608.5	4001.8 (46.5%)	13,212.9	10,924.1 (82.7%)	15563.1	12,141.4 (78%)	10800.5	10,236.2 (94.8%)
Regional budget	433.1	424.7 (98.1%)	613.0	495.6 (80.8%)	2,296.5	2259.6 (98.4%)	2830.0	2504.5 (88.5%)	5949.5	5,853.3 (98.4%)
extrabudgetary source	1,032.4	1,032.9 (100%)	719.1	758.1 (105.4%)	9,174.0	9,173.0 (100%)	10,257.3	10,051.5 (98%)	7,599.8	7,585.1 (99.8%)

The Arkhangelsk region participates in approximately one third of federal targeted programs that provide for budget investments in capital

construction projects. The regional budget from the federal budget for the period from 2016 to 2021, within the framework of federal targeted programs,

Impact Factor:

ISRA (India) = 6.317
 ISI (Dubai, UAE) = 1.582
 GIF (Australia) = 0.564
 JIF = 1.500

SIS (USA) = 0.912
 ПИИЦ (Russia) = 3.939
 ESJI (KZ) = 8.771
 SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
 PIF (India) = 1.940
 IBI (India) = 4.260
 OAJI (USA) = 0.350

was provided with 31,840.9 million rubles of budgetary appropriations, which is 0.51 percent of all funds allocated from the federal budget (38th place). At the same time, the leaders in receiving funds from the federal budget for the implementation of construction projects and reconstruction of capital construction projects are the city of Moscow (9.2 percent), the Krasnodar Territory (8.0 percent), the Moscow Region (6.9 percent), the city of St. Petersburg (5.5 percent) and Primorsky Krai (3.7 percent).

Positive changes in 2016-2021 were manifested in an increase in the share of the employed population in the tertiary sector of the economy (trade and

services) and a decrease in the share of the employed population in the primary sector of the economy (agriculture and mining), while at the same time increasing the volume of gross value added created in them (Figure 3).

The processes that have taken place have had a positive impact on labor productivity. The highest levels of labor productivity in the economy of the Arkhangelsk region in 2021 were recorded in the mining industry, fishing and fish farming. The leadership of the extractive industry in the Arkhangelsk region in terms of labor productivity corresponds to the all-Russian trend.



Отраслевые приоритеты районов Архангельской области //Стратегия социально-экономического развития Архангельской области до 2030 года, 2008.С.57

Figure 3. The main priority areas of the Arkhangelsk region

The Arkhangelsk region, like many regions of the Russian Federation, is facing the problem of population aging. The Arkhangelsk region has one of the highest rates in the Russian Federation in terms of the number of pensioners per 1,000 people. In this regard, in the Arkhangelsk region, the share of

spending on social policy in total spending is higher than the average for the Russian Federation. At the same time, the structure of insurance payments corresponds to the all-Russian tendencies. About 75 percent of all insurance payments are accounted for by the payment of pensions (Figure 4).

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИЦ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350



Picture. 4. Growth/decline in gross value added per employee, % to the previous year

In connection with the aging of the population, the need for social services is increasing, therefore mechanisms are being developed in the Arkhangelsk region to include the segment of paid social services. The number of stationary institutions providing social services is insufficient, which is confirmed by the priority data - almost a third of citizens cannot receive this type of assistance. Therefore, in the Arkhangelsk region, a package of regulatory documents has been developed related to improving the efficiency of work in the field of social services for the population, and a whole range of social support measures is being provided aimed at social support for all categories of citizens (table 3).

To determine the competitiveness of the Arkhangelsk region at the regional level, the positions of the Arkhangelsk region in the leading interregional rankings were analyzed: the National rating of the state of the investment climate in the constituent entities of the Russian Federation, the rating of innovative development of the constituent entities of

the Russian Federation of the Institute for Statistical Research and Economics of Knowledge of the National Research University Higher School of Economics (hereinafter - ISSEK NRU HSE), Rating of Russian regions in terms of quality of life "RIA Rating", Regional Competitiveness Index AV RCI Consortium Leontief Center - AV Group is shown in Table 4.

These ratings make it possible to identify competitive advantages, as well as to identify the main shortcomings of the Arkhangelsk region in comparison with other constituent entities of the Russian Federation, based on the assessment of the Arkhangelsk region on key competitive factors, such as the economic and investment climate, sales markets and economic complexes, the quality of institutions, innovative development, human capital and quality of life of the population, natural resource capital, financial capital, real capital.

Table 3. Positions of the Arkhangelsk region in the ratings

Rating	Position of the Arkhangelsk region / number of positions					
	2013	2016	2020	2025	2030	2035
AV RCI Regional Competitiveness Index	42/83	39/83	36/83	40/83	37/83	45/85
National rating of the state of the investment climate in the constituent entities of the Russian Federation	-	-	-	55/76	51/83	75/85
Rating of innovative development of subjects of the Russian Federation	76/83	-	55/83	46/83	63/83	59/85

The Arkhangelsk region occupies a low position in these ratings, which is due to the location of the territory of the Arkhangelsk region in the Arctic zone

of the Russian Federation, which adversely affects the investment and business climate. In addition to high energy tariffs, entrepreneurs face an increased burden

Impact Factor:	ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
	ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
	GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
	JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

associated with the need to provide state guarantees and compensations for people working and living in the Far North and equivalent areas. Low population density and adverse climatic conditions significantly increase infrastructure and transport costs.

The Arkhangelsk region has a unique development potential, which makes standard estimates inapplicable for comparison with other

regions of the Russian Federation.

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, can create a competitive regional economy at the international level, but requires significant investment, primarily in infrastructure.

Table 4. The impact of the external environment on the socio-economic potential and competitiveness of the Arkhangelsk region

Factor groups	Description of trends	Object of influence	The nature of the impact
POLITICAL	GLOBAL TRENDS		
	The international political situation in the Arctic in the medium and long term, characterized by a high level of legal certainty and a low level of conflict in interstate relations	institutional/innovation / production potential	Capacity Development
	Reducing the degree of dominance of Western countries in global systems of international cooperation		
	The growth of the political and economic importance of the Arctic region, the development of international cooperation on the development of the Arctic and the development of its natural resources, the involvement of the countries of Southeast Asia in economic and political cooperation in the Arctic		
	Growing Threat of Expansion of International Terrorism		Potential reduction
	Increasing the openness of power: developing forms of citizen participation in the process of public administration, increasing transparency and accountability of the activities of public authorities	institutional potential	Capacity Development
	DEVELOPMENT TRENDS IN THE RUSSIAN FEDERATION		
	Strengthening mutual distrust between the Arctic countries due to the aggravation of relations between Russia and Western countries	institutional/production potential	Potential reduction
	Slowdown of the institutionalization of pan-Arctic cooperation to counter new security challenges in the Arctic		
	Improving the system of cooperation between the Russian Federation and the countries of the Barents / Euro-Arctic region	Institutional / innovative potential	Capacity Development
	Activation of interregional cooperation and cooperation at the level of cities located in the Arctic zone of the Russian Federation		
Activation of the participation of the Russian Federation in international fisheries organizations to protect the interests of domestic fisheries	Industrial potential		
ECONOMIC	GLOBAL TRENDS		
	The transition of leadership in development from individual states to urban agglomerations	Industrial potential	Potential reduction
	Exhaustion of the potential of the resource model of economic development and reduction of the influence of traditional growth factors		
	Tougher international and interregional competition for investors	Financial potential	
	Widening savings gap in the global economy		
	The growing influence of the quality of infrastructure and space in general on the choice of a region for life, development and investment		
The shift of the world center of production and consumption to Asia, mainly to China and India, which determines the high	Industrial potential	Capacity Development	

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

	potential of Eurasian integration		
	Global access to financial instruments and investments	Financial potential	
	Movement of capital from developed markets to emerging markets		
	Activation of the international use of national currencies, the formation of a multi-currency standard using national and regional currencies		
DEVELOPMENT TRENDS IN THE RUSSIAN FEDERATION			
	Increasing dependence of the Russian Federation's balance of payments on capital flows and possible disturbances in global financial markets	Financial potential	Potential reduction
	Slowdown in the development of the Russian economy and continued risks of deterioration in the financial and economic situation of Russian producers due to the unstable foreign policy situation and the deterioration of trade relations with Western countries		
	Increasing the vulnerability of the Russian economy to global cyclical crises and the waves they generate	Financial /	
E N V	conjuncture (ups and downs); increased risks of lower growth rates of investment in fixed assets, deterioration of the balance of payments and a noticeable weakening of the ruble	Industrialpotential	
	Uncertainty of the tax regime in the Arctic zone of the Russian Federation; underdevelopment of the regulatory framework		
	Diversification of the Russian economy through the accelerated development of non-primary industries	Production / Labor potential	Capacity Development
	Reducing the number of people employed in the economy of the Russian Federation, especially in the sectors of the real sector of the economy; change in the existing structure of employment, increase in demand for highly qualified personnel		Potential reduction
	Activation of the use of the Arctic zone of the Russian Federation as a strategic resource base of the Russian Federation, providing a solution to the problems of the socio-economic development of the Russian Federation	Industrialpotential	Capacity development
	Orientation of the oceanic fishery of aquatic biological resources to the exclusive economic zone of the Russian Federation and catch of the most massive and currency-intensive fishery objects		
	Strengthening the polarization of economic development, causing the imbalance in economic development between the subjects of the Russian Federation, including the subjects of the Arctic zone of the Russian Federation	Production potential / Infrastructure potential	Potential reduction
	Implementation of new projects for the economic development of the Arctic territories, including through their co-financing from the budgets of various levels of the budget system of the Russian Federation		Capacity Development
	Comprehensive development of all spheres of the economy of the regions of the Northwestern Federal District, active implementation of the transport and transit functions of the federal district, accelerated development of service sectors by including the regions of the Northwestern Federal District in the integration processes of the countries of the Baltic and Arctic regions		
	Expansion of the use of the Northern Sea Route as a national unified transport communication of the Russian Federation in the Arctic		
GLOBAL TRENDS			

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

	An increase in the per capita level of resource consumption, which increases the anthropogenic pressure on the environment, the growth of environmental problems and the growing shortage of basic resources	natural resourcepotential	Potential reduction
	Deterioration of the environmental situation in the Arctic due to global climate change and increased economic activity in the Arctic region		
	Depletion of the natural resources of the World Ocean, increased competition between countries for the right to use natural resources unevenly distributed in the water area and coastal zone of the World Ocean		
	DEVELOPMENT TRENDS IN THE RUSSIAN FEDERATION		
	An increase in the technogenic and anthropogenic load on the environment with an increase in the probability of reaching its limit values in the waters of the Arctic Ocean, as well as in the territory of the Arctic zone of the Russian Federation	Natural resource / Production potential	Potential reduction
	Accelerating the transition to environmentally efficient development of the economy of the Russian Federation, increasing the volume of budgetary financing of environmental protection		Capacity Development
SOCIAL	GLOBAL TRENDS		
	Population aging in developed and emerging countries	Labor potential	Potential reduction
	Increasing middle-class populations in developing countries and declining numbers of people living below the poverty line		Capacity Development
	Leadership of human capital among long-term factors for the development of the future economy		
	Improving the quality of education, due to changes in working conditions due to the use of new technologies and the opportunities for widespread use of information and communication technologies (hereinafter referred to as ICT) in education		Capacity Development
	The aggravation of the situation of the indigenous peoples of the North due to the intensification of economic activity in the Arctic		Potential reduction
	DEVELOPMENT TRENDS IN THE RUSSIAN FEDERATION		
Structural changes in the population of the Russian Federation, due to the reduction in the number of women of active	Labor /	Potential reduction	
	reproductive age and an increase in the average age of the mother at the birth of her first child	Industrialpotential	
	Preservation of negative demographic processes in the regions of the Arctic zone of the Russian Federation		
	The outflow of labor resources (especially highly qualified) to the constituent entities of the Russian Federation with more favorable climatic conditions and foreign countries		
	Updating the training program in accordance with changing market requirements and improving the quality of training		Capacity Development
TECHNOLOGICAL	GLOBAL TRENDS		
	Expanding the use of modern information technologies and new means of communication	Industrial/ Infrastructure potential	Capacity Development
	Expansion of space programs		
	Growth in labor productivity by increasing its technical equipment and developing methods and technologies to increase efficiency	Labor / Production potential	
	Reducing the role of distance as a constraint on international and interregional cooperation through the development of multimodal transport and logistics systems using intelligent technologies	Industrial potential	
DEVELOPMENT TRENDS IN THE RUSSIAN FEDERATION			

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

Stimulating the commercialization of domestic research and development (hereinafter referred to as R&D), including through “forcing” large companies with state participation to innovate and developing innovative development programs by them	Production potential / Labor potential	Capacity Development
Increasing the knowledge intensity of industrial production, increasing the need for automated processes		
Growth of internal costs for R&D, as well as the implementation of projects of innovation centers at the regional level, combining the objects of federal and regional educational, scientific and innovation infrastructure available in the regions		
Expansion of fundamental and applied scientific research in the Arctic zone of the Russian Federation		
Increased depreciation of fixed assets in industry	Industrial potential	Potential reduction

With the current budget policy in the Russian Federation, the implementation of large-scale plans for the development of the territories of the Arkhangelsk region, classified as regions of the Far North and equivalent areas, is possible only with the active participation of the federal budget and major investors. Thus, the competitiveness potential of the Arkhangelsk region largely depends on federal plans for the development of its territories.

When developing the Strategy, it is necessary to focus on the main advantages of the Arkhangelsk Region, which ensure its competitiveness.

The Arkhangelsk region is located in the north-east of the largest centers of the Russian Federation - the cities of Moscow and St. Petersburg. The presence of highways and railway communication provides intensive ties between the constituent entities of the Russian Federation. An additional advantage of the Arkhangelsk region is the availability of access to the sea, which ensures the development of fisheries, shipbuilding, as well as the activities of shipping and service companies.

The Arkhangelsk region is part of the Northern macroregion, which also includes the Republic of Komi and the Nenets Autonomous Okrug.

The Arkhangelsk region is rich in minerals. On the territory of the Arkhangelsk region, there are developed deposits of diamonds and bauxite, and there are significant promising reserves. Polymetallic ores occur on the island territories, the reserves of the Pavlovskoye deposit are approved and profitable for exploitation.

Agriculture based on dairy cattle breeding is a traditional branch of the Arkhangelsk region. Currently, active restoration and development of dairy cattle breeding is observed in the south of the Arkhangelsk region.

Educational organizations of the Arkhangelsk region are characterized by a high quality of graduate training. This is evidenced by the results of the unified state exam. The system of higher professional education of the Arkhangelsk region ensures the release of highly qualified specialists of a wide range, competitive in the labor market of the Russian

Federation.

A three-level system of providing medical care to the population has been created on the territory of the Arkhangelsk region. Standardized mortality rates show a clear downward trend.

Due to the presence of remote and hard-to-reach settlements and low population density in the healthcare sector of the Arkhangelsk region, telemedicine has been developed. The number of remote consultations is increasing every year. The Arkhangelsk region also has a high-tech perinatal center designed not only for inpatient treatment, but also for remote monitoring.

The most important advantage of the economy of the Arkhangelsk region is the presence of two industrial clusters - shipbuilding and timber processing. The activities of shipbuilding organizations are mainly focused on the production of single products for the needs of the military-industrial complex. The timber processing cluster provides comprehensive timber processing and the production of competitive products both on the Russian and international markets. The orientation of the organizations of the timber industry complex towards the sustainable development of the Arkhangelsk region, expressed in carrying out reforestation work, is also noted.

The Arkhangelsk region has a rich cultural heritage, represented by historical settlements, architectural ensembles, as well as spiritual cultural heritage and traditional crafts. This contributes to the development of tourism, which is currently the most developed on the Solovetsky Islands and in the city of Arkhangelsk.

Among other subjects of the Russian Federation in the Arkhangelsk region, the institution of territorial public self-government (hereinafter also referred to as TPS) has been most developed. This makes it possible to ensure the self-organization of the population to solve local issues.

A necessary condition for the development of the Strategy is the identification of problems and challenges facing the Arkhangelsk region, the development of which is inevitable while maintaining

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

existing trends. The analysis carried out allows us to identify a number of points that can become a barrier to ensuring sustainable socio-economic development of the Arkhangelsk region.

Although in recent years the decline in the number of employed people has led to an overall increase in labor productivity in the economy, a prolonged decline in the population may become a long-term barrier to the development of the economy of the Arkhangelsk region. At the same time, in the context of the deteriorating demographic situation in the Russian Federation, the issue of internal Russian migration will become increasingly important for most regions of the Northwestern Federal District (hereinafter referred to as the NWFD) and the Russian Federation as a whole.

The natural zones of the Arkhangelsk region are replaced from the taiga in the south of the Arkhangelsk region to the arctic deserts in the island territories of the Arctic Ocean. The location in high latitudes causes unfavorable natural conditions for doing business, which contributes to the growth of costs.

The settlement system on the territory of the Arkhangelsk region is characterized by the concentration of residents and economic activities, the territories outside the main centers of settlement remain poorly developed. Despite the concentration of the population in the largest cities of the Arkhangelsk region, their number and remoteness from each other prevents the formation of agglomeration settlement systems that are favorable for the development of the economy due to economies of scale.

The level of labor productivity in a number of sectors of the economy of the Arkhangelsk region is below the average Russian level and the average level in the Northwestern Federal District.

In the territories of the Arkhangelsk region,

classified as regions of the Far North and areas equated to them, one of the main problems that negatively affect the investment and business climate, in addition to high energy tariffs and a harsh climate, is an increased burden on business associated with the payment of a district coefficient and a percentage surcharge to wages for work experience in the regions of the Far North and areas equivalent to them, as well as other benefits to employees. In the conditions of increased competition of the constituent entities of the Russian Federation for human and financial resources, this factor may become an additional barrier to increasing the competitiveness of enterprises in the Arkhangelsk region.

Despite the presence of significant potential in the field of scientific research and innovation, it is largely not used by the real sector of the economy. In world practice, there is a tendency to increase the importance of scientific developments, in connection with which there is a need to develop a technology transfer mechanism and use the accumulated potential (Table 5).

In the context of the growing role of the Arctic region in the Russian Federation and in the world, the lack of the necessary transport infrastructure creates risks of insufficient use of this trend by the Arkhangelsk region.

Significant investments in the sphere of public administration and security have a low economic effect for the sectors of the economy of the Arkhangelsk region.

The Arkhangelsk region is characterized by a significant amount of investments from the federal budget, which do not depend much on the socio-economic situation of the Arkhangelsk region and can lead to a significant drop in investment activity in the conditions of the termination of their receipt.

Table 5. SWOT Analysis Matrix

Benefits and Opportunities	Benefits and Threats
<ol style="list-style-type: none"> 1. Special attention of executive bodies of state power to the role of human capital development in accordance with federal plans to significantly increase funding for improving the quality of life of the population. 2. Implementation of cross-border cooperation projects on the basis of a favorable parity for the economy of the Arkhangelsk region. 3. Strengthening export specialization, advancing the development of elements of the service economy of subregional and global significance. 4. Unleashing the transport and logistics potential of the Arkhangelsk region through the implementation of major investment projects of federal and international importance. 5. Opportunity to expand long-term international cooperation on sustainable development issues due to 	<ol style="list-style-type: none"> 1. Migration outflow of highly qualified specialists and graduates of higher educational institutions along with the high quality of education. 2. Favorable geographical position, leveled by an underdeveloped road network. 3. An effective policy of the executive bodies of state power to create a favorable investment climate, limited by low investment activity against the backdrop of negative geopolitical trends. 4. Potential for export growth and expansion of foreign trade relations, limited by sectional pressure on the Russian economy. 5. High growth rate of labor productivity in certain industries (fishing, key industries and the transport and logistics complex), limited by the low availability of production automation tools.

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

high environmental potential and favorable geographical position (joining the Barents / Euro-Arctic region).	
Disadvantages and opportunities	Disadvantages and Threats
<ol style="list-style-type: none"> 1. Slowing down the rate of human capital decline through the implementation of the new federal state policy in the Arkhangelsk region. 2. Growth of investment attractiveness of the Arkhangelsk region, leveling infrastructure restrictions in key sectors of the economy of the Arkhangelsk region. 3. High potential for the development of the consumer sector and the construction market, leading to an increase in the diversification of a highly specialized economy. 4. Reducing the negative impact on the environment of the Arkhangelsk region through the implementation of incentive measures of state policy. 5. A high level of deterioration and a low level of availability of energy and utility infrastructure, which will be overcome as part of the investment programs of federal infrastructure companies and the implementation of programs to involve alternative types of resources and a general increase in the energy efficiency of the economy. 	<ol style="list-style-type: none"> 1. Significant migration outflow, increasing due to the increasing attractiveness of other subjects of the Russian Federation. 2. high death rate, strengthened by the general structural trends of population groups (aging), with a low potential for migratory influx of people of working age. 3. Insufficient level of equipment of the material and technical base of the general education system against the background of low investment opportunities of the regional budget. 4. The low provision of the Arkhangelsk region with basic food products produced on its territory, formed due to the limited production volumes and the high cost of local agricultural products. 5. Low level of territorial development, low territorial density of economic facilities, which reduce the efficiency of using infrastructure with limited investment opportunities, as well as complicate the neutralization of threats of various emergencies, including fires and accidents at water bodies.

Main strategic goal: The Arkhangelsk region is the center of the Russian North, attracting and uniting people for comprehensive development, implementation of advanced ideas and comfortable living.

The main value of the Strategy is a person.

The first priority of the Strategy is the preservation and development of human capital by improving the efficiency of social infrastructure and the quality of social services.

Priority Goals:

a well-formed culture and system of health savings aimed at the responsible attitude of citizens to their health, the development of a system for the provision of primary health care and specialized, including high-tech, medical care, including through the introduction of patient-oriented principles;

high-quality and affordable education, including the modernization of fixed assets of educational organizations, improving the quality and accessibility of all educational services, providing opportunities for the use of modern educational technologies, increasing the connectivity of the labor market and the vocational education system, focusing on the needs of the economy in the formation of a system of additional professional education;

development of the Arkhangelsk region as a center of culture with a rich historical heritage through the preservation of cultural monuments and cultural heritage sites, raising the cultural level of the population, reorganizing the tourism infrastructure, adapting the tourism industry to world standards, expanding tourist destinations;

a developed system of physical culture and

sports education through the promotion of a healthy lifestyle and physical activity, improving the quality and accessibility of sports infrastructure facilities, creating a system of school sports leagues, a system of support and support for talented athletes;

welfare accessible to everyone, provided by the organization of measures to support socially vulnerable groups of the population and their involvement in the economy, increasing the financial literacy of the population, promoting youth entrepreneurship and employment of young professionals, supporting young, large and single-parent families.

For a human-centered approach, the second important condition for improving the quality of life is the creation of a space that is comfortable for living, the development of infrastructure, as well as the formation of environmentally sustainable and cost-effective conditions for people to live and conduct economic activities.

Priority Goals:

affordable, comfortable and high-quality housing through the formation of a housing construction market, increasing the availability of mortgage housing loans, creating a rental housing market, improving the quality of housing services and living conditions, ensuring an increase in the efficiency of land use for urban development purposes;

modern communal and energy infrastructure aimed at energy supply by increasing the share of self-generated capacities, increasing energy efficiency, as well as improving the quality of communal infrastructure through the formation of high quality

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

standards;

affordable and high-quality transport communication aimed at increasing the level of connectivity of the territory of the Arkhangelsk region through the formation of a transport framework, including an increase in the number of transport hubs and an increase in the throughput of the transport network, as well as the reorganization of the system of spatial mobility of cities;

improving the quality of life in urban and rural settlements through the improvement of public and courtyard areas with the involvement of the public, the restoration and revitalization of unused buildings and territories, the creation of a qualitatively different image of cities and towns;

creating a favorable environment, including reducing the aggressive impact of industrial production, reducing the negative factors of anthropogenic impact, increasing the efficiency of waste management and the use of "green technologies" in construction.

These goals are aimed at improving the quality of life in urban and rural settlements of the Arkhangelsk region and are a means of solving social, economic and environmental problems of sustainable development.

The next key priority is to create favorable conditions for sustainable economic growth. Formation of an investment-attractive environment, increasing the innovative activity of organizations, stimulating technology transfer and active interaction between business and science, improving cluster policy will create new drivers for the development of the Arkhangelsk region.

Priority Goals:

a functioning market for research and development, formed through the creation and development of high-tech laboratories and research centers, the initiation of technology transfer and the formation of small innovative organizations within emerging and developing clusters, support for young scientists, increasing the level and number of specialized industry research and development;

balance in the labor market, ensured by the creation of a system of incentives for advanced training and updating of professional competencies, employment of socially vulnerable groups of the population, improvement of working conditions in organizations, reduction of employment in the informal sector of the economy and an increase in the prestige of working professions;

an effective business support and development system implemented through the creation of a service model for providing support to small and medium-sized businesses (hereinafter referred to as SMEs). Promoting entrepreneurial activity, simplifying the access of SMEs to state and municipal procurement;

integrated development of rural areas, supported by investment projects and entrepreneurial initiatives,

as well as diversified depending on the characteristics of socio-economic development and long-term prospects of the municipalities of the Arkhangelsk region;

global competitiveness of priority sectors of the economy and the development of exports, implemented through the improvement of the cluster policy of the Arkhangelsk region. Due to the increased social burden of organizations located in the Arctic zone of the Russian Federation, innovative production is the only way to increase the competitiveness of products and growth.

A distinctive feature of the Strategy is the allocation of a separate priority dedicated to the consolidation of the population and the development of civil society. The model of innovative development is deeply unstable and requires other models of social relations and social management. The process of transforming society, acquiring a new quality for it can be successful only if the existing social capital is mobilized and effectively used, and creative human spiritual and moral foundations are developed.

Priority Goals:

a society based on trust and mutual responsibility, formed through the involvement of residents in determining the goals of the long-term development of the Arkhangelsk region, subject to confidentiality, as well as through ensuring social cohesion of regional communities;

increasing the responsibility of young people for the future of the Arkhangelsk region, reducing the migration outflow from the Arkhangelsk region through the involvement of the population in the implementation of initiatives proposed by youth communities, increasing the role of youth in volunteer movements, forming a managerial reserve at the regional and municipal levels from youth representatives, organizing cultural activities for youth;

an effective system of public security aimed at reducing the number of offenses, popularizing anti-corruption, developing a unified system for preventing emergencies, involving citizens in monitoring public security and creating conditions for peaceful and dynamic socio-economic development;

increasing the role of the family as the basis of spiritual and moral development and the fundamental social institution of modern society by increasing the birth rate and ensuring social protection of the family and childhood, supporting young families, preventing family troubles and stimulating the social activity of families;

creation of a unified civil society based on the traditions and culture of the Arkhangelsk region through the strengthening of civic identity, increasing interest in and respect for the cultural values and traditions of all ethnic communities.

Creation of conditions conducive to maintaining and strengthening health, increasing life expectancy

Impact Factor:

ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	ПИИЦ (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 8.771	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

and improving the quality of life of the population. Low level of commitment of the population to a healthy lifestyle.

Widespread risk factors for the development of cardiovascular and oncological diseases (more than 70 percent of the population of the Arkhangelsk region).

Natural population decline against the background of migration outflow and aging of the population (increase in the proportion of people over 65 years of age in the total population of the Arkhangelsk region).

Decrease in mortality rates for the main classes of diseases: in the period 2018–2021, mortality from tuberculosis decreased from 5.7 to 2.4 cases per 100 thousand of the population, from diseases of the circulatory system - from 752.0 to 749 cases per 100 thousand of the population, from neoplasms (including malignant) - from 243.3 to 240.6 cases per 100 thousand population.

Decreased mortality of the working-age population: in the period 2018-2021, the mortality of the working-age population decreased from 612.1 to 553.6 cases per 100,000 people of working age.

Active development of a system of measures to promote a healthy lifestyle, increase the availability and quality of medical care, and introduce remote forms of work.

By 2035, a healthcare system will operate in the Arkhangelsk region, formed according to the principles of patient-oriented medical organizations and ensuring the availability and quality of medical care for the population of the Arkhangelsk region. In

addition, by 2035, an interdepartmental system will be organized to form a culture of health saving among the population. A healthy lifestyle will be perceived in society as a mandatory norm of behavior, and health as a value that requires responsibility, attention and effort. The annual coverage of the population with preventive medical examinations will reach 90 percent, and a set of measures will be in place to promote a healthy lifestyle and medical literacy. Technologies for remote monitoring of the health status of patients, including pregnant women and persons.

The growth of life expectancy and the improvement of health indicators of citizens of all ages will be ensured by the widespread use of modern medical technologies, the commitment of the population to a healthy lifestyle, the formation of a new model for organizing medical care and new professional competencies of medical personnel.

The key to increasing the life expectancy of the population of the Arkhangelsk region and reducing mortality is due to the formation among the population, starting from childhood, of a culture of health conservation and a sense of personal responsibility for maintaining their health.

The formation of a responsible attitude of citizens to their health is a key factor influencing the improvement of public health. The approximate ratio of various factors to ensure the health of a modern person, determined by the experts of the World Health Organization, includes 4 main groups of such factors:



Figure 5. Factors for ensuring human health

A necessary element of a culture of health saving is a culture of mutual obligations, which implies both obligations on the part of the state to ensure the protection of health and state guarantees for the

provision of medical care, and the obligations of the population to take care of their own health (Figure 5).

Creation of an interdepartmental system for the formation of a culture of health saving and motivation

Impact Factor:

ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 8.771	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

of citizens to lead a healthy lifestyle, including through information on disease prevention, popularization of sports and physical culture, formation of motivation for healthy eating, prevention of non-medical drug use, promotion of reducing alcohol and tobacco consumption.

Promotion of the idea of personal responsibility of citizens for the state of their health.

Attracting and supporting the constant active participation of educational and medical organizations, cultural institutions, the media, public organizations, local governments in activities to inform the population about health risk factors, the formation of a culture of health savings and motivation for a healthy lifestyle among the population.

Stimulation and support (organizational, material, informational) of local civic initiatives in the development of a healthy lifestyle.

Development of a system for early detection of diseases, pathological conditions and risk factors for their development, including medical examinations and medical examinations of the population, including measures to correct risk factors for the development of non-communicable diseases, including in the form of individual in-depth preventive counseling and group preventive counseling of citizens II and III health groups (as part of the second stage of clinical examination), routing of patients of II and III health groups, dispensary observation.

A set of new forms and methods of work with the population will be formed to help citizens realize responsibility for their health and rational use of medical services.

The share of citizens leading a healthy lifestyle will increase to 50 percent by 2035.

By 2025, the total fertility rate will increase to 1.7 children per woman on average.

By 2030, there will be a reduction in the mortality of the working-age population to 431.4 cases per 100,000 population.

By 2035, the life expectancy of the population in the Arkhangelsk region will increase and will be about 80 years.

Refusal to implement the project will lead to continued low involvement of the population in the protection and preservation of health in the long term, which, against the background of the predicted increase in population aging, which acts as a factor in the development of chronic diseases, will lead to a reduction in healthy life expectancy.

One of the priority areas for the development of health care in the Russian Federation is to improve the provision of medical care, including the creation of a new model of a medical organization that provides primary health care based on the principles of lean production. A new model of a medical organization is a patient-oriented medical organization, the hallmarks of which are a benevolent attitude towards the patient,

the absence of queues due to the proper organization of the work of staff, high-quality medical care, the priority of preventive measures in primary health care, namely, the creation of a regional center for organizing primary healthcare. -sanitary assistance in the period 2018 - 2022.

Conducting an assessment of the level of patient satisfaction with the quality of medical care in medical organizations participating in the project.

Implementation of lean production technology in the management and organizational processes of medical organizations providing assistance to the population on an outpatient basis, in the following main areas:

redistribution of workload between doctors and paramedical personnel;

optimization of internal logistics of polyclinics, separation of patient flows;

transition to electronic document management, reduction of paper documentation;

open and polite reception;
comfortable conditions for patients in waiting areas;

implementation of monitoring of the compliance of the actual waiting periods for the provision of medical care by a doctor from the moment a patient contacts a medical organization with the established waiting periods in accordance with the Program of State Guarantees for Free Provision of Medical Care to Citizens.

By 2025, the level of satisfaction of the population with the quality of medical care will be 52 percent, and by 2035 it will increase to 62 percent. By 2025, 90 percent of citizens will be covered by preventive medical examinations at least once a year.

Refusal of the project entails the formation of risks of reducing the quality of primary health care and the effectiveness of measures aimed at creating a culture of health savings and the development of medical prevention. The project is aimed at ensuring the development of infrastructure for primary health care, specialized, including high-tech, medical care, strengthening and efficient use of the material and technical base of the healthcare industry in the Arkhangelsk region.

Construction of new healthcare facilities and reconstruction and overhaul of existing medical organizations. Strengthening the material and technical base of medical organizations. Development of regional air ambulance: renewal of the helicopter fleet with the necessary medical equipment, construction of helipads. Implementation of a set of organizational and management measures to improve the efficiency of medical equipment use:

formation of a plan for the renewal of medical equipment based on the need for this, strategic directions for the development of healthcare, modern achievements in medicine;

training and advanced training of specialists to

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИЦ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

work on medical equipment;
preparation of specialized premises necessary for the installation of medical equipment, purchase of consumables, maintenance of medical equipment.

Implementation of a set of engineering and organizational measures to ensure the rational use of energy resources and water in medical organizations.

The strengthening of the material and technical base of medical organizations in the Arkhangelsk region will be ensured by carrying out current and major repairs, equipping with medical equipment, as well as building new facilities.

The quality and timeliness of the provision of emergency, including sanitary and aviation, medical care to residents of the Arkhangelsk region will improve.

The creation of an effective health infrastructure that meets the needs of the population will be ensured.

The rejection of the project creates the risks of reducing the availability and quality of medical care in the long term. In addition, the risks of technological backwardness of state medical organizations located on the territory of the Arkhangelsk region and a decrease in the qualifications of medical workers are increasing.

The project is aimed at ensuring the introduction of innovative medical technologies into medical organizations, including a system for early diagnosis and remote monitoring of the health of patients.

Carrying out structural changes in the system of

primary health care, aimed at the introduction of modern diagnostic, therapeutic and preventive technologies for restorative treatment and rehabilitation.

Development of a system for providing palliative care in hospitals to seriously ill patients.

Development of a system for the provision of specialized medical care with the routing of patients to medical organizations of a three-level system for the provision of medical care.

Increasing the volume of high-tech medical care.

Improving the work of emergency medical care with the optimization of time indicators for the delivery of patients, the introduction of effective methods of treatment at the prehospital stage.

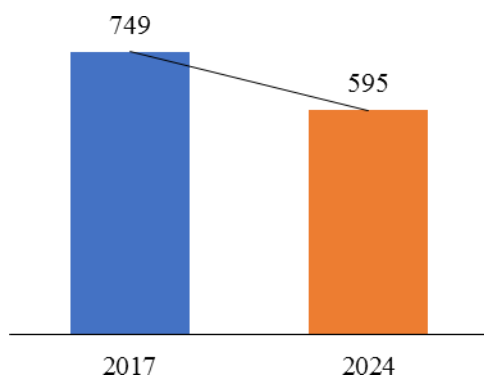
Ensuring the development of personalized medicine through training and advanced training of medical specialists and the introduction of an individual approach to the treatment of patients.

By 2025, there will be a reduction in mortality from diseases of the circulatory system to 595 cases per 100,000 population.

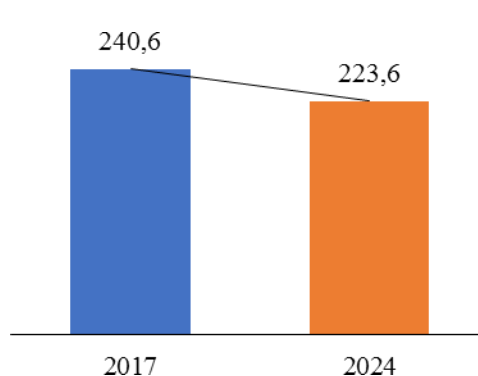
By 2025, there will be a reduction in mortality from neoplasms, including malignant ones, to 223.6 cases per 100,000 population.

By 2025, there will be a reduction in infant mortality to 4.9 cases per 1,000 children born.

By 2035, the number of patients who will receive free medical care, including high-tech medical care, will increase 1.5 times.



Picture. 6. Mortality from diseases of the circulatory system, the number of cases per 100 thousand population



Picture. 7. Mortality from neoplasms, number of cases per 100 thousand population

In the context of the growing need of the population for medical care and the rise in the cost of new medical technologies, the refusal to implement the project creates additional risks of reducing the availability of quality medical services, while the population's requests for medical care in accordance with the latest technologies will not be able to be implemented in the required volume by state medical organizations in within the framework of compulsory health insurance, which will lead to an increase in the

volume of medical services provided on a reimbursable basis (Figures 6-7). The project is aimed at improving the quality of medical care and increasing its accessibility for all residents of the Arkhangelsk region by expanding the use of information and telecommunication technologies in healthcare, introduction of mechanisms for the interaction of medical organizations on the basis of a unified state information system in the field of healthcare. Implementation of a set of measures aimed

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

at ensuring the interaction of the regional medical information system with federal information services and centralized nosological registers in order to ensure the principle of single entry and multiple use of medical information about patients.

Connecting state medical organizations located on the territory of the Arkhangelsk region to the system for monitoring the possibility of registering citizens for an appointment with a doctor. Equipping and re-equipping the workplaces of medical workers in medical organizations providing primary health care with computer equipment, automated workplaces connected to medical information systems, and electronic signatures.

Re-equipment of the regional data processing center with high-performance server equipment in order to ensure the technical feasibility of functioning in the face of an increase in the volume of processed information.

Training of medical workers in order to increase the level of knowledge about the possibilities of using modern information technologies (including medical information systems) in healthcare, development of programs and mechanisms to encourage medical workers to use such technologies in practice.

It will be possible to maintain medical documents in electronic form using an electronic signature, organize electronic document management in medical organizations and between medical organizations, and also provide an opportunity for citizens to access their medical documents, including through the personal account of the patient "My Health" on the Unified portal of state and municipal services.

100 percent of citizens insured in the compulsory health insurance system will be provided with electronic medical records.

Taking into account regional specifics and needs, a multi-level system of telemedicine consultations will be organized, including a service of delayed telemedicine consultations and a service of telemedicine requests in real time.

Equal access of the population to information medical resources and services will be 100 percent ensured, both in urban and rural settlements of the Arkhangelsk region.

Refusal to implement modern digital technologies in healthcare will lead to limited access to quality medical care against the background of a predicted increase in the need for medical care due to the aging of the population, as well as lead to a decrease in the efficiency of medical organizations and exacerbate the technological backlog of the healthcare sector in the Arkhangelsk region. The project is aimed at developing the personnel potential of the healthcare sector in the Arkhangelsk region, including updating the professional competencies of medical workers, increasing their social status and level of labor motivation, and developing medical

education.

Implementation of a set of measures aimed at training medical and pharmaceutical personnel, including expanding the targeted admission of students with the obligation to employ them.

Introduction of economic mechanisms aimed at increasing the interest of medical organizations of the Arkhangelsk region of any organizational and legal form in providing a clinical base for teaching students.

Implementation of a new system of continuous additional professional education using modular educational programs to improve the skills and retrain medical and pharmaceutical workers, as well as health care managers. Attracting medical specialists in demand in the Arkhangelsk region, including by providing them with social support measures. Development of a system for managing the human resources potential of healthcare in the Arkhangelsk region.

Increasing the prestige of the profession and the social status of medical workers. Implementation of socio-cultural and informational measures that ensure the formation of public confidence in medical workers and respect for medical activities. Increasing the level of labor motivation of medical workers by strengthening the differentiation of official salaries depending on the professional category.

After 2018, the amount of remuneration of employees of medical organizations of state and municipal forms of ownership with a higher medical (pharmaceutical) education will remain at a level of at least 200 percent of the average monthly income from labor activity in the economy of the Arkhangelsk region, for nurses - at least 100 percent of average monthly income from labor activity of the population in the Arkhangelsk region.

By 2035, the personnel structure of the health care system of the Arkhangelsk region will be formed, fully ensuring the guarantees and quality of medical services. The rejection of the project will lead to an increase in the shortage in the staff of state medical organizations located in the Arkhangelsk region. Disclosure of talents and abilities of each student in order to further successful self-realization for the benefit of society. From an economic point of view, well-being is determined by the level of development of productive forces and the nature of economic relations, reflecting the current level of development and capabilities of the economy.

The core of human capital is knowledge and skills that produce added value for the economy as a whole and for their owner in particular. The quality of human capital as a key resource for the development of the economy and society is formed by the education system.

A sufficiently high level of secondary general and additional education, which allows students of general educational organizations to be selected for the best higher educational institutions of the Russian

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИЦ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

Federation. However, the results of the unified state exam in such subjects as specialized mathematics, chemistry, English, informatics and ICT show average scores below the national average.

A significant degree of depreciation of fixed assets in the field of education. The number of buildings of educational organizations requiring major repairs in 2018 amounted to 161 units (47 percent). At the same time, educational organizations located in rural areas are characterized by the presence of a higher proportion of wooden buildings and premises of preschool educational organizations. Differences in personnel potential and remuneration in the education system in the inter-district context. This trend is due, among other things, to the specifics of the Arkhangelsk region: for workers in the regions of the Far North and areas equated to them, regional coefficients and percentage bonuses to wages are applied, as well as a coefficient for work in rural areas. Shifting priorities in the perception of education.

Strengthening the gap in the development of the education system in the context of the municipal districts of the Arkhangelsk region. High-risk municipal districts of the Arkhangelsk region are singled out, where the rate of reduction in the contingent of newborns, toddlers and preschool children (from 0 to 6 years old) and primary school age (from 7 to 10 years old) exceeds the average predicted value for the Arkhangelsk region as a whole. These include the following municipal districts of the Arkhangelsk region: Vilegodsky, Vinogradovsky, Konoshsky, Kotlassky, Krasnoborsky, Kholmogorsky and Shenkursky. The trend of reduction of children in educational institutions is observed in the following

municipal districts of the Arkhangelsk region: Kotlassky, Konoshsky, Lensky, Nyandoma and Shenkursky. In certain municipal districts of the Arkhangelsk region, there is a positive trend towards an increase in graduation from general educational institutions, that is, the number of potential students for training in secondary vocational education programs (hereinafter referred to as SVE) and programs for in-demand professions (Velsky, Vilegodsky, Kargopolsky, Leshukonsky, Primorsky and Ustyansky districts). Low level of responsibility and involvement in the process of education on the part of parents. The distancing of the education system of the Russian Federation from the family reduces the motivation of students to receive education. Primorsky and Ustyansky districts). Low level of responsibility and involvement in the process of education on the part of parents. The distancing of the education system of the Russian Federation from the family reduces the motivation of students to receive education. Primorsky and Ustyansky districts). Low level of responsibility and involvement in the process of education on the part of parents. The distancing of the education system of the Russian Federation from the family reduces the motivation of students to receive education.

Incomplete compliance of the current state of the infrastructure of the educational system with its needs. In particular, this is typical for sparsely populated municipalities of the Arkhangelsk region in relation to the education of children with special physical and mental development (Figure 8).

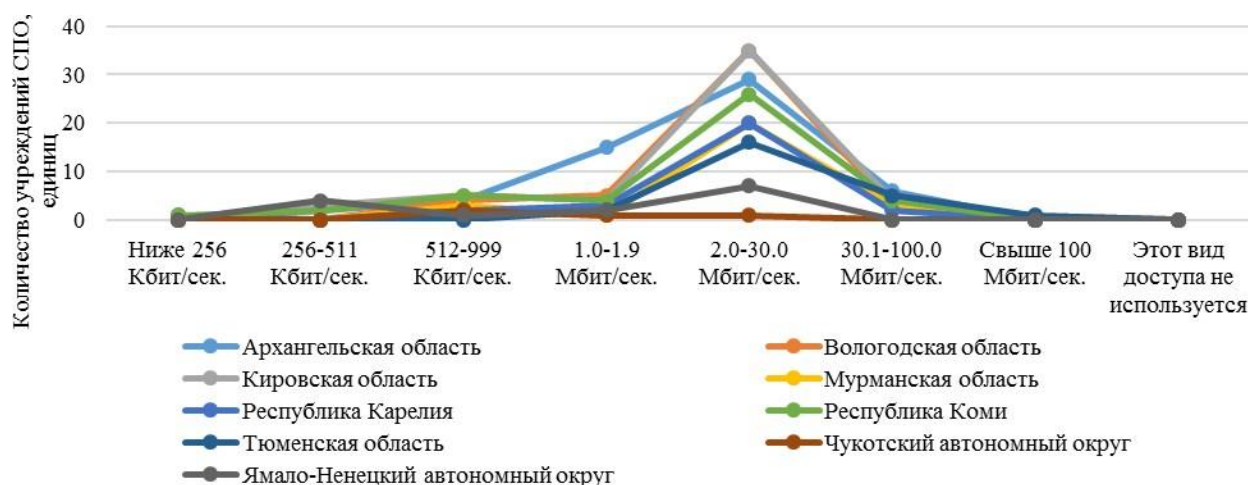


Figure 8. Maximum access speed of the information and telecommunications network "Internet" in SPO institutions

Increase in the share of students in the second shift (for 5 years - by 23 percent). In 2020, about 7.8 percent of the total number of students attended classes on the second shift.

Difficulties in professional orientation of young people. Graduates of general educational organizations experience difficulties with choosing a future profession. Open door days at the enterprises of

Impact Factor:

ISRA (India) = 6.317
 ISI (Dubai, UAE) = 1.582
 GIF (Australia) = 0.564
 JIF = 1.500

SIS (USA) = 0.912
 ПИИЦ (Russia) = 3.939
 ESJI (KZ) = 8.771
 SJIF (Morocco) = 7.184

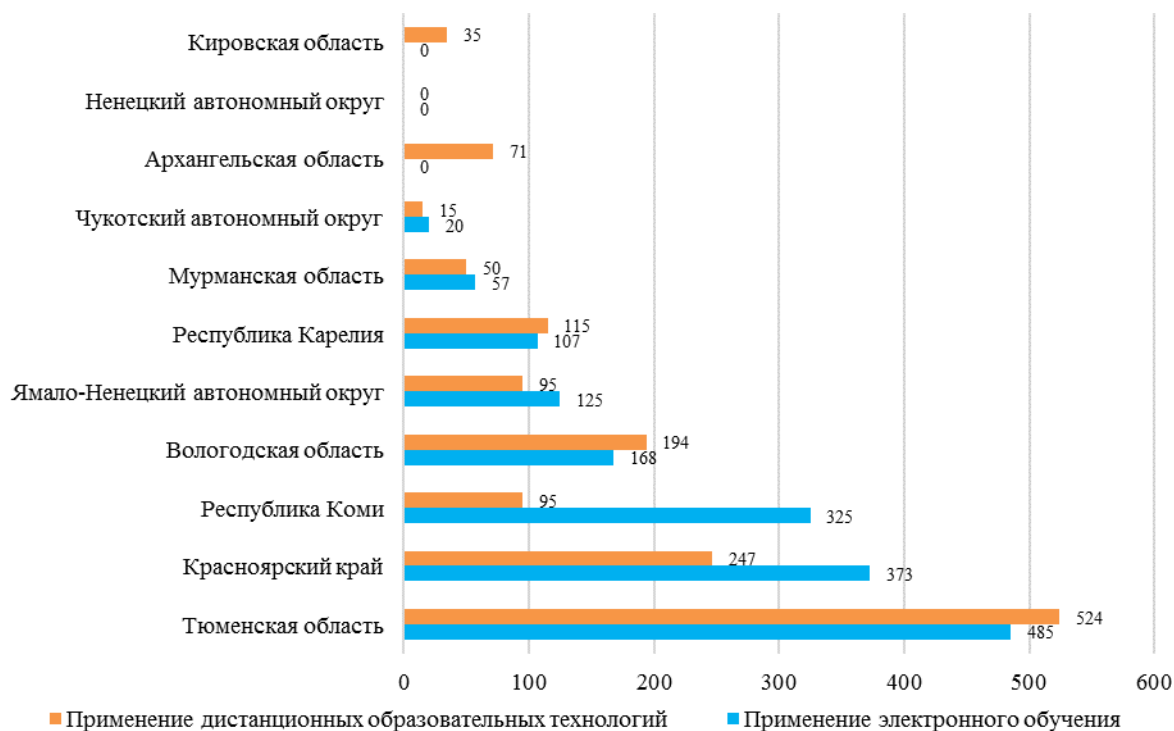
ICV (Poland) = 6.630
 PIF (India) = 1.940
 IBI (India) = 4.260
 OAJI (USA) = 0.350

the Arkhangelsk region are focused, in most cases, on students in specialized educational programs of secondary vocational education and higher education.

Migration of talented youth. Every third graduate of higher educational institutions and (or) SVE organizations located in the Arkhangelsk region in 2021 left for employment in other regions of the Russian Federation. Active development of distance

education methods, online educational platforms, ensuring the availability of educational programs regardless of the place of residence of citizens and their initial level of education (Figure 9).

Implementation of the possibilities of school self-government. Successful practices are noted in terms of organizing school self-government, as well as in terms of using the center of educational activities.



Picture. 9. Number of educational organizations implementing educational programs using e-learning and distance learning technologies, units

Education should contribute to the development of human capital, increase the number of quality jobs, be an instrument of social sustainability in the face of uncertainty and accelerating transformations in the economy. Thanks to investment projects, the education system must go through major technological changes.

Implementation of modern approaches to education: from the paradigm of learning to the paradigm of self-realization; from knowledge, skills and abilities to the formation of personal and subject competencies, from traditional teaching methods to modern educational technologies and the format of cooperation and co-creation.

The education system of the Arkhangelsk region should provide conditions for the development of a successful and competent person, capable of learning and retraining throughout his active life. For the purpose of strategic planning in the context of project strategizing, a number of projects are proposed, the implementation of which will lead the education sector to a new quality.

The development of children aged 0 to 3 years, as well as children of preschool age, largely determines their achievement in school, which, in turn, is critical for success in life. Preschool childhood should be accompanied by professionals in the field of early development, therefore, 100 percent of preschool children should be provided with places in preschool educational organizations (hereinafter also - PEO).

Implementation of a targeted model of information and educational support for parents, including the creation, including in preschool educational and general educational organizations, of counseling centers that ensure that parents of preschool children receive methodological, psychological and pedagogical, including diagnostic and advisory, assistance free of charge. Development of the non-state sector in the field of preschool education. Establishment of resource centers for preschool educational organizations that provide network training for preschool teachers in the field of inclusive education.

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIHII (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

Elimination of the queue in preschool educational organizations for children under 3 years of age in order to create conditions for the implementation of the labor activity of women with children under 3 years of age.

By 2025, the proportion of children aged 0 to 3 who have the opportunity to attend pre-school educational organizations will be 100 percent. At least 75 percent of all families with children aged 0 to 3 and up to 90 percent of families with children with disabilities aged 0 to 6 will receive regular (at least once a month) specialist consultations.

The abandonment of the project will result in a continued annual loss of human capital in the Arkhangelsk Oblast due to problems encountered during preschool years, in the amount of 5 to 10 percent, which is equivalent to a loss of 3 to 7 percent of GRP per year.

One of the serious problems of modern school education is the growing lag behind the requirements of the digitalization of the economy and public life. School education provides the skills and knowledge of yesterday, in connection with which, the issue of creating conditions for continuous professional development of teachers, eliminating professional teacher deficits in order to ensure the quality of general education and achieve high results in mathematical, natural sciences, humanitarian and digital areas remains relevant. .

Creation of an integrated comfortable system for overcoming learning difficulties, taking into account the developmental characteristics of each child.

Providing equally students of general education organizations located in urban and rural settlements of the Arkhangelsk region with opportunities for in-depth mastering of any subjects, development of abilities and talents in various manifestations, including using the resource of non-formal education.

Overcoming the problem of technological lag of general education organizations located in rural settlements, and the formation of a modern digital and material and technical infrastructure of general education organizations located in urban and rural settlements, while providing schoolchildren with one-shift education.

Formation of a comprehensive integrated system of education for children and youth with disabilities, taking into account the developmental characteristics of each.

Involvement of parents and society as a whole in the educational process through the development of a mentoring system, educational volunteering. Creating a space for teamwork, a platform for generating ideas and implementing successful practices. Ensuring the safe transportation of students living in rural settlements of the Arkhangelsk region to general educational organizations; setting the service life of school buses no more than 10 years.

Connection of general educational organizations

to the Internet information and telecommunications network (hereinafter referred to as the Internet network) at a speed that allows at least half of the schoolchildren to simultaneously actively use modern Internet resources (with a connection speed of at least 100 Mb / s - for general education organizations located in cities, 50 Mb / s - for general education organizations located in rural areas and urban-type settlements, by 2024); formation of a modern digital educational environment (network resources, computer classes, office work, accounting, etc.).

By 2030, the mass use of digital learning games and simulators in the educational process with elements of the open information and educational environment "Russian Electronic School" will be ensured.

By 2025, the material and technical base of general educational organizations located in small towns and rural areas of the Arkhangelsk region will be updated to implement basic and additional general educational programs of digital and humanitarian profiles.

By 2022, modern digital technologies will be introduced into the main general education programs.

For 50 percent of teaching staff (depending on whether the subject of verification requires tasks completed during and after school hours), the time spent on office work will be reduced by 25 percent.

For 100 percent of schoolchildren living in rural settlements, safe transportation to general educational organizations will be provided.

By 2025, all educational organizations located on the territory of the Arkhangelsk region will be provided with an Internet connection with a connection speed of at least 100 Mb / s - for educational organizations located in cities, 50 Mb / s - for educational organizations located in rural areas and urban-type settlements, guaranteed Internet traffic.

Refusal of digitalization will radically reduce the impact of projects to develop talents and ensure equality in educational opportunities.

The system of additional education of the future should include educational loft spaces, exploitatoriums, clubs, science cities, game centers, technology parks, online education, supported by joint projects of business communities, enterprises, public and non-profit organizations.

Increasing the availability of all forms of education, including the development of a system of additional education and extracurricular activities.

Creation in the system of additional education together with higher educational institutions and colleges of technological workshops for the development of high technologies by schoolchildren; the involvement of organizations in the projects of the open joint-stock company RUSNANO.

Modernization of infrastructure for the creation of integrated cultural and sports (educational and

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIIHQ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

entertainment) complexes in rural areas, development of a model of inter-settlement complexes.

The accessibility of all forms of education, including the system of additional education and extracurricular activities, will be increased.

The proportion of children aged 5 to 18 receiving additional education in 2024 will be 80 percent.

Refusal to implement the project may lead to a decrease in the creative potential and cultural level of the inhabitants of the Arkhangelsk region, as well as to an increase in their dissatisfaction with the quality of life. The inability to realize creative potential in music, art, technology will lead to the fact that the Arkhangelsk region will not receive a new generation of talented youth.

Allocation of certificates to stimulate the passage of additional professional education courses for the working and non-working population. For the working population, it is assumed that the certificate will pay no more than 50 percent of the cost of the course, the remaining amount is paid by the employer or student. For the non-working population, the certificate pays 100 percent of the cost of the course.

Formation of a comfortable environment for continuous education and updating of professional competencies for a person of any profession and a resident of any area.

Creation of a technological platform for networking in order to accelerate the retraining of mid-level specialists and skilled workers.

By 2030, the modernization of the structure for training mid-level specialists at the request of sectoral and intersectoral labor markets will be completed.

A comfortable environment will be created for continuous education and updating of professional competencies of a person of any profession and a resident of any locality.

A modern technological networking platform will be created in order to accelerate the retraining of mid-level specialists and skilled workers.

Refusal of the project entails an increase in the disproportion of the labor market and the impossibility of continuous professional development.

Formation of a network of centers (colleges) for advanced training in the field of high technologies, which will implement experimental intensive educational programs of secondary vocational education with a reduction in training time and rapid entry of young people into the labor market in modern specialties using digital technologies.

Creation of an adaptive system of targeted practice-oriented development of students' competencies within the framework of network and cluster interaction of educational organizations with organizations for the long-term development of the economy of the Arkhangelsk region by groups of industries until 2020.

Development of a digital educational environment for the purpose of obtaining a profession:

creation and implementation of modern digital hardware stimulator complexes, simulators and corresponding complexes of methodological support for practicing practical skills by students of secondary vocational education; introduction to the educational process of organizations of secondary vocational education and higher education of the system of individualization of the educational process of the LMS type; development of the practice of blended learning in vocational and higher education programs; support of online courses with practical and laboratory work in the field.

By 2035, 100 percent of secondary vocational education students will have the opportunity to practice their professional skills on the basis of modern digital hardware simulators and simulators.

By 2025, 100 percent of specialized centers of excellence in the Arkhangelsk region will be accredited according to World skills Russia standards.

By 2035, in 100 percent of educational institutions of secondary vocational education and higher professional education, a system of individualization of the educational process of the LMS type will be introduced.

The abandonment of the project will lead to a slowdown in the pace and scale of technological renewal, which will make it difficult to diversify the economy and accelerate economic growth.

Protection of cultural heritage sites in order to preserve the cultural code and historical memory for future generations.

High level of provision with cultural objects. The Arkhangelsk region ranks 29th in terms of the availability of library collections (6,870 items per 1,000 people) and 14th in terms of the number of museum visits (898 people). Coverage of the population of the Arkhangelsk region with library services is 31.01 percent. High level of depreciation of fixed assets of cultural institutions. The degree of depreciation of fixed assets of commercial organizations in the Arkhangelsk region in 2021 amounted to 43.9 percent, non-profit organizations - 54.4 percent.

Implementation of a significant number of international and interregional projects in the field of culture and intercultural interaction. The Arkhangelsk region hosts an international festival of street theaters, since 2014 the project "International Artistic Residence" in the Arkhangelsk region "AiR: Artists-in-residence" has been implemented. Cooperation between musical organizations of the Arkhangelsk region and Northern Norway is actively developing within the framework of the international festival of choral performance "Northern Choral Assemblies".

An increase in household spending on the services of cultural institutions. In the general structure of expenses of the inhabitants of the Arkhangelsk region, the share of expenses on culture is about 3.5 percent, this figure is increasing every

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

year.

High density of cultural heritage sites. On the territory of the Arkhangelsk region there are 1,957 cultural heritage sites (hereinafter referred to as CHOs), which is about 1.5 percent of the total number of CHOs of the peoples of the Russian Federation, which is 1.5 times higher than the average for the constituent entities of the Russian Federation.

Critical state of a large number of OKNs. Only 40 percent of OKN are involved in the economic turnover. The remaining OKNs are either lost or not used. Lost 30 percent of the architectural heritage of wooden architecture for religious purposes, which were under state protection; over one quarter of the existing wooden architecture buildings are in a state of disrepair and ruin.

Inefficient urban planning policy. Due to the active development of territories, historical settlements and historical quarters are losing their individual appearance. In addition, it is noted that the CHO is not protected from external influences associated with modern development of territories.

Low level of quality of tourist infrastructure. Many CHOs are located at a considerable distance from each other. At the same time, the low quality of the road surface of regional and local roads, the low level of development of roadside services and port and berthing infrastructure make such WPAs inaccessible to tourists.

By 2035, residents of the Arkhangelsk region will be able to use ample opportunities for education and creative activities. The Arkhangelsk region will take the place of the leader in the field of Arctic tourism, a network of rural tourist destinations of ethnographic, ecological and agro-tourism will be developed.

The sphere of culture of the Arkhangelsk region will receive opportunities for further development thanks to a well-thought-out long-term policy for the preservation of cultural heritage, comprehensive education, and tourism. The implementation of the projects will prevent the development of negative trends in terms of the irretrievable loss of the CHO in the Arkhangelsk region: the number of CHO that are in poor condition will be reduced; the state of preservation of COPs that are in a ruined and emergency state is stabilized by their conservation. The leadership position of the Arkhangelsk region in the field of Arctic tourism will be established. The share of buildings of cultural and art institutions of the Arkhangelsk region, the condition and equipment of which is satisfactory, by 2035 will be 100 percent. The widest possible involvement of citizens in cultural education and creative activity will be ensured. A high level of satisfaction of citizens with the quality of the provision of state and municipal services in the field of culture will be achieved. Cultural monuments make up a significant part of the cultural heritage of the Arkhangelsk region, so their preservation is a key

aspect of the existence of the Arkhangelsk region. Preservation of cultural heritage includes the organization of a set of measures for the restoration, conservation and maintenance of a satisfactory state of cultural heritage of the Arkhangelsk region, which will allow new generations to join the rich historical and cultural sphere of the Arkhangelsk region. Organization of a program-targeted solution to the problem of the emergency state of the OKN.

Ensuring the state protection of the OKN by approving the boundaries of the territories of the OKN and their objects of protection.

Implementation of measures to identify the owners of OKN.

Conservation of OKNs that are in an emergency and ruined state.

Creation of an electronic database of OKN.

There will be an increase in the number of OKN in a satisfactory condition up to 40 percent.

It is planned to increase the number of mothballed conservatory objects that are in an emergency and ruined state and require restoration work, up to 50 percent.

Approval of the boundaries of the territories of all CHOs and their objects of protection is expected.

It is planned to establish the boundaries of all historical settlements of federal significance, their objects of protection.

There will be an automation of the process of accounting for information about OKN located on the territory of the Arkhangelsk region.

The rejection of the project will lead to the irreparable loss of the OKN, the loss of the historical memory of the people, its spiritual component.

Culture plays an important role in shaping a person's personality. The implementation of the project will contribute to the growth of involvement in the cultural life of the Arkhangelsk region and the spiritual development of the inhabitants of the Arkhangelsk region.

Creation of virtual theater venues and concert halls.

Acquisition of book collections of libraries of municipalities of the Arkhangelsk region.

Creation (updating) of Internet sites of libraries with the possibility of providing library services in electronic form.

Regular holding of major international music and theater competitions and festivals.

Creation of a network of social and cultural "centers of attraction". Formation of a cluster of creative and cultural industries. Creation of a regional symphony orchestra.

Increasing the number of children's art schools.

Staffing of cultural institutions with highly qualified specialists.

Modernization of professional educational organizations in the sphere of culture.

Improving the complex of measures of cultural

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIIHQ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

support for socially vulnerable groups of the population.

It is planned to connect all libraries to the Internet.

The number of exhibition projects implemented in the Arkhangelsk region will increase to 20.

The share of cultural and art institutions in a satisfactory condition in the total number of cultural and art institutions will increase to 68 percent.

The proportion of children studying in children's art schools in the total number of children in the Arkhangelsk region will increase to 18 percent.

Public access to library collections (including in electronic form) will be 100 percent ensured.

Satisfaction of the population with services in the field of culture will increase up to 97 percent.

The main consequence of the refusal to implement the project will be the deterioration of the social situation due to limited opportunities for leisure activities and a decrease in the general level of culture of the inhabitants of the Arkhangelsk region.

Certain territories of the Arkhangelsk region are located in the Arctic zone of the Russian Federation, in particular, the national park

"Russian Arctic" and the federal reserve "Franz Josef Land", which provide ample opportunities for the development of ecological and cruise tourism in the Arctic. In connection with the growing interest in Arctic tourism, it is proposed to implement a project for the development of tourism activities in the Arkhangelsk region, classified as part of the Arctic zone of the Russian Federation. The implementation of the project contributes to the disclosure of the tourism and economic potential of the territories.

Development and promotion of unique tourist routes.

Implementation of measures to develop transport and tourism infrastructure.

Organization of viewing platforms and places of recreation.

Development of measures to ensure the diversity of tourism programs and entertainment.

Improving the qualifications of specialists in the field of tourism.

The volume of paid tourist services provided by organizations located in the municipalities of the Arkhangelsk region, belonging to the land territories of the Arctic zone of the Russian Federation, will increase.

The number of tourists in the Arctic zone of the Russian Federation will increase.

The quality of tourism services provided will improve.

If the project is abandoned, the Arkhangelsk region risks losing a significant share of financial resources due to an increase in the tourist flow to the Arctic.

In the villages of the Arkhangelsk region, the traditional way of life, which has been formed over

many centuries, has been preserved. In addition, Russian wooden architecture is a unique world phenomenon.

Determination of the list of rural settlements of the Arkhangelsk region in order to form a targeted program for the development of territories in the Arkhangelsk region.

Creation of visit - centers.

Preservation and promotion of local attractions, folk traditions, folklore, development of folk art crafts.

Organization of programs for children's recreation in rural areas during school holidays.

Implementation of a set of measures to attract investment in the development of rural areas of the Arkhangelsk region.

Tourist routes have been formed, including objects of historical and cultural heritage and places of traditional existence of folk art crafts, in rural areas of the Arkhangelsk region.

An increase in employment of the rural population in the tourism sector is expected.

An increase in the number of tourists in rural areas is expected, including at the expense of schoolchildren.

Investment projects will be implemented to develop tourism services in rural areas.

If the project is abandoned, the countryside will lose its attractiveness not only for tourists, but also for local residents, who will continue to migrate to large cities. A significant part of the unique Russian wooden architecture will be lost.

In the Arkhangelsk region, many Orthodox shrines have been preserved that attract the attention of pilgrims. The main attraction of tourist flows are the Solovetsky Islands. At the same time, it is necessary to promote other places of pilgrimage and objects of religious tourism in the Arkhangelsk region.

Modernization of the infrastructure of the Solovetsky Archipelago to increase the margin of safety of the territory for a comfortable and safe stay of tourists.

Information campaign to promote the Solovetsky, Onega Cross, Anthony-Siya, Verkolsky, Sursky, Oshevsky monasteries in order to optimize tourist flows.

It is expected to distribute the load between the objects of religious tourism in the Arkhangelsk region.

The influx of tourists arriving in the Arkhangelsk region to visit monasteries, temples and other revered places will increase.

The rejection of the project will entail a decrease in the volume of religious tourism in the Arkhangelsk region, and will become an obstacle to the popularization of its historical and cultural heritage.

The growth of the tourist flow of Russian and foreign tourists allows to increase the flow of funds into the economy of the Arkhangelsk region. The goal of the project is to remove obstacles that limit the flow

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIIHQ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

of tourists to the Arkhangelsk region. The implementation of the project will ensure an increase in financial flows to the economy of the Arkhangelsk region, as well as an increase in the prestige of the Arkhangelsk region at the world level.

Creation of versions of sites of tourist organizations, tour agencies, accommodation facilities, including in foreign languages.

Attracting students of specialized specialization to work in the summer season, which will solve the problem of attracting labor force on temporary contracts during the high season. Publications about the tourist potential of the Arkhangelsk region in the mass media.

Branding of individual territories with subsequent promotion of the brand in the global market.

Creation of tourist information centers in the main tourist destinations.

Participation in international tourism exhibitions.

The share of tourism in the GRP of the Arkhangelsk region will increase.

The level of employment of the population of the Arkhangelsk region in the tourism sector will increase.

The recognition of the Arkhangelsk region in the international arena will increase.

Refusal to attract tourists will lead to a decrease in the competitiveness of the Arkhangelsk region and will entail a decrease in financial flows to the economy.

Creation of conditions for introducing citizens to a healthy lifestyle, including physical education and sports, development of sports infrastructure and increasing the availability of its facilities for all categories of the population of the Arkhangelsk region, as well as increasing the competitiveness of athletes of the Arkhangelsk region in competitions at the All-Russian and international levels.

An increase in the proportion of residents of the Arkhangelsk region who systematically go in for physical culture and sports from 11.1 percent in 2018 to 32.2 percent in 2021. However, most of the population is still not covered by systematic physical culture and sports.

High differentiation in terms of accessibility of sports infrastructure facilities. The average provision of residents of the Arkhangelsk region with sports facilities is 49.1 percent of the norm. However, in 11 municipalities of the Arkhangelsk region (Arkhangelsk city, Vinogradovsky municipal district, Kargopolsky municipal district, Mirny city, Novaya Zemlya, Novodvinsk city, Nyandoma municipal district, Plesetsky municipal district, Primorsky municipal district, Severodvinsk city, Shenkursky municipal district) indicator is below average.

Dissatisfaction of a significant proportion of the population with the existing sports infrastructure.

According to the results of the 2020 youth survey, 54 percent of the population consider the sports infrastructure of the Arkhangelsk region to be satisfactory or rather satisfactory, while 45.1 percent assess it as negative. According to young people, the best conditions for sports are created in the Vilegodsky and Primorsky municipal districts, the city of Koryazhma. The lowest indicators of youth satisfaction with the availability of sports facilities were recorded in Krasnoborsky, Kargopolsky, Plesetsky and Verkhnetoemsky municipal districts.

Weak involvement of the municipalities of the Arkhangelsk region in the development of the sphere of physical culture and sports. Most sports facilities are municipally owned, but a significant part of them are in poor technical condition and need major repairs or reconstruction.

By 2035, physical culture will become a mass phenomenon, the value of a healthy lifestyle will be established in the public mind. The concept of "Sport is life" will contribute to the development of a system of physical education for the population of all ages, the promotion of a healthy lifestyle, the identification of gifted children and young people, and the development of elite sports. Physical culture and sports will become a habitual part of life and a need for most residents of the Arkhangelsk region. Access to sports infrastructure will be ensured for all citizens, regardless of their age, in accordance with their preferences, level of physical fitness and health status.

In order to optimize the functioning of the industry, projects will be implemented aimed at modernizing the sphere of physical culture and sports, taking into account climatic, economic, environmental and socio-cultural aspects.

The development of mass sports and the promotion of a healthy lifestyle among all categories and groups of the population of the Arkhangelsk region are necessary for an active life at any age. The implementation of the project will increase the motivation of citizens to systematic physical education and sports and maintain a healthy lifestyle.

Development of regulatory and legal support for measures to stimulate sports and mass work and active family recreation of the population at the place of residence.

Creation of sports and health programs for people of all ages.

Conducting family sports events on a regular basis.

Implementation of the All-Russian physical culture and sports complex "Ready for Labor and Defense" (GTO).

Ensuring access of socially oriented non-profit organizations to the provision of services within the framework of regional programs in the field of physical culture and mass sports.

Creation of an information and educational system to increase the level of knowledge about the

Impact Factor:

ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 8.771	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

negative impact of risk factors on health, the possibilities of their reduction.

Development of measures to involve the population in a physically active lifestyle, sports.

The share of the population systematically engaged in physical culture and sports in the total population will increase to 55 percent, the share of students in the total number of students and students - up to 85 percent.

If the project is abandoned, the level of physical activity of the inhabitants of the Arkhangelsk region is expected to decrease, as well as the level of the culture of maintaining a healthy lifestyle, which will lead to the risk of an increase in morbidity.

Modern conditions require the modernization of the system of physical education in educational organizations. The implementation of the project will improve the quality of physical training in educational institutions and increase the number of students who are systematically involved in physical culture and sports.

Mutual integration of physical education programs in general educational organizations and organizations of additional education.

Development and implementation of programs for the development of school sports leagues in team sports.

Improving the interaction of subjects of physical culture and sports at the regional and municipal levels.

Opening of a network of school sports clubs.

An increase in the level of interest of schoolchildren and students in physical culture and sports is expected.

The proportion of children and young people regularly involved in sports sections, clubs and other sports-oriented organizations in the total number of children and young people will increase to 45 percent.

Ensuring the competitiveness of sports clubs in the Arkhangelsk region at the national level.

The rejection of the project will become an obstacle to solving the problems of physical education in educational organizations, which will not allow creating an effective system of educating healthy youth.

The aim of the project is to improve the system for identifying, supporting and developing abilities and talents in sports among children and young people by ensuring continuity between the elements of the regional system of physical culture and sports in terms of identifying, selecting, as well as subsequent support and support of talented athletes. The implementation of the project will ensure the creation of favorable conditions for the formation, training and preservation of the sports reserve, starting from the stage of youth sports.

Development and implementation of a system of sports selection of gifted young athletes in various sports based on the model characteristics of physical and technical readiness, indicators of physical

development and health assessment results.

Financial support for young talents in the Arkhangelsk region.

Creation of a scouting institute, which will allow organizing the search for talented athletes outside the Arkhangelsk region.

It is planned to create comfortable conditions for the stay of gifted young athletes in the teams of the Arkhangelsk region.

Athletes from the Arkhangelsk region will regularly participate in the World Universiade and the Youth Olympic Games.

Refusal to implement the project will not allow creating conditions conducive to worthy competition among talented athletes, which will negatively affect their motivation. The rejection of the project will lead to a slowdown in the growth of sports results due to the lack of competition between athletes.

The project is aimed at creating favorable conditions for the training of high-class athletes. The implementation of the project will increase the competitiveness of athletes of the Arkhangelsk region in the All-Russian and international sports arena.

Optimization of the training process based on the introduction of modern sports and pedagogical technologies.

Provision of sports teams in the Arkhangelsk region with modern equipment, inventory and equipment, as well as medical support.

Development of a regional program for the development of a sports reserve for Olympic and Paralympic sports.

Modernization of the management system for the preparation of high-class athletes aimed at results.

Implementation of a new system of remuneration for workers employed in the field of physical culture and sports, taking into account the effectiveness of their professional activities.

It is planned to equip the national sports teams of the Arkhangelsk region with modern equipment, inventory and equipment.

The number of athletes of the Arkhangelsk region included in the sports teams of the Russian Federation in sports will increase to 120 people.

The number of prize-winning places won by athletes of the Arkhangelsk region at all-Russian and international sports competitions in Olympic, Paralympic, Deaflympics sports will increase to 1300 units.

It is planned to increase the number of members of the sports teams of the Russian Federation in Paralympic sports from among persons with disabilities.

The number of sports judges, trainers-teachers and specialists working in the field of physical culture and sports who have undergone advanced training and professional retraining will increase to 220 people.

The abandonment of the project will lead to the loss of competitiveness of the Arkhangelsk region in

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИЦ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

the field of elite sports at the national and international levels.

Sports infrastructure must comply with modern trends, be flexible and accessible to all segments of the population. The goal of the project is to create a modern sports infrastructure and develop the material and technical base for physical culture and sports, including through the use of public-private partnership mechanisms. The implementation of the project will ensure the creation of comfortable conditions for physical culture and sports for all categories and groups of the population.

Improving the material and technical support of physical culture and sports organizations, including through the use of public-private partnership mechanisms.

Development of a set of measures to provide support to enterprises (regardless of ownership) that build sports facilities.

Development of a system for assessing the effectiveness of the activities of local governments on the basis of indicators characterizing the development of the infrastructure of physical culture and sports. Development of measures to involve people with disabilities, disabled people and socially unprotected categories of citizens in physical culture and sports.

Ensuring the accessibility of sports facilities for persons with disabilities, the disabled and socially unprotected categories of citizens.

The number of sports facilities in the Arkhangelsk region will increase to 2,500 facilities.

The increase in the one-time capacity of sports facilities in relation to the all-Russian indicator will be 60 percent.

Increasing the proportion of people with

disabilities and people with disabilities systematically involved in physical culture and sports in the total number of this category of the population up to 20 percent.

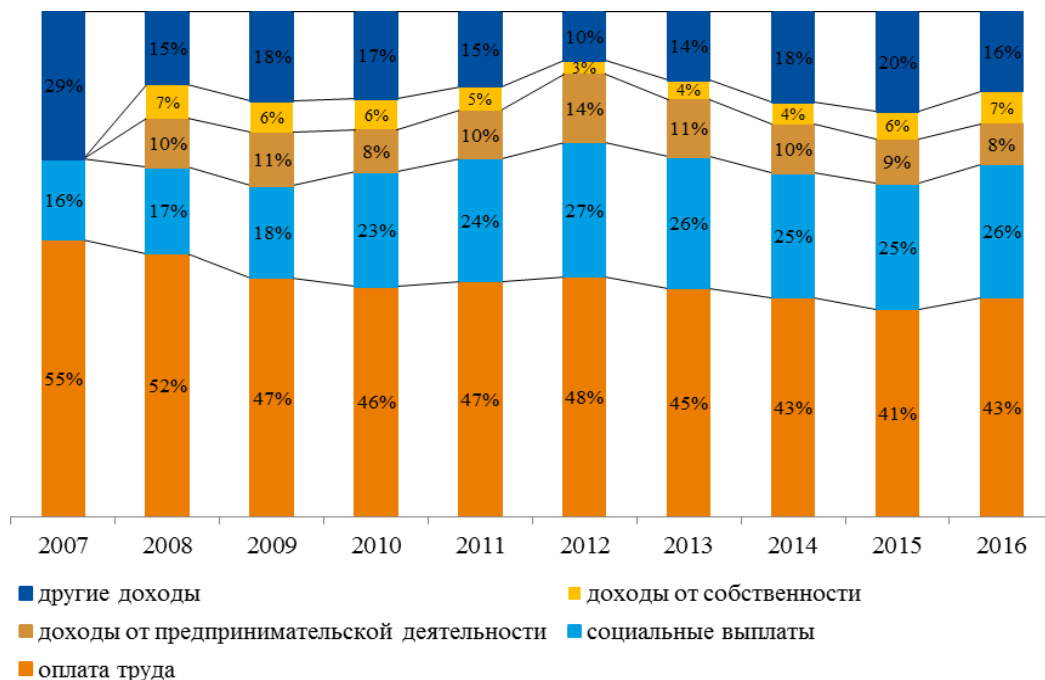
Municipal formations of the Arkhangelsk region will have sports facilities necessary for the organization and holding of physical culture and sports events, in accordance with the needs of the population.

If the project is abandoned, the residents of the Arkhangelsk region will be placed in unequal conditions in terms of access to sports infrastructure, which will affect the social disunity of citizens.

Increasing the income level of all categories of the population and improving the socio-economic conditions of life in the Arkhangelsk region, providing not only the opportunity to satisfy the primary basic needs of the population, but also to form a sustainable model of socio-economic activity based on the availability of goods and services to meet the needs of other categories through expanding the economic potential of the population.

From an economic point of view, the well-being of the population is determined by the level of development of productive forces and the nature of economic relations that express the current level of development and opportunities of the economy.

Growth of real disposable incomes of the population. During the period 2016-2020, the real disposable income of the population increased by 23 percent. The level of per capita income of the population of the Arkhangelsk region is higher than the national average, however, it is lower than the same indicator for the Northwestern Federal District.



Picture. 10. The structure of income of the population of the Arkhangelsk region

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИЦ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

Disproportionate income structure of the population. For the period 2016 - 2020, there is a gradual decrease in the level of wages with an increase in social payments to the population (Figure 10).

Favorable level of pension provision. For the period 2016 - 2020, the real amount of assigned pensions increased by 1.5 times and by the end of 2021 amounted to 20,470.5 rubles (11th place in this indicator in the Russian Federation).

Insignificant excess of the proportion of the poor able-bodied population. For the period 2018-2021, the share of the population with incomes below the subsistence level amounted to 13-16 percent of the total population of the Arkhangelsk region, which slightly exceeds the share of the population with incomes below the subsistence level in the Russian Federation (10-13.3 percent). During this period, there was also an increase in the proportion of poor citizens living in cities.

Increasing territorial and sectoral differentiation

by income. This trend is due to the geographical distribution of natural resources and large production centers in the Arkhangelsk region. Thus, the highest average wages were noted in the Mezensky municipal district (material production, fishing) and Severodvinsk (manufacturing industry).

Maintaining the economic potential of the middle class. The share of the middle class has increased by about 10 percent over ten years and, according to estimates for 2021, is about 24-26 percent of the population of the Arkhangelsk region. A high share of expenditures on food products and housing and communal services in the structure of household expenditures. Food products, payment for housing and communal services and transport services account for more than half of household expenditures, which is typical for countries with a low level of well-being of the population (Figure 11).



Picture. 11. The structure of expenditures of the population of the Arkhangelsk region in 2021

Increasing the credit burden to 32 percent with an overall reduction in lending risks. At the same time, the level of debt burden of the population corresponds to the average for the Russian Federation.

Growth in the volume of issued mortgage loans. From July 1, 2019 to August 1, 2021, total mortgage lending increased by almost 39 percent. This indicator indicates the stabilization of incomes and the intensification of the economic activity of the population in relation to the acquisition of real estate. Thus, the expectations of the population regarding well-being become persistently favorable.

Outstripping growth rates of wages relative to the growth rate of prices for goods and services. In general, there is a positive trend in the purchasing power of the population. The level of prices for food products has increased by 2.8 times over ten years, for services - by 2.6 times, for non-food products - by 2

times.

Gradual increase in the total area of residential premises. For the period 2018-2021, the area of residential premises increased by 9 percent in urban settlements, by 31 percent in rural settlements.

By 2035, a high level of well-being for residents of the Arkhangelsk region with any social status should be achieved, provided with widespread employment opportunities and a high level of education. A variety of expensive environmentally friendly products, services that meet the needs of the population, comfortable housing and high-tech healthcare - all this will be equally available to all residents of the Arkhangelsk region. Regional programs to support young families and single parents in difficult life situations will be implemented, socialization and employment of the disabled will be ensured. The growth in the level of income of the

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIIHQ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

population will allow the Arkhangelsk region to become one of the leading subjects of the Russian Federation in terms of the well-being of residents.

One of the most important areas of the social policy of the Arkhangelsk region is to improve the welfare of socially vulnerable groups of the population. The implementation of comprehensive social policy measures in the Arkhangelsk Region, such as support for single-parent families, assistance in finding jobs for low-income citizens, will ensure the involvement of these population groups in the socio-economic life of the Arkhangelsk Region and increase the level of well-being of this category of the population. The project also provides for the promotion of folk crafts and handicrafts; increasing the level of adaptation of the traditional economic activities of the indigenous peoples of the Arkhangelsk region to modern economic conditions, along with ensuring the protection of their original habitat and traditional way of life.

Provision of social assistance on the principles of fairness and targeting, in order to provide quality assistance to citizens in need of such assistance.

Development and implementation of a system for monitoring the living standards of the population. Providing support to single-parent families, orphans, lonely elderly people in nursing homes, inmates of boarding schools and other socially vulnerable groups of the population using public-private partnership mechanisms, involving socially oriented entrepreneurship and non-profit organizations.

Providing citizens belonging to socially vulnerable groups of the population and not employed in the economy with decent work and comfortable living conditions.

Providing guarantees for the rights of the indigenous small people of the Arkhangelsk region - the Nenets, including support for their economic, social and cultural development.

Reducing the level of economic vulnerability of vulnerable categories of the population.

The level of economic protection of socially vulnerable groups of the population will increase.

The effectiveness of the social policy of the Arkhangelsk region in terms of supporting socially vulnerable groups of the population will increase.

The real income level of the population will rise.

Refusal to implement the project may cause stagnation of the current situation of socially vulnerable groups of the population, which will negatively affect the possibilities of involving these groups of the population in the socio-economic activities of the Arkhangelsk region.

The level of well-being of each person is determined not only by the level of income and the provision of basic goods and services, but also by the ability to correctly distribute their own resources and opportunities. The implementation of state programs

in the Arkhangelsk region, the provision of support and the implementation of financial literacy training are key elements in improving the financial security of the population, the level of personal financial opportunities of citizens and reducing the level of credit burden.

Implementation of the theoretical foundations of financial literacy in the framework of curricula mastered in the framework of school and vocational education.

Providing pensioners with the opportunity to attend special financial literacy courses.

Formation of a comprehensive theoretical and practical system for teaching financial literacy to children, adults and pensioners.

Creation of regional educational programs aimed at increasing the level of financial literacy of the population through educational lectures, master classes, interviews, seminars and other forms of education.

It is expected to increase the financial literacy of the population and the formation of financial consciousness.

The level of credit burden on the population in microfinance organizations will decrease.

The number of registered cases of bankruptcy of individuals will decrease.

The foundations for a rational approach of citizens to planning individual and family budgets will be formed.

Refusal to implement the project will lead to the lack of formation of the basics of financial literacy among the population, which in the long term may lead to a decrease in the level of well-being due to inappropriate individual economic activity. Supporting young professionals and creating in-demand jobs is one of the main areas for maintaining a high level of well-being among young people. Assistance to young people in employment, development of SMEs, including with the participation of young people, are necessary mechanisms for the development of social mobility for this category of the population.

Support for young people in finding employment in accordance with the specialties of higher and secondary education, as well as assisting young professionals in finding employment in specialized jobs.

Formation of favorable conditions for the opening of small and medium-sized businesses and the development of a system of grants for the development of youth SMEs.

Reducing the tax burden on small and medium-sized businesses, expanding the level of cooperation between state and municipal enterprises with small and medium-sized businesses.

Increasing the level of youth employment.

Reducing the level of labor migration among young people.

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

Providing the opportunity to purchase or rent housing on preferential terms.

By 2030, the share of young people employed in the specialties of higher and secondary education will be at least 50 percent.

There will be an increase in the share of small and medium-sized businesses by 50 percent, of which at least 20 percent will be youth businesses.

Increasing the competitiveness and economic potential of SMEs. Reducing the level of youth labor migration to 5-10 percent.

Refusal to implement the project will lead to an increase in migration trends due to labor migration factors, as well as a reduction in the youth professional personnel reserve in the Arkhangelsk region. Family support is one of the key vectors of the social policy of the Arkhangelsk region. Support is especially needed for families in connection with the birth of children and the acquisition of housing. The implementation of state programs of the Arkhangelsk region to provide subsidies for housing, as well as the creation and implementation of mechanisms for financial support for families after the birth of a child, are aimed at resolving the main problems of families and improving their well-being.

Implementation of state programs of the Arkhangelsk region to provide subsidies for housing.

Implementation of financial support mechanisms for families after the birth of a child.

Formation of mechanisms to assist young families in the acquisition of living space.

Creation of conditions for the implementation of labor activities of women with children, including the elimination of the queue in preschool educational institutions for children under three years of age.

By 2025, the number of families provided with their own housing will increase by 35 percent.

There will be a reduction in the economic burden on families after the birth of a child.

Specialized programs will be created in the Arkhangelsk region to assist families in acquiring living space (or to provide the opportunity to rent living space in social housing).

Failure to implement the project can significantly reduce the economic opportunities of young families.

Providing the population of the Arkhangelsk region with affordable, comfortable and high-quality housing that meets modern requirements.

Increasing the volume of commissioning of residential premises. In the period 2019-2021, 1,709.1 thousand sq. m. of housing, which is 36.5 percent more than in 2016-2018.

A high level of housing provision for the population. At the end of 2021, the provision indicator amounted to 27.6 square meters. m per person, with an average for the Russian Federation of 25.2 sq. m.

A high degree of depreciation (over 30 percent) of more than half of the housing stock in the

Arkhangelsk region. In this regard, the satisfaction of citizens with the technical condition of housing and the quality of services provided is decreasing.

High volumes of mortgage lending. Mortgage lending, the volume of which is one of the highest in the Northwestern Federal District, is the main instrument for the purchase of housing by the population.

Low provision of land plots with engineering infrastructure. Insufficient supply of land for construction.

High administrative barriers. The duration of the procedures required to obtain permits for construction limits the investor's ability to implement investment projects in the Arkhangelsk region.

Lack of a unified construction policy. The construction of new districts is carried out outside urban areas, often not provided with social, business and transport infrastructure.

Unformed rental housing market. The absence of a civilized market for commercial and non-commercial rental housing. The high market value of acquiring housing in property exacerbates the problem of providing the population with housing.

By 2035, the situation with the housing provision of the population, the quality of residential real estate and housing services will fundamentally change for the better. Families in the Arkhangelsk region will have more opportunities to purchase housing on a mortgage, which will significantly improve their living conditions. The existing housing stock will undergo a deep renovation, comfortable conditions will be created in common areas. The population will have the opportunity to participate in housing management. The appearance of the cities of the Arkhangelsk region will meet the aesthetic needs of residents, combining new architectural solutions with historical and cultural features.

The project provides for the formation of a housing construction market in the Arkhangelsk region, capable of providing the population with affordable housing, maintaining a high rate of commissioning of new housing, creating a highly efficient regional business community, organizing support for the unity of requirements for building characteristics, environmental efficiency and finishing standards for public areas. The implementation of the project will improve the living conditions of the population, as well as ensure the formation of a safe and comfortable environment for life.

Redistribution of certain powers in the field of urban planning between local governments and state authorities of the Arkhangelsk region.

Optimization of control and supervision activities and reduction of administrative procedures in construction.

Creation of a system of project financing of housing construction with the attraction of citizens'

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИЦ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

funds through banking instruments.

Adoption of strategic documents in the field of construction development and ensuring the functioning of the housing market.

Implementation of projects for the construction of affordable and comfortable housing for various categories of citizens.

Creation of conditions for the development of individual housing construction.

Creation of conditions for the growth of supply in the housing market that meets the needs of various categories of citizens.

Providing conditions for the creation of a regional business community capable of ensuring high rates of real estate construction.

The terms for obtaining urban planning plans for land plots (hereinafter referred to as GPZU), building permits, and cadastral registration will be reduced.

By 2025, the share of services provided for the issuance of GPZU, construction permits, and cadastral registration in electronic form will be 80 percent.

There will be an increase in the effectiveness and efficiency of control and supervision activities.

It is planned to develop and approve an action plan ("road map") for the development of housing construction in the Arkhangelsk region.

It is planned to create a fund to accumulate funds for financing and organizing housing construction, implemented with the provision of state support for socially priority categories of citizens.

By 2025, a transition will be made from concluding agreements for participation in the shared construction of apartment buildings to using the mechanism of escrow accounts.

The number of formed land plots for the development of individual housing construction will be increased.

The volume of flexible housing stock will be increased for short-term relocation of residents from emergency premises.

It is planned to increase the volume of construction of new housing to provide housing for socially priority categories of citizens (Figure 12).

Pilot projects for the construction of turnkey cottage wooden districts in small towns of the Arkhangelsk region will be implemented.

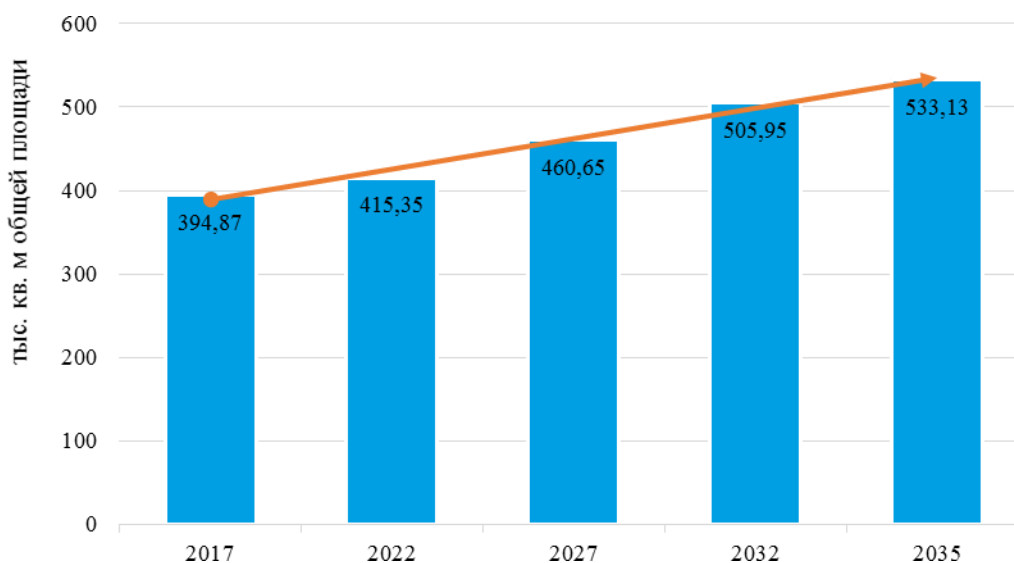
By 2035, an increase in the volume of housing commissioning will be ensured from 395 to 533 thousand square meters. m per year.

The growth of private investment in the construction market of the Arkhangelsk region will be ensured.

The abandonment of the project entails a decline in the construction and related industries, accompanied by a slowdown in the rate of commissioning of residential space and the emergence of risks of increasing social tension among the population due to the inability to improve their living conditions.

A significant increase in the comfort of living conditions for the population, providing for the comprehensive development of the housing services market, as well as the development of public control in the housing and communal services sector. As a result of the project implementation, safe and favorable living conditions for citizens in apartment buildings, uninterrupted provision of housing services, as well as a high degree of involvement of residents in housing management will be ensured.

Creation of conditions for increasing the level of satisfaction of citizens with the quality and cost of services for the maintenance and current repair of the common property of apartment buildings.



Picture. 12. Forecast of the volume of commissioning of housing in the Arkhangelsk region, thousand square meters. m of total area

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

Increasing the activity and responsibility of the owners of premises in apartment buildings through the development of forms of self-government of citizens in the housing and communal services sector.

Formation of incentives for owners of residential premises to preserve and increase the value of premises in an apartment building.

By 2030, more than 75 percent of the population will be satisfied with the residential premises occupied and the intra-house infrastructure.

The accessibility of apartment buildings for the disabled and other people with limited mobility will be increased.

By 2035, the level of collection of funds for the overhaul of apartment buildings will increase.

The energy efficiency of housing and communal services will be improved.

The rejection of the project entails the emergence of risks of reducing the involvement of the population in ensuring public control of housing and communal services, lack of incentives for the population to take care of the occupied living space.

The project is aimed at increasing the availability of mortgage housing loans to the population, taking into account the balance of interests of lenders and borrowers, the information transparency of the housing mortgage lending market and the unification of procedures for issuing and supporting mortgage housing loans. As a result, the population will be provided with access to mortgage housing loans through the formation of packages of banking offers for various categories of citizens, including those that include the possibility of making a down payment.

Formation of a sustainable system for attracting long-term resources to the housing mortgage lending market.

Formation of conditions for increasing the information transparency of the housing mortgage lending market.

Formation a wide range of mortgage offers lending to the population, including opportunities for down payment.

By 2025, more than 50 percent of the families of the Arkhangelsk region will have the opportunity to purchase housing on a mortgage.

A reduction in the cost of mortgage housing loans for socially priority categories of citizens will be ensured.

The population will have access to various options for mortgage lending, containing differentiated conditions.

By 2035, the volume of mortgage lending to the population will grow by 8.5 times.

The rejection of the project will entail a decrease in the possibility of acquiring housing as a property for certain categories of citizens, as well as limiting the growth of the mortgage lending market.

The project provides for the formation of a developed rental housing market. As a result of the

project implementation, an institution of non-commercial rental housing will be created, which will improve the regional policy on providing housing for vulnerable categories of citizens through the provision of social housing for rent.

Development of the rental housing market as an alternative to the acquisition of housing in the property, providing for the creation of segments of institutional and non-commercial rental housing.

It will create the possibility of long-term rental housing on transparent market conditions without the risk of early termination of the contract.

The territorial mobility of the population of the Arkhangelsk region will be increased.

The possibility of accommodating specialists coming to the Arkhangelsk region will be provided through the development of the rental housing market.

Pilot projects for the construction of socially oriented rental housing will be implemented.

Mechanisms will be developed to attract investment in rental projects, including at the expense of the population and institutional investors.

The rejection of the project will limit the ability of certain categories of citizens to improve their living conditions, as well as reduce the mobility of labor resources.

Territory redevelopment

The project is aimed at the rational use of land resources within the boundaries of the cities of the Arkhangelsk region for the purposes of urban development, which provides for an inventory of existing built-up areas and the creation of mechanisms for compensating the cost of housing for citizens during the development of built-up areas. The implementation of the project will ensure the development of built-up areas by ensuring the introduction of flexible regional standards for the integrated development (development) of territories that take into account the historical, cultural and climatic features of each city of the Arkhangelsk region.

Creation of a comfortable urban environment during the reconstruction of built-up areas.

Creation of flexible standards for the integrated development (development) of territories, taking into account the characteristics of each city of the Arkhangelsk region.

There will be an introduction of a single mechanism for the development of built-up areas.

The resettlement of citizens will be carried out with guaranteed compensation for the market value of housing or the provision of new housing.

Land surveying of all lands within the city boundaries and registration of land plots for cadastral registration will be carried out.

The index of the quality of the urban environment will be increased according to the criterion "Housing and adjacent spaces".

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

The rejection of the project entails a decrease in the possibility of the cities of the Arkhangelsk region to become points of attraction for business and the economically active population.

Increasing competitiveness, financial stability, energy and environmental security of the system of communal and energy infrastructure aimed at meeting the needs of the socio-economic development of the Arkhangelsk region.

The utility and energy infrastructure will act as a point of growth in the implementation of the Strategy, which, in turn, will provide an additional impetus to the development of the fuel and energy complex (hereinafter referred to as the fuel and energy complex).

Increasing demand for energy resources. An increase in the consumption of energy resources, which is primarily associated with the activities of enterprises engaged in the mining and manufacturing industries.

Uneven distribution of energy resources on the territory of the Arkhangelsk region. The presence of disproportions in the placement of the main generating capacities contributes to the formation of scarce energy regions. The presence of isolated energy systems. Preservation of zones of decentralized energy supply in the Arkhangelsk region, limiting the possibilities of technological connection and uninterrupted supply of electricity during periods of peak load.

Lack of incentives to increase investment. Reducing the volume of capital investments in the fuel and energy complex and the public utilities sector. As a result of state regulation of the tariff sphere, resource supplying organizations of the Arkhangelsk region have low incentives to increase investments. At the same time, the results of the actual implementation of the investment programs of organizations in the fuel and energy complex and the public utilities sector often differ from those planned.

A high degree of depreciation of infrastructure and fixed assets, external and internal engineering networks, especially in Verkhnetoemsky, Vinogradovsky, Kargopolsky, Kotlassky, Konoshsky districts, as well as in cities of regional significance.

A significant amount of inefficient, physically and morally obsolete equipment. Gradual modernization and replacement of existing equipment of boiler houses for the use of biofuels.

High costs of the population for utilities in the structure of consumer spending of the population with an insufficient level of quality and completeness of services. Imperfection of the current model of relations between consumers and resource-supplying organizations.

High potential for the use of natural gas in the Arkhangelsk region. In the period from 2018 to 2021, Public Joint Stock Company Gazprom invested RUB 6,130.59 million in gas transmission facilities in the

Arkhangelsk Region.

The problem of ensuring the rational and environmentally responsible use of energy resources. To date, the grid infrastructure does not allow for the efficient use of renewable energy sources, energy-efficient equipment and intelligent control systems.

By 2035, the utility and energy infrastructure will ensure the transition of the economy and social sphere of the Arkhangelsk region to a higher, qualitatively new level. Due to the extensive modernization of the fuel and energy complex, the energy independence of the Arkhangelsk region will be achieved. Consumers of energy resources will have access to modern environmentally friendly and energy efficient infrastructure. The high involvement of the population in the management of communal infrastructure will significantly improve the quality of services and the efficiency of resource consumption. A wide gas distribution network will ensure the creation of new industrial facilities and the development of new territories.

Providing consumers of the Arkhangelsk region with energy resources, increasing the energy and environmental efficiency of the fuel and energy complex, modernizing generating capacities, as well as creating conditions for the widespread use of renewable energy sources. As a result of the implementation of the project, the energy independence of the Arkhangelsk region will be ensured and a developed energy system will be formed that can satisfy effective demand for energy resources while ensuring affordability of prices and energy infrastructure.

Development of centralized generation with successive connection to it of a number of isolated power districts.

Modernization of generating capacities and creation of promising generation facilities based on renewable energy sources.

Optimization of the structure and load of electric and heat generating capacities while maintaining the priority of generating electric and thermal energy in a combined mode.

Creation of conditions for a complete transition to the use of environmentally friendly fuels (natural gas, biofuels) in the municipal energy sector.

By 2025, Mezensky and Leshukonsky municipal districts of the Arkhangelsk region will be connected to the centralized power supply system.

The decommissioning of economically inefficient, physically and morally obsolete power equipment with the introduction of the required volume of new capacities will be ensured.

The conditions for the economic efficiency of commissioning new generating capacities operating on the basis of renewable energy sources will be determined.

By 2030, 90 percent of the electricity consumed in the Arkhangelsk region will be generated from its

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

own sources.

By 2035, the share of consumed imported resources (hard coal, fuel oil, diesel fuel) will be less than 1 percent.

By 2035, there will be a complete transition of the boiler houses of the Arkhangelsk region to the use of biofuel or natural gas as the main type of fuel.

Refusal to implement the project in the conditions of ensuring economic growth entails the risks of an increase in the energy deficit of the Arkhangelsk region and an increase in dependence on the energy systems of neighboring constituent entities of the Russian Federation.

The project provides for an increase in investment in the fuel and energy complex and the public utilities sector, aimed at modernizing existing equipment and networks, increasing the resource and economic efficiency of the equipment used, as well as decommissioning obsolete and inefficient equipment. The large-scale modernization of the engineering infrastructure will improve the reliability and safety of providing electricity, power, water supply and sanitation to consumers, as well as improve the energy efficiency and environmental friendliness of networks and equipment.

Modernization of networks and equipment, creation of conditions for the introduction of intelligent accounting and control systems.

Modernization of water supply and sanitation systems, including the use of advanced water treatment technologies. Improving the efficiency of using energy and water resources in the Arkhangelsk region.

Increasing the investment attractiveness of utility and energy infrastructure facilities in the Arkhangelsk region.

Reliable deliveries of electric energy to consumers will be ensured under conditions of peak loads.

There will be a decrease in the level of technological losses of thermal energy, water and wastewater during transportation through networks.

The number of accidents and emergencies at hot and cold water supply and sanitation facilities will be reduced.

By 2035, drinking water from centralized water supply in the Arkhangelsk region will fully comply with the standards for sanitary-chemical and microbiological indicators.

The implementation of measures to improve the energy efficiency of networks and equipment of resource supply organizations will be ensured.

By 2035, the average depreciation of fixed assets of enterprises in the fuel and energy complex and the public utilities sector will decrease by 15–20 percent.

An annual growth of investments in public energy infrastructure by 3-6 percent will be ensured.

The risk of abandoning the project will lead to an increase in the physical and moral depreciation of

fixed production assets, a decrease in the efficiency of the fuel and energy complex and the public utilities sector, which will create barriers to ensure the accelerated socio-economic development of the Arkhangelsk region.

The project is aimed at creating a new model of relationships between consumers and suppliers of energy resources and utilities, based on guaranteed reliability and quality of services provided. Improving existing relationships will make it possible to provide the population with communal services that meet high quality standards, increase the level of satisfaction of the population with these services, form a transparent pricing system, ensure the development of competitive relations and increase the involvement of the population in the management of communal infrastructure.

Improving the quality of public services aimed at ensuring the uninterrupted provision of heating, hot and cold water supply, sanitation, electricity and gas supply.

Strengthening the role of consumers in the public utilities market, encouraging consumers to actively participate in the management of public utilities infrastructure.

Elimination of inefficient management of housing and communal services, carried out by unitary enterprises.

Creation of the technical possibility of providing a full range of public services for a comfortable stay of a person.

By 2030, at least 75 percent of utility service recipients will be satisfied with their quality and volume.

The active participation of consumers in the formation of the retail electricity market will be ensured (influence on demand through participation in the regulation of the load schedule).

The work of the mechanism of long-term regulation of the total payment of citizens for public utilities will be ensured, excluding an unreasonable increase in fees for public utilities.

The development of a concession model of public-private partnership in the public utilities sector will be ensured.

A mechanism will be created to synchronize the investment programs of resource-supplying organizations with long-term plans for developing territories for housing construction.

The terms of passage and the number of procedures required for the implementation of technological connection to networks will be reduced.

Refusal of the project will reduce the indicator of consumer satisfaction with the quality of services provided, as well as the degree of public control and involvement of the population in the management of communal infrastructure.

The project is aimed at creating and developing a gas distribution infrastructure in the Arkhangelsk

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

region, which ensures the creation of new capital investment facilities and the development of promising development areas. The implementation of the project provides for the provision of safe gas supply to consumers, as well as the creation of new industrial facilities and the development of new territories for housing construction.

Creation of conditions for the implementation of large-scale gasification of the Arkhangelsk region, aimed at increasing the competitiveness of enterprises, as well as the creation of new industrial facilities.

Growth of investments in the construction of gas pipelines and modernization of the gas distribution network in the Arkhangelsk region will be ensured.

There will be a reduction in the time required to complete the procedures required for connection (technological connection) of capital construction facilities to the gas distribution network.

Increased payment discipline of consumers will be ensured.

By 2035, the level of gasification of the Arkhangelsk region will be 15-20 percent.

Refusal to implement the project not only reduces the economic and investment attractiveness of the Arkhangelsk region, but also entails the risk of failure to implement measures for the transition of the Arkhangelsk region to the use of environmentally friendly fuel resources.

The project involves the transformation of the energy and utility infrastructure of the Arkhangelsk region through the introduction of digital technologies and platform solutions. The implementation of the project will increase the efficiency of production and use of resources, as well as labor productivity, obtaining additional effects due to the emergence of new services and solutions based on a large amount of technological data, building vertical and horizontal intra-industry and inter-industry interactions.

Creation of conditions for the introduction of technological innovations in the modernization of the fuel and energy complex of the Arkhangelsk region.

By 2035, the cost of introducing technological innovations in the total volume of shipped goods, work performed, services will amount to at least 2.5 percent.

The use of a large amount of data from digital systems will be ensured to improve the efficiency of production and use of resources.

The abandonment of the project will lead to an increase in the technological gap in the face of increased global technological competition. Creation of a transport system that provides spatial connectivity of the Arkhangelsk region, as well as transport links with other constituent entities of the Russian Federation and foreign countries. Organization of fast and uninterrupted transport communication in the

regions of the Far North and equivalent areas, contributing to the creation of comfortable conditions for local residents and guests of the Arkhangelsk region, the growth of trade and business contacts.

Growing importance of the Arkhangelsk region in the international and interregional transport systems. The development of navigation along the Northern Sea Route and the implementation of multimodal deliveries of goods will require an increase in the throughput and quality of services of the transport system of the Arkhangelsk region.

Lack of year-round overland transport communication in part of the territories. Six regional centers of the Arkhangelsk region (the village of Karpogory, the village of Yarensk, the village of Verkhnyaya Toima, the city of Mezen, the village of Leshukonskoye and the city of Shenkursk) do not have year-round road communication with the city of Arkhangelsk due to the lack of bridges across the Mezen, Northern Dvina, Pinega and Vychegda rivers. Ensuring transport accessibility of the population is carried out through the organization of ferry crossings and floating bridges, the operation of which is impossible during periods of stable autumn freeze-up and spring ice drift (Figure 13).

114 settlements of the Arkhangelsk region with a population of more than 100 people in each do not have a motor transport connection with the network of public roads on paved roads.

Non-compliance of the road network with regulatory requirements. In 2021, 85.4 percent of regional public roads were in substandard condition (according to the results of technical condition diagnostics), which required capital investments.

Inconsistency of the road network and road structures with modern challenges. On the Ust-Vaga-Yadrikha highway in the period 2018-2021, there was an increase in traffic intensity for trucks and buses by 2 times, for cars - by 3.5 times. At the same time, this road passes through large settlements and is characterized by the presence of sections without improved road surface, which significantly restricts traffic (Figure 14).

The total length of inland waterways included in the list of inland waterways of the Russian Federation, approved by Decree of the Government of the Russian Federation dated December 19, 2002 No. 1800-r, on the territory of the Arkhangelsk Region is 3,443 km. The main shipping routes within the boundaries of the Arkhangelsk region: r. Northern Dvina (with delta) - 680 km, r. Pinega - 654 km, r. Mezen - 372 km, r. Pyoza - 301 km, r. Vaga - 256 km, r. Vychegda - 213 km, r. Kuloy - 208 km, r. Onega/Malaya Onega - 155 km. On the territory of the Arkhangelsk region there are the ports of Arkhangelsk and the port of Kotlas.

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИЦ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

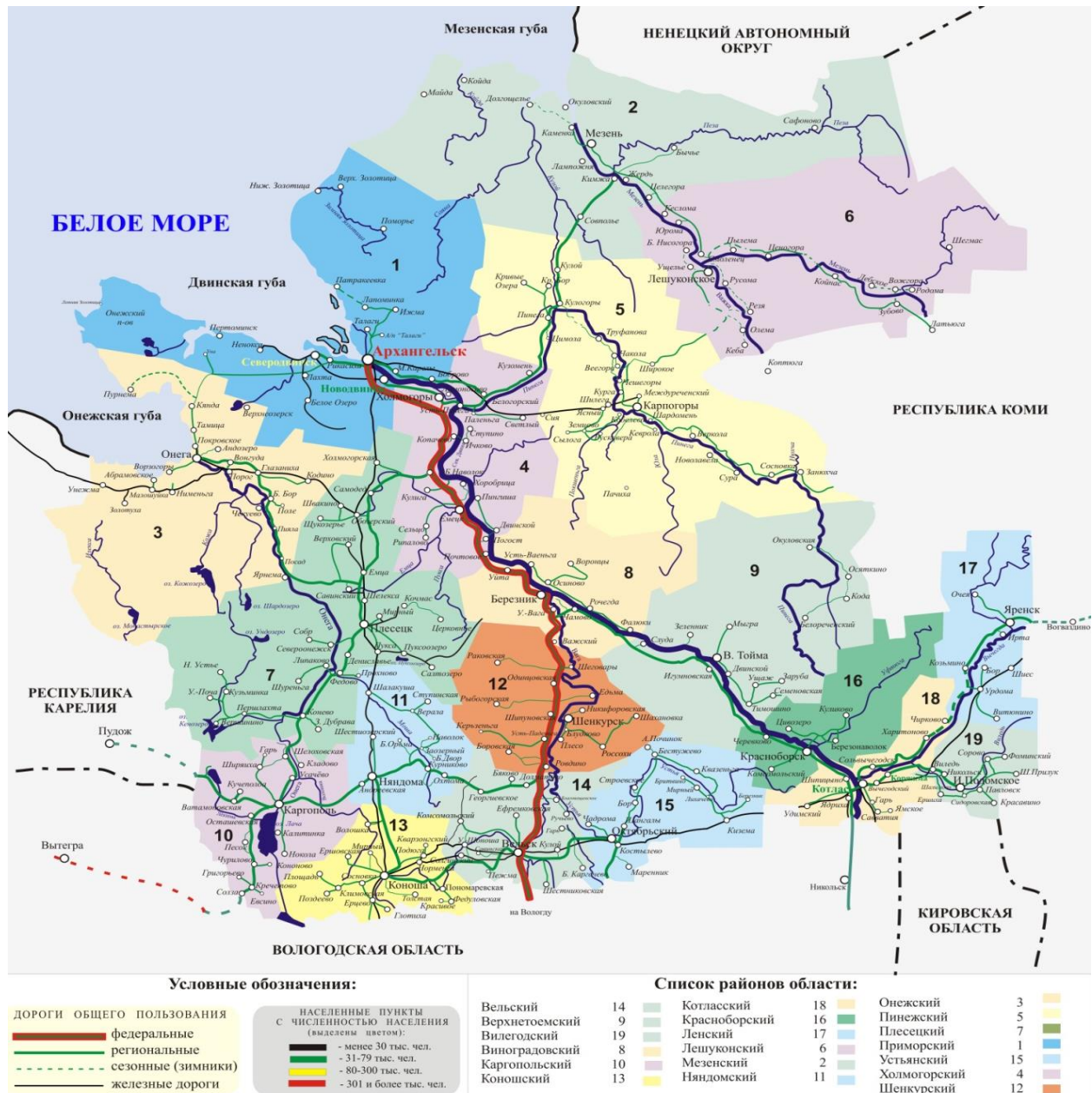


Figure 13. Map - scheme of public roads of the Arkhangelsk region

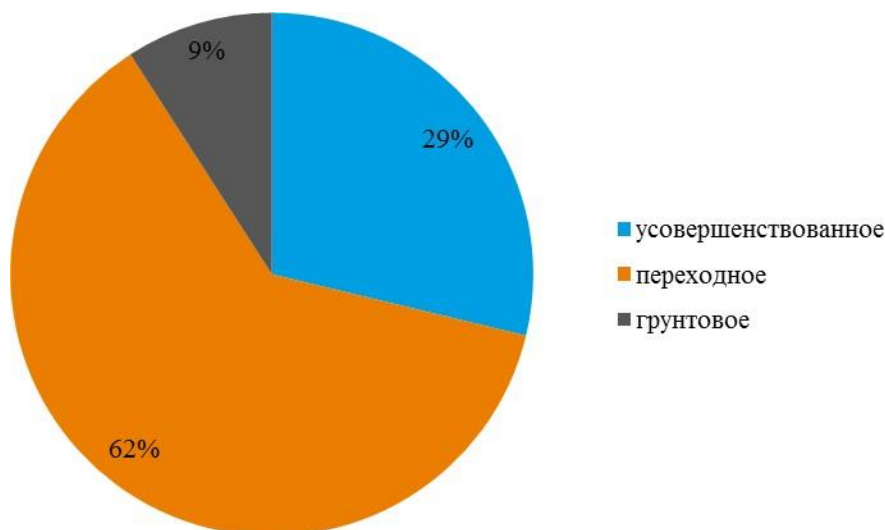
The supported dimensions of ship passages on the main river transport routes of the Arkhangelsk region in 2018-2021 are somewhat inferior to those of the nineties. Nevertheless, the river fleet is successfully functioning and developing, following the global trend in the development of river navigation. This trend includes the cost-effective principle of constructively reducing the draft of ships without loss of cargo capacity. In the conditions of a tough market economy, having no obvious competitive advantages, large-tonnage vessels with a large draft are recognized as economically unprofitable on the rivers of the European North, including the Arkhangelsk region, and are disposed of.

The main part of the transport fleet is made up of barge-towing trains that are optimal in terms of their technical characteristics. Besides, these types of vessels successfully carry out the withdrawal of rafts. These ships and trains most fully meet the existing needs. The established dimensions of ship passages on inland waterways fully allow the transportation of goods and passengers.

In the period from 2018 to 2021, the volume of cargo transportation in the North Dvina basin of inland waterways of the Russian Federation within the borders of the Arkhangelsk region decreased from 1960.1 thousand tons to 1775.7 thousand tons.

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИЦ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350



Picture 14. Road surface of motor roads of regional or intermunicipal significance in 2021

Stable characteristics of passenger traffic in the North Dvina basin of inland waterways of the Russian Federation. The volume of passenger traffic is consistently high and amounts to about 1.0 - 1.1 million passengers per year. Mostly such transportation is carried out between the island territories in the area of the city of Arkhangelsk, where there are practically no alternative modes of transport. There is a prospect of increasing passenger traffic through the development of other areas, including cruise routes.

The imbalance of the railway network. The density of railway tracks in the Arkhangelsk region is lower than the national average due to the low population density. There is no direct railway line between the city of Arkhangelsk and the city of Kotlas, as well as the city of Arkhangelsk and the Komi Republic, which contributes to significant time and financial costs.

Availability of a regional aviation network. Of the 19 municipal districts of the Arkhangelsk region, 13 districts have airports and airfields of local airlines. However, the infrastructure of most airfields and landing sites of local airlines is technically outdated and has a significant need for reconstruction and modernization.

Lack of direct air communication with other subjects of the Russian Federation. Regular air flights are carried out only within the Arkhangelsk region and to the cities of the North-West Federal District, as well as to the city of Moscow and resort cities of the Russian Federation. To fly to other cities, you need a transfer in the city of Moscow. Foreign flights are carried out by irregular (charter) transportation and have a limited set of destinations.

The downward trend in the dynamics of indicators of cargo transportation by air. Until 2014, an increase in air cargo traffic was typical, then a slight decrease in the volume of air transport followed.

Low quality of passenger transportation services.

There is an upward trend in the number of bus transportation. However, the bus network is marked by a limited list of routes, and there is also no bus service in a number of municipal districts in the east of the Arkhangelsk region. There is a continuing stagnation in the development of public transport due to the low level of development of the material and technical base. There is also low transport accessibility for people with limited mobility.

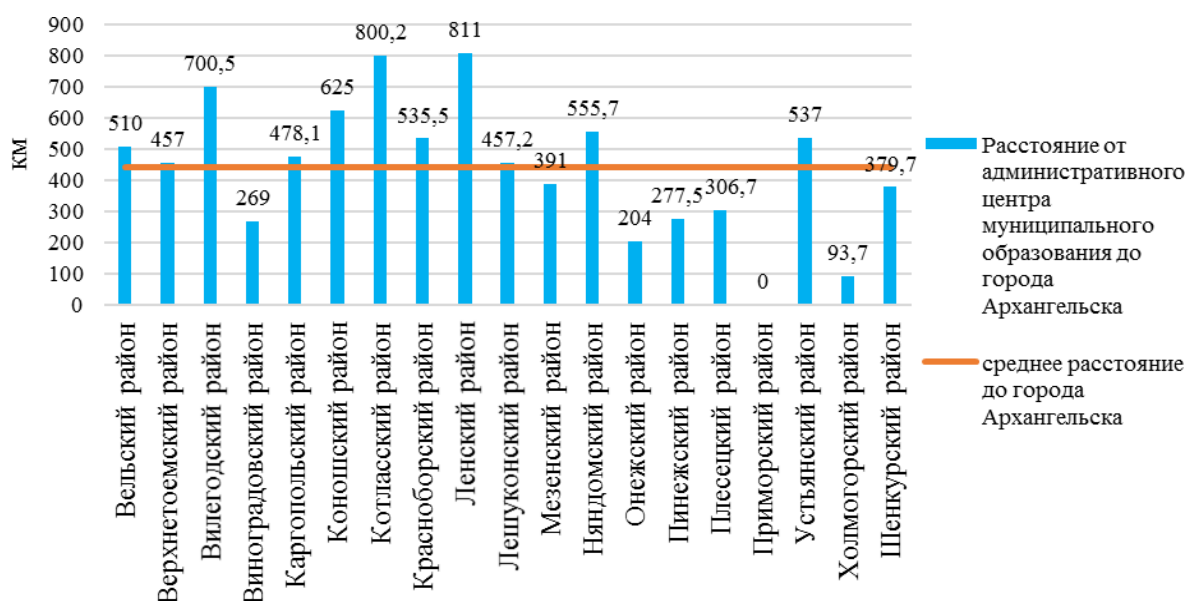
Lack of resources to maintain and develop transport infrastructure. The provision of financial resources for road activities in relation to public roads of regional significance is 18.6 percent of the regulatory requirement.

By 2035, the transport system of the Arkhangelsk region will serve as a framework linking the space of the Arkhangelsk region and providing international and interregional contacts. The population of the Arkhangelsk region will be satisfied with the high level of transport services, and the guests of the Arkhangelsk region will be satisfied with the opportunity to travel comfortably. It will be possible to eliminate transport and communication restrictions for the development of the economy of the Arkhangelsk region and the performance of a loading and transit function in servicing the Northern Sea Route.

The organization of a hierarchical system of transport communications lies at the heart of achieving the connectedness of space. Equally important is the presence of transport communications along the settlement frame. This mainly applies to land and river transport. Due to significant distances, as well as the presence of natural barriers, a regional aviation system is used to overcome space. The development of the city of Arkhangelsk as an aviation hub contributes to strengthening contacts not only with the settlements of the Arkhangelsk region, but also with other constituent entities of the Russian Federation and foreign countries.

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИЦ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350



Picture 15. Distance from the administrative center of the municipality to the city of Arkhangelsk

The transport system of the Arkhangelsk region should provide conditions for the comfortable movement of people and goods. For the purposes of strategic planning in the context of project strategizing, a number of projects are proposed, the implementation of which will allow achieving a new quality of transport infrastructure (Figure 15)

The most important aspect of the development of the Arkhangelsk region is the creation of a system of roads covering the entire territory of the Arkhangelsk region. The high density of the road network will ensure fast, comfortable and year-round communication.

Reconstruction of the Arkhangelsk highway (from the village of Rikasikha)

Onega - Nadvoitsy (to the border of the Arkhangelsk region).

Construction of the highway Arkhangelsk - Naryan-Mar.

Reconstruction of the Kotlas-Solvychegodsk-Yarensk highway with the replacement of the roadbed with an improved one and the construction of a bridge across the Vychegda River connecting the Vatsa-Durnitsyno-Kozmino and Zabolotye-Solvychegodsk-Yarensk highways.

Reconstruction of the Ust-Vaga-Yadrikha highway, bringing the entire highway into a standard condition and replacing the transitional pavement with an improved one, construction of sections of the highway with the withdrawal of the highway outside the residential areas of settlements (bypassing the village of Cherevkovo, the village of Shipitsyno, the village of Krasnoborsk).

Construction of the motor road Velsk - Shangaly - Kotlas on the section Oktyabrsky settlement - Udinsky settlement.

Bringing the roads connecting the district centers with the city of Arkhangelsk to the standard condition with the replacement of the road surface with improved one and the construction of bridges to unite the district centers.

Stimulation of local self-government bodies for the development and modernization of local roads, construction of bridges.

Reconstruction of the bridge across the Nikolsky mouth of the Northern Dvina River.

By 2025, the share of regional roads that meet regulatory requirements in their total length will exceed 32 percent.

By 2035, the share of the length of public roads serving traffic in overload mode in the total length of public roads of regional significance will be 2.5 percent.

All district centers will be connected to the city of Arkhangelsk all year round.

Between the city of Arkhangelsk and the city of Kotlas, transport links will be improved and the volume of movement of passengers and goods will be increased, as well as between other large settlements of the Arkhangelsk region.

A motor road will be built between the Oktyabrsky settlement and the town of Kotlas.

Residents of settlements will quickly get to the regional center.

There will be an increase in interregional cooperation due to the functioning of highways connecting the Arkhangelsk region with neighboring regions of the Russian Federation.

The efficiency of passenger and freight road transport will be increased.

The abandonment of the project contributes to limiting the interaction of the Arkhangelsk region with

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИЦ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

neighboring subjects of the Russian Federation, which will not allow influencing the peripheral territories of the Arkhangelsk region. Refusal to build and reconstruct roads of regional significance can lead to degradation of the settlement system and migration outflow from the Arkhangelsk region, since the poor condition of highways hinders the development of settlements and the growth of GRP as a result of the non-involvement of certain territories of the Arkhangelsk region in the economy of the Arkhangelsk region. The aim of the project is to improve the existing system of flights by air passenger transport within the Arkhangelsk region and beyond its borders in order to connect the city of Arkhangelsk with territorially remote regional centers and geographically isolated settlements. The leading hub for intra-regional flights is Vaskovo Airport (Primorsky District), for some destinations - Talagi Airport (Arkhangelsk). The formation of a network of interregional flights by air passenger transport is necessary to increase the spatial connectivity of the constituent entities of the Russian Federation. The city of Arkhangelsk can act not only as a hub for communication between the settlements of the Arkhangelsk region, the administrative centers of the Northwestern Federal District, the largest cities of the Russian Federation, but also as an air gate for the development of the Arctic zone of the Russian Federation. Reconstruction of the runway of the Talagi airport. Organization of a cargo hub based on the Talagi airport. Assistance in the modernization of the aviation fleet. Reconstruction of the Solovki airport. Reconstruction of the Kotlas airport. Creation of an airfield in the city of Kargopol.

As a result Reconstruction of the runways of airfields in the Arkhangelsk region.

Expansion of the network of interregional passenger routes, including the administrative centers of the Northwestern Federal District and the largest cities of the Russian Federation. Organization of flights to other subjects of the Russian Federation, whose territories are part of the Arctic zone of the Russian Federation.

By 2025, the number of direct interregional regular passenger air routes bypassing the city of Moscow will exceed 50 percent of the total number of domestic regular air routes.

Accessible and regular air communication between the city of Arkhangelsk and other settlements of the Arkhangelsk region will be provided.

Northern delivery will be implemented and work will be carried out in the Arctic zone of the Russian Federation.

Airports "Solovki" and "Kotlas" will carry out long-haul interregional flights (the cities of St. Petersburg and Moscow).

The growth of passenger and freight traffic will increase the economic efficiency of carriers.

There will be an increase in the intensity and

efficiency within the regional interaction between the Arkhangelsk agglomeration and other subjects of the Russian Federation, including the subjects of the Russian Federation, whose territories are part of the Arctic zone of the Russian Federation.

Transport costs will be reduced due to the "rapprochement" of space. The variety of destinations will increase and the cost of air travel on them will decrease.

The abandonment of the project contributes to the strengthening of the spatial disunity of the Arkhangelsk region, the preservation of the high cost and inaccessibility of air transport services for the population and the transportation of goods, the loss of potential profits and the deterioration of the socio-economic conditions of hard-to-reach settlements, including in the Arctic zone of the Russian Federation. High-quality modernization of the railway system of the Arkhangelsk region will ensure the communication unity of the north of the European part of the Russian Federation and the Urals.

Construction of the railway line "Belkomur" (on the territory of the Arkhangelsk region from the Karpogory railway station to the border with the Komi Republic).

Reconstruction of the railway section Konosha - Obozerskaya (reconstruction of the superstructure of the track, strengthening of power supply devices).

Reconstruction of the railway section Obozerskaya - Malenga (reconstruction of the superstructure of the track, strengthening of power supply devices, lengthening of the receiving and departing tracks at the stations to the standard of 1050 m).

Strengthening of the railway section Konosha - Kotlas - Mikun in connection with the construction of the Salekhard - Nadym railway line and the creation of the Northern Latitudinal Railway (construction of the second main tracks, bridge crossings, lengthening of the receiving and departing tracks at the stations to the standard of 1050 m).

There will be a reduction in time and cost of transport costs due to the functioning of new highways and the reconstruction of existing tracks.

By 2035, there will be an increase in the capacity of the infrastructure of the railway sections of the Arkhangelsk region and, as a result, a reduction in the "bottlenecks" that limit their throughput.

The economic efficiency of the activities of railway carriers will increase due to an increase in passenger and cargo flows.

There will be an increase in the efficiency and intensity of interaction between the Arkhangelsk region and neighboring regions of the Russian Federation.

The implementation of Belkomur will become a driver for the development of the eastern part of the territory of the Arkhangelsk region.

Transportation of goods along Belkomur will

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

contribute to the development and increase in the traffic of the Northern Sea Route.

The rejection of the project will limit the volume of cargo deliveries both within the Arkhangelsk region and beyond. Refusal to build Belkomur will not allow to realize the potential of interaction of the Arkhangelsk agglomeration with the eastern part of the territory of the Arkhangelsk region, the constituent entities of the Russian Federation, the territories of which are part of the Arctic zone of the Russian Federation, and the Urals, and will also limit the cargo turnover of the Northern Sea Route, which will lead to economic lagging behind these territories. Refusal of electrification and reorganization of passenger routes will hinder the economic convergence of the cities of the Arkhangelsk region.

The implementation of the project contributes to unlocking the transport potential of natural highways, namely the use of inland waterways as an alternative to overland ones. In addition, for certain territories of the Arkhangelsk region, river transport is the most accessible type of communication, which helps to increase the transport accessibility of other settlements of the Arkhangelsk region.

Carrying out track works (including dredging) in the North Dvina basin of inland waterways in order to maintain the established dimensions of the track.

Reconstruction and construction of berths.

Facilitate the organization of freight ferry transportation.

Organization of passenger ferry service, including the formation of cruise routes.

The established dimensions of ship passages in the North Dvina basin of inland waterways within the boundaries of the Arkhangelsk region will be maintained.

By 2024, the capacity of inland waterways will increase.

The cargo flows of the enterprises of the timber industry complex of the Arkhangelsk region and the construction industry to inland water transport will increase.

The number of passenger transportation by inland water transport will increase both in terms of passenger traffic and the number of routes.

Accessibility will be ensured during the navigation period of settlements where water transport is the only mode of communication.

Tourist routes will be implemented.

Project abandonment risks

The abandonment of the project will lead to an increase in the pressure on the land transport infrastructure, as well as additional costs due to the fact that the land mode of transport is a more expensive mode of transport. Failure to implement the project will contribute to maintaining the transport isolation of hard-to-reach settlements of the Arkhangelsk region, located along the rivers, and will intensify the negative socio-economic processes in

them. The potential for the use of forest and recreational resources in hard-to-reach settlements of the Arkhangelsk region will remain unrealized. The project is aimed at the implementation of an affordable and high-quality system of urban and intercity passenger traffic.

Organization of regular bus routes on the territory of the Arkhangelsk region, including in the eastern part of the territory of the Arkhangelsk region, for communication between the city of Arkhangelsk and the village of Leshukonskoye, the city of Arkhangelsk and the city of Mezen.

Assistance in the renewal of the bus fleet.

Creation of conditions at bus stations, bus stops and buses for comfortable movement of people with limited mobility.

Stimulating the activities of local governments for the development of passenger transport within municipal districts and large settlements of the Arkhangelsk region.

Organization of bus service within the municipal districts of the Arkhangelsk region with a low density of the road network.

The spatial connectivity of the entire territory of the Arkhangelsk region with the cities of Arkhangelsk and Kotlas will increase.

The number of intercity bus routes will increase.

By 2035, the share of the rolling stock of automobile and urban public transport, equipped for the transportation of people with limited mobility, in the total number of rolling stock of automobile and urban public transport will be 55 percent.

The satisfaction of the population with the quality and availability of passenger traffic will increase.

The abandonment of the project will limit the spatial mobility of the population, as well as the socio-economic development of the eastern part of the territory of the Arkhangelsk region.

Improving the quality and comfort of the urban and rural environment of the Arkhangelsk region and creating conditions for their further development.

The quality of the environment is a complex characteristic of territories and their parts, which determines the level of comfort in the everyday life of the population. This characteristic is formed through improvement measures that provide not only aesthetic and engineering training, but also integrated sustainable development at the intersection of social, economic and environmental aspects.

Low quality index of the urban environment. The average indicator for the Arkhangelsk region remains low with decreasing rates and varies from 123 to 154 out of 300 points maximum.

The uneven level of quality of the environment for life in urban and rural settlements of the Arkhangelsk region due to urbanization, as well as due to the territorial isolation of individual settlements and the lack of minimal infrastructure.

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	PIHII (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

Low rates of improvement of the environment due to the adoption of insufficient measures to transform the territories without a common vision and a systematic approach.

The lack of a unified concept for the development of outdoor advertising and advertising in urban passenger transport, as well as the presence of visual noise due to the high level of wear and dilapidation of facades.

Significant deterioration of a large number of public areas, characterized by the lack of utilities, insufficient lighting, and poorly developed infrastructure. On the territory of the Arkhangelsk region, there are 284 undeveloped public areas with a total area of 381.2 hectares, or 77.2 percent of the total number of public areas, of which 20 are presented in the form of city parks.

The unfavorable state of yard areas is an important problem. At present, there are 11,219 yard areas in the Arkhangelsk region in need of improvement, with a total area of 6,286.8 hectares, or 85.4 percent of the total number of yard areas.

Preservation of the traditional wooden architecture of the Russian North as a cultural heritage.

High potential for the renovation of unused or obsolete territories of former factories and plants, in particular, the territories of the Arkhangelsk brewery built in 1884 and the Arkhangelsk State Circus built in 1905, located in the center of the city of Arkhangelsk.

Low level of public participation in the territorial development of the urban and rural environment of the Arkhangelsk region.

The widespread use of the institution of territorial public self-government in the Arkhangelsk region, which is characterized by low efficiency due to the lack of active management strategies.

Low budget opportunities of the municipalities of the Arkhangelsk region for the modernization of urban and rural settlements of the Arkhangelsk region.

The quality and comfort of the urban and rural environment will increase. The ecological state and appearance of urban and rural settlements in the Arkhangelsk region will improve. Public and courtyard areas will be landscaped. The development of the urban and rural environment will be carried out with the participation of residents and taking into account physical, spatial and information accessibility.

Implementation of modern approaches to

improve the urban and rural environment: from the improvement of individual territories to the creation of an integrated vision of their development with public participation and flexible opportunities for revitalizing spaces and investments.

To form the urban and rural environment, a systematic approach should be applied, which is a way of organizing the process of a comprehensive study of the relationships and patterns of development. For the purpose of strategic planning, a number of interrelated projects are proposed, the implementation of which should be carried out in parallel.

Public areas are centers of social gravity, recreation and communication. They are open spaces (streets, squares, parks, squares, embankments and beaches), as well as public buildings and premises. Public spaces play an important role in ensuring the productivity of human interaction with the environment. At the moment, the public areas of the Arkhangelsk region are characterized by significant wear and tear and poor infrastructure. According to the methodological recommendations for the integrated development of single-industry towns, the improvement of everyday spaces should go through 5 main steps that are included in the project.

Improving the physical condition of public territories with the help of rational functional zoning of territories and their filling with landscaping elements.

Creation of a pastime infrastructure for different age categories of the population.

Revival of local attractions.

Renovation of social infrastructure facilities and adjacent territories.

Transformation of abandoned buildings and territories.

The quality of public areas will improve.

An algorithm for the improvement of public territories with the participation of the population will be developed, allowing to take into account the strategic development of individual settlements.

By 2022, 284 public areas of the Arkhangelsk region (including city parks) will be landscaped, which will account for 77 percent of their total number, in accordance with the state program of the Arkhangelsk region "Formation of a modern urban environment in the Arkhangelsk region (2021-2025)". Thus, within the framework of the Strategy, the following forecast, given in Table 6, is relevant.

Table 6. Forecast for the improvement of public areas

Year	2025	2030	2035
Number of well-maintained public areas	296	333	370
Percentage of total (%)	80	90	91-100

Impact Factor:	ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
	ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
	GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
	JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

The rejection of the project will lead to a deterioration in the ecological state and appearance of the settlements of the Arkhangelsk region. The low level of improvement of public territories and settlements in general will have a negative impact on the environmental quality index.

Yard territories are spaces where local communities are formed, which are a necessary element of harmonious development. At present, the state of yards in the Arkhangelsk region is a serious problem. In order to determine the tasks and prioritize in relation to courtyard areas, it is necessary to improve them together with the residents, making a joint choice of a solution in each specific case.

Ensuring safety and psychological comfort by defining the boundaries of private and public space.

Formation of the frame of pedestrian and transport links.

Formation of the main functional areas (entrance, parking, quiet rest, noisy rest, technical maintenance) and their rational location in each yard improvement project.

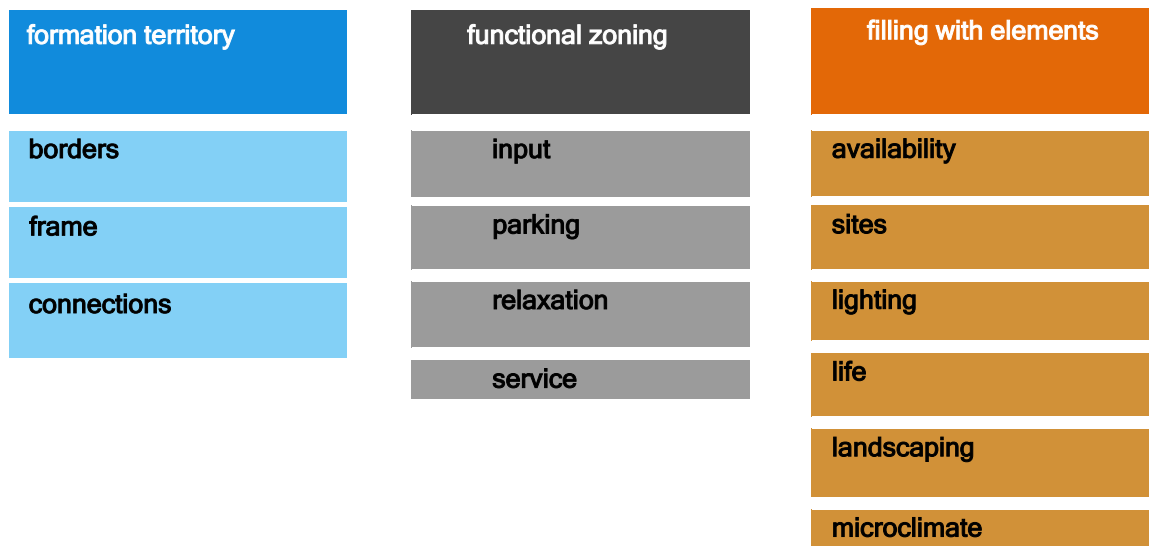
Creation of accessibility infrastructure for people with limited mobility.

Increasing the functional diversity of recreation areas, including playgrounds for children and adults, as well as walking pets.

Optimization and reorganization of existing parking spaces. Improving the lighting of yard areas.

Ensuring the availability of household equipment. Landscaping and reducing the number of neglected areas.

Increasing the level of microclimatic comfort of courtyard areas with the help of green spaces and additional infrastructure.



Picture. 16. Factors affecting the improvement of courtyard areas

The quality of yard areas will improve. An algorithm for the improvement of yard areas with the participation of local residents will be developed (Figure 16).

By 2022, 11,219 yard territories of the Arkhangelsk region will be landscaped, which will account for 85 percent of their total number, in

accordance with the state program of the Arkhangelsk region "Formation of a modern urban environment in the Arkhangelsk region (2021-2025)". Thus, within the framework of the Strategy, the following forecast, given in Table 7, is relevant.

Table 7. Forecast for the improvement of yard areas

Year	2025	2030	2035
Number of well-maintained yard areas	11 880	12 540	13 200
Percentage of total (%)	90	95	96-100

Refusal of the project will lead to a low rate of improvement of yard areas, which will lead to dissatisfaction of local residents with the quality of the

urban and rural environment.

Public participation and real consideration of opinions in solving issues of urban and rural

Impact Factor:	ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
	ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
	GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
	JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

development increase the satisfaction of the population with the environment and quality of life due to the realization of the need to influence what is happening. It is important to define common and individual responsibilities, creating opportunities and incentives for cooperation in the formation of territories. Participation in planning reduces the number of conflicts and increases trust between public authorities and local residents with the prospect of joint management.

Development of a public participation regulation with accessible mechanisms of interaction and a determined level of public involvement at all stages.

Identification of all stakeholders and their inclusion in the processes of landscaping.

Initiation and moderation of joint interactive design and implementation of projects, taking into account relevant public information.

Creating a platform for feedback and evaluating the result of joint activities.

Involvement of the public in the management of the territory and participation in socially significant events.

A high level of responsibility will be achieved due to the emergence of the opportunity for the population to influence the formation of the urban and rural environment.

An effective process of communication with residents will be organized.

An understanding of the hidden problems and needs of the territories in each case will be achieved.

The quality and efficiency of design solutions will improve. The social significance and sustainability of projects will increase.

The efficiency of the public institute for the development of territories will increase.

The number of projects aimed at the improvement of territories implemented with the participation of citizens will increase from 10 percent in 2018 to 20 percent in 2022 in accordance with the state program of the Arkhangelsk region "Formation of a modern urban environment in the Arkhangelsk region (2021 - 2025)". Thus, within the framework of the Strategy, the following forecast is relevant (Table 8):

Table 8. Forecast of improvement projects with the participation of citizens

Year	2025	2030	2035
Percentage of land improvement projects with citizen participation (%)	30	40	50

Refusal of the project increases the risks of dissatisfaction of the population with new projects for the improvement of territories.

The use of the urban concept of "new urbanism" revives compact settlements, based on the functional differentiation of the territory and existing local traditions to develop an effective environment aimed at meeting the needs of residents. The principles of such a compact development can be used at different levels: from the strategic policy of the Arkhangelsk region to the development of a vision for a particular settlement and the improvement of its individual territories. The project allows to form and control the state of the urban and rural environment with an integrated approach to quality, where the main priority is the comfort of residents.

Increasing pedestrian accessibility and increasing the number of routes between the main objects of everyday life with the creation of comfortable and safe conditions.

The interconnection of territories through the organization of networks and hierarchies of streets that will ensure the redistribution of transport, convenient walking, peace in courtyards and the possibility of protecting private land.

Creation of conditions for a diverse development that attracts investments of different levels and creates a multifunctional environment.

Mixed use (multifunctionality) of buildings and territories for self-sufficient life on a local scale.

Development and observance of general rules and norms for the quality of architecture and urban planning.

Creation of a local community by stimulating relationships between various social groups of the population and their joint participation in the improvement of the territory.

Formation of the optimal building density using various types of buildings and plots for the efficient use of territories and resources.

Creation of an efficient ecological network of public and individual transport, providing for the daily use of non-motorized vehicles and walking to move. Sustainable urban planning aimed at preserving the environment, green areas and reducing the impact on them with the help of environmentally friendly materials and technologies.

Comprehensive observance of the above development principles leads to an increase in the quality of life of local communities and residents in general. General plans and integrated schemes for the development of territories will be updated. Equal comfortable conditions for urban and rural environments will be created for residents of different settlements. A unified concept for the development of outdoor advertising and advertising in urban

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

passenger transport will be developed, as well as unified rules for the maintenance and repair of building facades in cities.

The quality index of the urban environment will increase by 2035 to the state of "good" (201 - 250 points out of 300) in all cities of the Arkhangelsk region, which are monitored.

The rejection of the project will become an obstacle to the formation of a common vision in planning and will lead to uneven development of individual territories and the settlements themselves as a whole. This will significantly reduce the effect of the implementation of major projects for the improvement of territories, the success of which directly depends on an integrated systematic approach in the general context of development.

Revitalization involves the functional change of obsolete or unused territories to recreate and revitalize the environment while maintaining their historical appearance and value. Such transformations serve cultural, recreational, commercial and economic purposes, and support for their implementation can be initiated by both local governments and business communities, and residents of the Arkhangelsk region. According to the guidelines for the implementation of projects to improve the quality of the environment of single-industry towns, the revitalization of territories is a strategic sequential process that includes 3 stages: preparation, activation and development.

Development of a vision concept for obsolete or unused territories with a set of new functions based on research and analysis of priority areas for the development of such territories.

The use of territories based on their individual characteristics with the involvement of residents to participate in socially significant events. An active information campaign, openness to interaction and stimulation of feedback are important principles in the dynamics of the process.

Systematic development of territories through their improvement and integration with the city, as well as improving the fund of premises and spaces. This process is designed taking into account the available investments and strategic spatial solutions.

The quality of the environment will improve in terms of its functionality and satisfaction of local needs.

Entrepreneurial and investment opportunities will develop.

New social spaces and creative clusters will be created. There will be an activation of awareness of local identity.

By 2035, the quality index of the urban environment will increase to the state of "good" (201 - 250 points out of 300) in all cities of the Arkhangelsk region, which are monitored.

The abandonment of the project will become an obstacle to the transformation of obsolete or unused

spaces, which will affect the dynamics of territorial renewal.

Improving the quality of the environment and creating the prerequisites for creating an environmentally oriented growth model for the economy of the Arkhangelsk region, which ensures the preservation of a favorable environment to achieve a high quality of life for each person.

High risk of anthropogenic impact. The presence on the territory of the Arkhangelsk region of objects of accumulated harm to the environment; high concentration of technogenic and natural-anthropogenic complexes around the large industrial centers of the Arkhangelsk region.

Regulatory inefficiency. The absence of regional environmental quality standards, which does not allow assessing the potential for industrial development in terms of environmental impact.

The problem of providing high-quality drinking water. An increase in the gap in the level of provision with high-quality drinking water in urban and rural settlements. Low rates of development and approval of projects for the organization of sanitary protection zones for sources of domestic and drinking water supply.

On the territory of the Arkhangelsk region there are 102 wastewater treatment facilities, most of which do not provide wastewater treatment up to standard indicators. The main reasons are high physical deterioration (by 74.7 percent on average), the use of outdated wastewater treatment technologies, a significant overload of treatment facilities both in terms of volume and concentrations of pollutants.

Lack of an effective waste management system. Growth in production and consumption waste volumes in the absence of an effective waste management system.

In 2035, the environment will be perceived in society as a guarantee of ensuring individual and public health of the population. Reducing the negative impact of current economic activity and the elimination of the results of past economic activity will affect a significant improvement in the environmental situation. The population will be provided with access to high-quality drinking water and health-promoting facilities. By creating a highly efficient waste management system, a significant reduction in the impact of waste on the health of residents and the environment will be achieved.

The project involves increasing the efficiency of regional environmental supervision, improving the environmental monitoring system, as well as developing mechanisms for public environmental control. The implementation of the project is aimed at reducing the overall anthropogenic load on the environment by increasing the environmental efficiency of the economy of the Arkhangelsk region.

Improving the efficiency of state environmental supervision, industrial and public control in the field

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

of environmental protection and state environmental monitoring.

Ensuring rational nature management, including minimizing the damage caused to the environment during the exploration and production of minerals.

Reducing pollution and reducing the level of air pollution in cities and other settlements of the Arkhangelsk region.

Creation of conditions for reducing the negative impact on the environment.

Increasing the efficiency of protecting forests from harmful organisms and the adverse effects of the environment, creating conditions for the rational, multi-purpose, sustainable and efficient use of forests. Organization of state forest pathological monitoring by ground methods by 2020.

Ensuring compliance with the requirements of legislation in the field of forest relations, including the prevention of illegal logging, increasing the efficiency of restoring dead and cut down forests, and the quality of breeding and genetic properties of planting material.

The development and modernization of the existing automated observational network will be ensured. Regional environmental quality standards for the Arkhangelsk region will be determined.

By 2025, a radical reduction in the level of atmospheric air pollution in large industrial centers will be ensured, including a reduction of at least 20 percent of the total volume of pollutant emissions into the atmospheric air in the most polluted cities.

The ratio of the area of forests where sanitary and recreational measures were carried out to the area of dead and damaged forests will be 0.2 percent.

By 2021, the volume of payments to the budget system of the Russian Federation from the use of forests located on forest fund lands, per 1 hectare of forest fund lands, will amount to 79.9 rubles. The forest cover of the territory of the Arkhangelsk region will be kept at the level of 54 percent.

There will be an introduction of an intelligent system for monitoring and controlling the state of the environment for the purpose of modeling the consequences of the impact of anthropogenic factors.

Widespread use of environmental audit will be ensured when creating new industrial facilities in the Arkhangelsk region.

There will be an increase in investments for the purposes of technological re-equipment of enterprises in the Arkhangelsk region.

The specific indicators of emissions and discharges of pollutants into the environment will decrease.

The rejection of the project entails the risk of negative consequences of environmental degradation, including a negative impact on the quality of life and health of the population, the state of flora and fauna.

The project is aimed at eliminating the consequences of the negative impact on the

environment of past economic activities, as well as minimizing damage from current economic activities. The implementation of the project will improve the environmental situation in the municipal districts of the Arkhangelsk region, which are subject to the influence of objects of accumulated harm on the environment, and will also increase the investment attractiveness of territories that previously experienced a negative impact.

Elimination of the negative consequences of the impact of anthropogenic factors on the environment.

Rehabilitation of territories and water areas contaminated as a result of economic and other activities.

By 2025, measures will be taken to eliminate the accumulated environmental damage in the specially protected natural area of federal significance - the Franz Josef Land archipelago.

An annual increase in the area of land rehabilitated as a result of the elimination of oil pollution and damage from economic activities will be ensured.

The number of residents living in unfavorable environmental conditions will be reduced by at least 4 times.

The involvement of ecologically rehabilitated territories, restored habitats of objects of the animal and plant world into economic circulation and an increase in their investment attractiveness will be ensured.

The rejection of the project entails the risk of pollutants entering the groundwater, pollution of surface and underground water bodies, including water supply sources.

The project is aimed at preserving and restoring the protective and environment-forming functions of the natural ecological systems of the Arkhangelsk region, as well as ecological systems associated with providing the population with water and contributing to health protection. The implementation of the project will ensure environmental rehabilitation and conservation of water bodies, reproduction and conservation of biological diversity, and improvement of the environmental conditions of human life.

Prevention of pollution of surface and ground waters, improvement of water quality in polluted water bodies, restoration of water ecological systems.

Improving the efficiency of the activities of the territorial bodies of the Federal Service for Supervision of Consumer Rights Protection and Human Welfare in the field of organizing sanitary protection zones for sources of drinking and domestic water supply.

Improving conservation and management measures natural resources, including forest, hunting and aquatic biological resources, to preserve the ecological potential of forests.

Expansion of measures for the conservation of biological diversity, including the development of a

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

system of specially protected natural areas.

The time for development and approval of projects for the organization of zones of sanitary protection of sources of drinking and domestic water supply as part of a water intake unit will be reduced.

By 2025, the quality of drinking water for the population will be improved, including for residents of settlements that are not equipped with modern centralized water supply systems.

By 2035, 90 percent of drinking and domestic water supply sources will meet hygienic standards for sanitary-chemical, microbiological, parasitological and radiological indicators.

The share of contaminated wastewater in the total volume of wastewater discharged into water bodies to be treated will be reduced to 36 percent.

The physical wear and tear of wastewater treatment facilities in the Arkhangelsk Region will be reduced to a level not exceeding 40 percent.

By 2035, 75 percent of the population will be provided with high-quality drinking water.

Non-state mechanisms for the conservation of natural ecological systems will be developed - voluntary certification.

An increase in the environmental and social responsibility of business in the Arkhangelsk region will be ensured.

The active participation of the population in the discussion of environmental problems, as well as the promotion of environmentally responsible behavior will be ensured.

By 2035, an inventory of all specially protected natural areas located in the Arkhangelsk region will be carried out.

The abandonment of the project will lead to risks of deterioration in the quality of the environment, which is necessary for favorable human life and sustainable economic development. The project involves the creation on the territory of the Arkhangelsk region of a qualitatively new strategy and system for handling production and consumption waste, which will ensure the prevention and reduction of waste generation, organize the re-engagement of recyclable waste components as raw materials into the economic circulation, minimize the amount of waste to be disposed of, create incentives for innovations in the field of waste processing, and ensure the responsible attitude of the population and businesses to waste management. The implementation of the project will ensure the creation and development of infrastructure for environmentally friendly waste disposal, their neutralization and disposal,

Creation of an effective system for handling production and consumption waste, as well as the formation of a responsible approach to waste management among the population.

An integrated system for handling waste and secondary material resources will be created.

Economic incentives will be formed for

enterprises engaged in the field of waste recycling.

In all municipalities of the Arkhangelsk region, an infrastructure for the separate collection, sorting, neutralization and disposal of waste will be created.

Economic incentives for the introduction and use of low-waste and resource-saving technologies and equipment will be formed.

The prerequisites for the transition to the "Zero waste disposal" model will be formed.

By 2025, efficient production and consumption waste management will be ensured, including the elimination of all unauthorized dumps identified as of January 1, 2018 within the boundaries of the cities of the Arkhangelsk region.

The abandonment of the project entails the emergence of serious risks for the environmental safety of the Arkhangelsk region, reduces the economic effect of the use of waste as a resource.

The project is aimed at the development of green building in the Arkhangelsk region, which involves the formation of experience in implementing the best available technologies in the design, construction, development and operation of real estate. As a result of the project implementation, norms and rules will be formed to ensure the minimization of the negative impact of real estate on the environment.

Implementation of a green building system, which includes minimizing the negative impact of a property on the environment, rational use of natural resources required during the construction and operation of real estate, the use of advanced energy efficient and energy-saving solutions.

There will be an increase in the volume of construction of buildings and structures certified in the system of voluntary environmental certification of real estate objects.

The abandonment of the project entails a decrease in the environmental efficiency of buildings and structures being put into operation, and also prevents a decrease in the level of consumption of energy resources.

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.

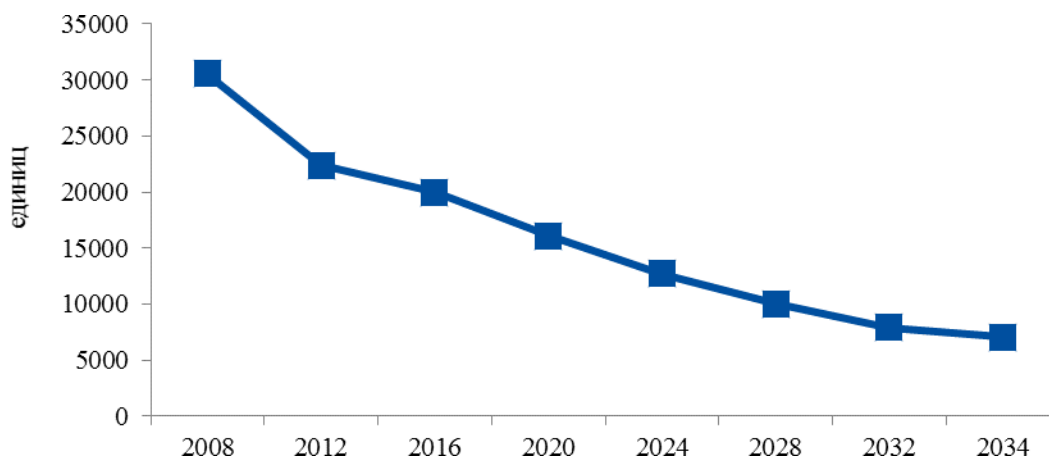
Taking into account the projected level of the investment deflator index, comparable to the inflation rate forecast by the Ministry of Economic Development of the Russian Federation for the long

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИЦ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

term, in current prices, the annual volume of investments should increase from 108.92 billion rubles in 2021 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 17).



Picture 17. 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 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 9).

Table 9. 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

Impact Factor:	ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
	ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
	GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
	JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

	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 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.

References:

- (2020). *On the strategy for the development of the Arctic zone of the Russian Federation and ensuring national security for the period up to 2035*, Decree of the President of the Russian Federation No. 645 of October 26, 2020. (p.42). Moscow.
- (2014). *On the territories of advanced socio-economic development in the Russian Federation*, Federal Law No. 473 - FZ of December 25, 2014 - 32 p.
- (2020). *On the Fundamentals of the State Policy of the Russian Federation in the Arctic for the period up to 2035*. Decree of the President of the Russian Federation of March 5, 2020 No. 164.
- (2021). *Methodological and socio-cultural aspects of the formation of an effective economic policy for the production of high-quality and affordable products in the domestic and international markets*: monograph. O.A. Golubeva [and others]; with the participation and under the general. ed. can. philosopher. sciences, prof. Mishina Yu.D., Dr. of Tech. sciences, prof. V.T. Prokhorov; Institute of Service and Entrepreneurship (branch) of the Don State Technical University. (p.379). Moscow "Regulations".
- (2020). *Features of quality management for manufacturing import-substituting products at enterprises in the regions of the Southern*

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIHII (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

- Federal District and the North Caucasus Federal District using innovative technologies based on digital production: monograph.* O.A. Golubeva [i dr.]; under total ed. Dr. tech. sciences, prof. V.T. Prokhorov; Institute of Service and Entrepreneurship (branch) of the Don State Technical University. (p.362). Novocherkassk: Lik.
6. (2019). *Participatory management of the enterprise team is the basis for the formation of high-quality digital production of import-substituting products: monograph.* O.A. Golubeva [and others] under the general. ed. Candidate of Philological Sciences, Professor Mishin Yu.D. and Doctor of Technical Sciences, Professor Prokhorov V.T.; Siberian State University of Communications; Institute of Service and Entrepreneurship (branch) of the Don State Technical University. (p.176). Novocherkassk: Lik.
 7. (2020). *Regions of Russia. Socio-economic indicators.* Stat. Sat. Rosstat, (p.1266). Moscow.
 8. Govorova, N.V. (2020). Development of the human potential of the Russian Arctic (demographic aspect). *Bulletin of the Institute of World Civilizations*, M., T. 11, No. 1, p.72.
 9. Korchak, E.A., & Serova, N.A. (2019). Migration factor in the formation of human capital in the Arctic territories of Russia. *Vestnik NEFU. Series "Economics. Sociology. Culturology. economics. sociology. Sulturology"*, No. 2 (14), p. 28.
 10. Fauzer, V.V., & Smirnov, A.V. (2018). Russian Arctic: from forts to urban agglomerations. *EKO*, No. 7, pp. 112-130.
 11. Yushkin, N. P., & Burtsev, I. N. (2005). *Mineral resources of the Russian Arctic. North as an object of complex regional studies.* Ed. ed. V. N. Lazhentsev. (p.512). Syktyvkar.
 12. Ivanov, V.A. (2019). Methodological and practical aspects of strategic management of sustainable development of the agrarian sector of the northern region. *Bulletin of the Research Center for Corporate Law, Management and Venture Investment of Syktyvkar State University*, No. 1, p. 17.