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SMALL AND MEDIUM ENTERPRISES (SMEs) - THE BASIS FOR SUCCESSFUL SOCIO-ECONOMIC DEVELOPMENT OF THE ARCTIC REGIONS OF THE RUSSIAN FEDERATION WITHIN THE NORTHERN SEA ROUTE. MESSAGE 3 ARKHANGELSK REGION

Abstract: the article deals with the actual problems of the development of the tourism industry in the European North of Russia (Murmansk, Arkhangelsk regions and the Republic of Karelia) and in the high-latitude territories of the Western Arctic. Practical proposals and recommendations are given, priority tasks are formulated to solve the main socio-economic problems of using the tourist and recreational potential, developing inbound and domestic tourism for the sustainable development of regions, unique territories and tourism centers. The results can be used to improve the legislative and regulatory acts of the tourism industry, to increase its competitiveness in the North of Russia.

Key words: Republic of Karelia, Murmansk region, Arkhangelsk region, Arctic zones, northern sea route, efficiency, social development, priority, population, comfort, tourism, hotel business, paradigm, economic policy, financial stability.

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Introduction

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The most visited regional center of the Russian North is the Murmansk region and the ancient Vologda, over the past five years, the flow of tourists

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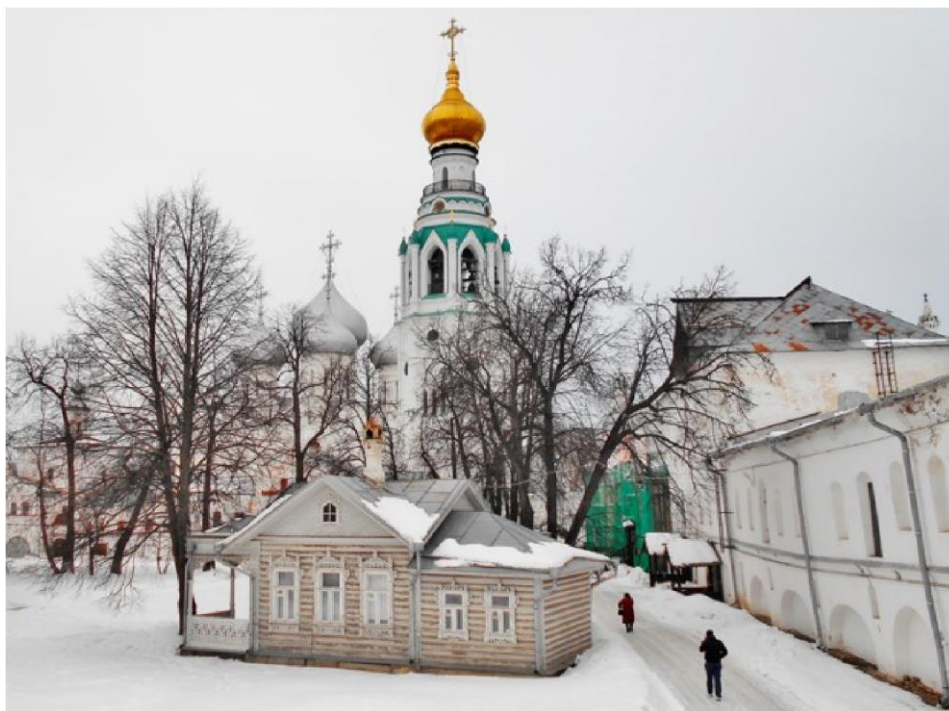
to these regions of the Russian North has grown by 70% as a result of the active development of the tourist infrastructure and a competent marketing policy to promote the city in the tourist market. It was planned that by 2025 the tourist flow to the regional capital should increase to 1 million people, which would provide an additional inflow of funds to the city budget in the amount of 10 billion rubles.

According to economic calculations, one tourist, on average, leaves at least 10 thousand rubles in the Arctic zone. This is about 3.5 thousand rubles per day in a hotel, 2 thousand rubles in cafes and restaurants, 1 thousand rubles when buying souvenirs and 3.5 thousand rubles when visiting excursions and museums. If 700 thousand tourists and sightseers come to each region of the Arctic every year, and 30% of them stay for at least a day, it turns out that investments in the city's economy amount to at least 2 billion rubles. Of the 700-800 thousand tourists a year, 70% are sightseers, 30% are tourists. More than half of the guests stay in the regions for business purposes, 23% of tourists are people who travel to the regions to

get acquainted with the cities of the Arctic, their architecture and history (Figure 1). Another 21% of tourists come to events.

The best examples of the successful development of tourism in the small historical settlements of the Russian North, along with Veliky Ustyug, are Totma, Kirillov, Belozersk and Yarensk. The tourist flow is growing here, new jobs are being created, additional investments are being attracted, the revenue side of local budgets is being replenished, and new event events are being developed.

A specific problem of small historical towns in the Russian North lies in a significant proportion of the aging wooden fund of valuable environmental development, the loss of which and the corresponding change in the urban historical environment means the erosion of the identity of the settlement. The sphere of cultural and historical heritage (protection of architectural monuments and preservation of authentic appearance) is the main problem of small towns in terms of culture and tourism.



Picture 1. Vologda. Kremlin

Among the small towns of the Arkhangelsk region, Kargopol, Velsk and Solvychevodsk should be especially noted, in which, despite a small tourist flow, a system of tourist information navigation is actively developing in the historical center near the main display objects (Fig. 40). The city-museum of Kargopol is the only one among the cities of the Russian North, accepted into the Association of Small Tourist Cities of Russia, a venue for bright year-round

festivals and holidays. The city is visited annually by about 10 thousand tourists (Fig. 2, 3).

The Kargopol Museum has prepared a new brand project "Kargopol is the birthplace of the President of Russian America A. Baranov", within the framework of which it is planned to create a cultural and business complex in the historical part of Kargopol, where temple white-stone ensembles and part of the civil buildings of the late 19th - early 20th centuries have been preserved. The most significant

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object of this project is the museum of Alexander Baranov, the president of Russian America from Kargopol. It is also planned to create a memorial museum-apartment of the Kargopol artist Gennady Kulishov "Artist's House" and the exhibition and trade complex "Gostiny Dvor".

The historical center of ancient Velsk is replenished with new cultural display objects. The

park of wooden sculptures of the Tree of Life festival was opened, and a pedestrian museum quarter was created on the central square. In 2018, the exposition and exhibition complex "Museum of House Art Paintings of Povazhye" was opened in the Kichev house, a monument of wooden architecture transported from the outback.

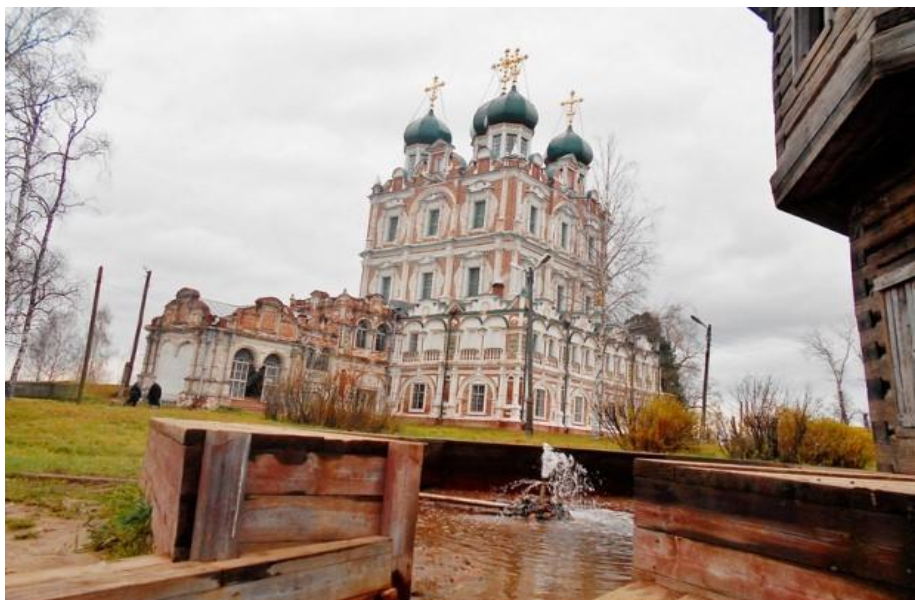


Figure 2. Solvychevodsk. Vvedensky Cathedral



Figure 3. Kargopol. Nativity Cathedral

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Figure 4. Kargopol. Trinity Church

In the Arkhangelsk region in 2019, a new tourist route was developed along the three northernmost beautiful villages of Pomorie (Kiltsa, Kimzha, Verkola) with guests staying at the Golubino forest hotel. The developers of the modular route plan to involve local residents in the project as much as possible and give impetus to sustainable development and the preservation of villages. In order for rural areas to develop, local residents should conduct master classes and arrange a program for guests. Thus, they will have the opportunity to earn money, which is very important for the preservation of villages, small and medium-sized cities. With the growth of the tourist flow to the most beautiful regions of the region, there is an increase in the activity of local communities, they come to life, residents begin to apply for various grants. In the future, this becomes beneficial for neighboring rural settlements. As a result of the association's sixth expedition to the Russian North, several more settlements in Pomorye claim to be awarded the title of the most beautiful village in the country. Among them are the remote villages of Bolshiy Nisogory and Chulasa in the Leshukonsky District, as well as the village of Edomy in the Pinezhsky District. The association's experts noted the positive changes that have taken place in four villages that have already become one of the most beautiful villages in Russia. So, in Kimzha, with state support, the guest house "Shelter of the Traveler" was renovated, in the village of Oshevsk, on the basis of a peasant house, an artisan estate was created, uniting local craftsmen for the production of handicrafts. Oshevsk has already firmly entered the list of branded routes in Russia: a visitor center has been

created there, the Osheven Wedding program has been developed, and event events are organized.

It is planned to open a new guest house in Verkola, the House of Culture is being reconstructed, in February 2020, events related to the centenary of the writer Fyodor Abramov were successfully held. In Kielce, with the support of the French National Federation of Companions, an old well has been restored. The Arkhangelsk region may become the first Russian region where satellite villages, or halt villages, will appear. The French experience of using such settlements, which do not fall under the criteria of the ASKDGR participant, but have great tourism potential, is interesting. In the Arkhangelsk region, the village of Lomonosovo, Kholmogorsky district, can become one of such places.

It makes sense to stop at such points along the way to the most beautiful villages to eat and relax. This will help to involve a wider range of settlements. Such halts, among other things, ensure the safety of tourists during travel.

Association experts should also pay attention to other rural settlements of the Russian North, which have preserved authentic monuments of folk wooden architecture, the original culture of local residents and the traditional historical habitat. Potential candidates for joining the ASKDGR are: Karelian (Panozero, Khaikolya, Sheltozero, Shueretskoye), Vologda (Fire - the national village of the Russian North is visited by up to 15 thousand tourists a year, Goritsy), Arkhangelsk (Vershino, Sura, Dorogorskoye) villages, Old Believer the village of Ust-Tsilma in the Komi Republic, as well as the village of Varzuga in the Murmansk region (Figure 5).

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Figure 5. Oshevensk village



Figure 6. The village of Verkola is the birthplace of Fyodor Abramov

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Figure 7. Art object in the village of Sura, which is the birthplace of John of Kronstadt

One of the promising driving forces for the sustainable development of small historical settlements in the Russian North is territorial public self-government (TPS). For example, tourist projects of TOS in the Arkhangelsk region are recognized as one of the best in Russia (Kimzha, Yarensk).

In the village of Kimzha, the local CBT developed and implemented the brand "The northernmost mills in the world" with the creation of a museum exposition. During its work, TOS "Kimzha" has implemented more than thirty projects, including several international ones.

In TOS "Kimzha" folk crafts are preserved today: weaving, pottery, felting from wool. At the same time, the residents of the village of Kimzha are actively involved in the implementation of TOS tourism initiatives: an individual entrepreneur provides accommodation services in the guest house "Shelter of a Traveler"; a cultural program with a performance by a folklore ensemble is organized at the Politov House Museum of Peasant Life, a Mezen treat awaits tourists in a cafe with traditional cuisine Kimzhenska pauzna. In addition, representatives of the TOS "Kimzha" conduct excursions around the village and always lead guests to the famous mills. The small northern village of Kimzha implements more than one project a year, receives foreign guests, artists, and scientific expeditions. In Kimzha, all projects are connected into a single whole, the results are in demand, there is a vision of the integrity of the tourism product.

The CBT project of the village of Yarensk participated in the first international competition "Tourist brand: best practices - 2015" in the nomination "The best territorial brand in the category" Tourist brand.

According to the results of the competition, the project "Yarensk - the birthplace of Mother Winter" took first place. The CBT initiative is an important tool that can attract an active population to projects aimed at developing tourism, preserving cultural and historical heritage, folk traditions and crafts in small towns and villages of the Russian North. As a result of the implementation of local TOS projects, tourism infrastructure facilities appear on the territory, which can be the beginning of serious tourism business projects. An important role in the life of the CBT is played by local public enthusiasts from among the local residents, who coordinate all the work of local communities, for example, Tatyana Sedunova (Pinezhsky District), Evdokia Repitskaya, head of the tourist cultural and museum center "Kimzha", Nina Nikolaevna Selivanova, organizer of the first guest house in Kimzha, Nadezhda Kalmykova (Kinerna village). Thanks to these people, with the help of the development of tourism and the socio-cultural sphere, the historical villages of the Russian North are being revived.

In order to preserve the traditional historical environment and cultural landscapes, the unique rural areas of the Russian North can receive the status of a historical and cultural reserve (for example, Kimzha) or a landmark of regional or federal significance. First of all, it is necessary to maintain a balance between tourism and the traditional way of life.

In the rural historical settlements of the Russian North in the field of hospitality, it is advisable to develop a system of private guest houses using original local culinary brands in the meals of guests.

At present, the problem of preserving the historical and cultural heritage is acute in Russia, which is often perceived by the authorities, the professional community of urban planners and

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architects as a serious obstacle to the development of cities. Historical settlements and their borders, which have become the subject of heated discussions, are considered a heavy burden. The leadership of a number of historical settlements is trying by any means to get rid of this status or to replace the federal status of the settlement with a regional one. This desire is due to the ability to resolve all issues of development of the settlement at the regional level without the intervention of federal authorities. Development, as a rule, means new construction in the historical center, ignoring the legislation of the Russian Federation in the field of heritage conservation.

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, namely:

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";

the foundations 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 of 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;

the foundations 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 of 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 strategy of environmental security 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;

the 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;

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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;

strategy of road safety in the Russian Federation for 2018-2024, approved by the order of the Government of the Russian Federation of January 8, 2018 No. 1;

strategy of spatial development of the Russian Federation for the period up to 2025, approved by the order of the Government of the Russian Federation dated 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 on key issues of socio-economic development of the Arkhangelsk region. 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 2019-2023, which set 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 2023. 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 2022. To meet the target, the average annual growth of GRP per capita in 2035 was to be 5.2 percent, but for the period from 2019 to 2022 it was 3.4 percent. If this trend continues, the level of GRP per capita by 2035 compared to 2018 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.

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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 from 2018. Real average monthly accrued wages increased by 16 percent from 2018 to 2022, cash 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.

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 consistency of the Strategy until 2035 in the period 2019-2022 took place in 3 stages:

from 2019 to 2020 - on the basis of annually approved and adjusted plans of priority measures for the corresponding year;

from 2021 to 2022 - through long-term state programs of the Arkhangelsk region;

from 2022 to 2023 - by consolidating the state programs of the Arkhangelsk region.



Figure 8. Administrative and territorial division of the Arkhangelsk region

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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 2022 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.

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 fall on the payment of pensions.

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.

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 1.

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 1. Positions of the Arkhangelsk region in the ratings

| Rating | Position of the Arkhangelsk region / number of positions | | | | | |
|--|--|-------|-------|-------|-------|-------|
| | 2013 | 2018 | 2021 | 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 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.

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. The priority goals are:

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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. The priority goals are:

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 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. The priority goals are:

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;

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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. The priority goals are:

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.

Formation of cultural centers with a rich historical heritage for tourists.

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 2017 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 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 CPOs 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 agrotourism will be developed. The sphere of culture of the Arkhangelsk region will have an opportunity for further development, thanks to a well-thought-out long-term policy for the preservation of cultural heritage,

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comprehensive education, and tourism. The implementation of the projects will prevent the development of negative trends in terms of the irretrievable loss of CHOs in the Arkhangelsk Region: the number of CHOs, in an unsatisfactory condition; 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. Determination of measures for the conservation of cultural heritage objects, depending on their historical and architectural value and technical condition. Ensuring the state protection of the OKN by approving the boundaries of the territories of the OKN and their objects of protection. 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.

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 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

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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 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 of the nations.

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 2008 to 32.2 percent in 2018. However, most of the population is still not covered by systematic physical culture and sports.

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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 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

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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 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

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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.

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' 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 2024, 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. 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. 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 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.

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 2035, more than 75 percent of the population will be satisfied with the residential premises occupied and the intra-house infrastructure.

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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 of a wide range of proposals for mortgage lending to the population, including those including the possibility of a down payment.

By 2024, 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.

Affordable and high-quality transport links. 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 9).

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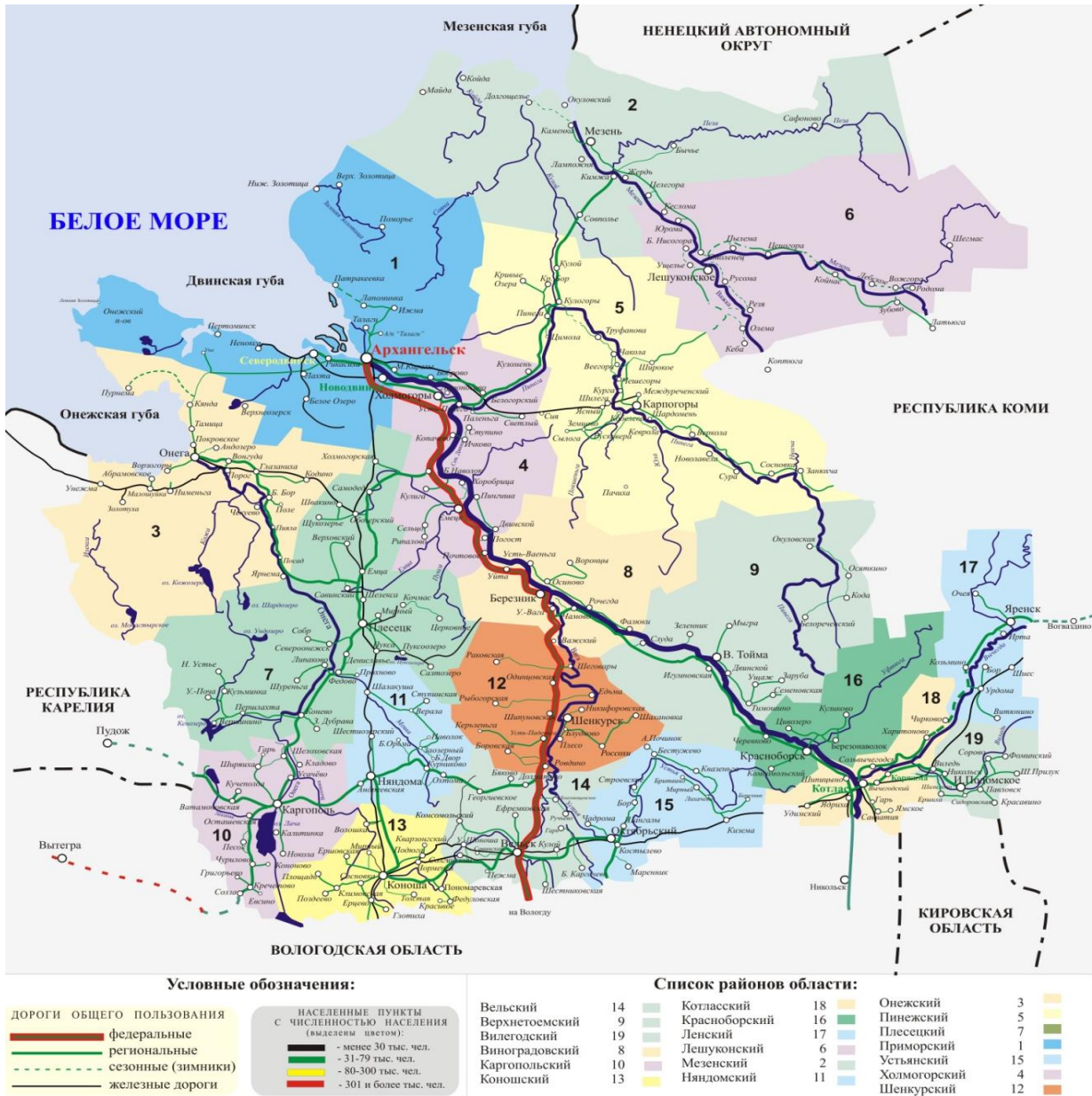


Figure 9. Map - scheme of public roads of the Arkhangelsk region

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 2023, 85.4 percent of public roads of regional importance are in substandard condition (according to the results of technical condition diagnostics), which requires significant capital investments.

Inconsistency of the road network and road structures with modern challenges. On the Ust-Vaga-Yadrikha highway in the period 2018-2022, 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.

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

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km. On the territory of the Arkhangelsk region there are the ports of Arkhangelsk and the port of Kotlas.

The supported dimensions of ship passages on the main river transport routes of the Arkhangelsk region in 2018-2022 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 2022, 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. 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.

The transport system of the Arkhangelsk region should provide conditions for the comfortable movement of people and goods. For the purpose of strategic planning in the context of project strategizing, a number of projects are proposed, the implementation of which will make it possible to achieve a new quality of transport infrastructure. Road frame of the Arkhangelsk region.

The most important aspect of the development of the Arkhangelsk region is the creation of a system of

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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 highway Arkhangelsk (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 Vycheгда 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 2024, 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 neighboring subjects of the Russian Federation, which will not allow influencing the peripheral territories of

the Arkhangelsk region. Refusal to build and reconstruct highways of regional significance can lead to the 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 lack of involvement of certain territories of the Arkhangelsk region in the economy of the Arkhangelsk region.

Arkhangelsk is the air gate of the macro-region and the Russian Arctic. The goal for the region is to improve the current 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, largest cities of the Russian Federation, but also as an air gate for the development of the regions 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 well as as a result of the implementation of runways in need of reconstruction 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, the territories of which are part of the regions of the Arctic zone of the Russian Federation.

By 2024, 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.

Solovki and Kotlas airports 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.

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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.

Formation of a highly efficient system of railway communication in the Arkhangelsk region.

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, namely:

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 Obozerskaya – Malenga railway section (reconstruction of the track superstructure, strengthening of power supply devices, lengthening of receiving and departure tracks at stations up to the standard of 1050 m);

strengthening of the railway section Konosha - Kotlas - Mikun in connection with the construction of the Salekhard - Nadyem 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 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 development of inland waterways in the North Dvina basin 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, which is a positive factor for the development of inland waterways.

It is planned to reconstruct and build berths, to assist in the organization of freight ferry traffic, the organization of passenger ferry traffic, 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

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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, unfortunately, will remain unrealized.

High-quality passenger traffic 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.

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.

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

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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 2024, 284 public areas of the Arkhangelsk region (including city parks) will be landscaped, which will account for 83 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 (2018-2024)". Thus, within the framework of the Strategy, the following forecast is relevant, shown in Table 2.

Table 2. Forecast for the improvement of public areas

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

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 of additional infrastructure. The quality of yard areas will improve. An algorithm for the improvement of yard areas with the participation of local residents will be developed.

By 2022, 11,219 yard territories of the Arkhangelsk region will be landscaped, which will be 85 percent of their total, in accordance with the state program of the Arkhangelsk region "Formation of a modern urban environment in the Arkhangelsk region (2018 - 2024)". Thus, the following forecast is relevant within the framework of the Strategy.

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 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

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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 increase. 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 2023 in accordance with the state program of the Arkhangelsk region "Formation of a modern urban environment in the Arkhangelsk region (2018 - 2024)". 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 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

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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 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.

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Regional environmental quality standards for the Arkhangelsk region will be determined.

By 2024, a radical reduction in the level of atmospheric air pollution in large industrial centers will be ensured, including a reduction by at least 20 percent of the total volume of emissions of pollutants 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 2020, the volume of payments to the budget system of the Russian Federation from the use of forests located on the lands of the forest fund, 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 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 2024, 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.

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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.

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

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

The development of rural settlements in the Arkhangelsk region is aimed at creating comfortable living conditions for the population and doing business. For the purpose of strategic planning in the context of project strategizing, a number of projects are proposed that contribute to the implementation of a given direction of development.

Support for traditional sectors of the economy and development of small business

Activities in the field of agriculture, fisheries and forestry are traditional for residents of rural settlements of the Arkhangelsk region. Support for traditional types of economic activity in the Arkhangelsk region, as well as entrepreneurial initiatives of the population is a basic condition for the development of rural settlements in the Arkhangelsk region.

Determination of zones of primary specialization of activities (agriculture, fisheries and forestry).

Assistance to the population in organizing and supporting business activities, including the creation of cooperatives.

Creation of conditions for supporting entrepreneurial initiatives of the population living in rural settlements of the Arkhangelsk region.

Assistance in the formation of markets for products.

By 2035, the index of agricultural production in farms of all categories will exceed 105.5 percent.

By 2035, the share of peasant (farm) enterprises and individual entrepreneurs in the production of agricultural products will be at least 20 percent.

By 2035, the growth rate of revenue from the sale of goods, products, works, services of agricultural consumer cooperatives (in comparable prices) will exceed 112 percent compared to the previous year.

By 2035, the employment rate of the rural population will be at least 65.5 percent.

The competitiveness of products of the Arkhangelsk region will increase.

Refusal to support traditional sectors of the economy and small businesses in rural settlements of the Arkhangelsk region will exacerbate the negative socio-economic situation in them, namely unemployment, falling incomes and migration outflow of the population.

To make it interesting and exciting for the tourist, for each object found, he will be awarded points, which at the end will be summed up and a prize will be issued based on its results (for example, an electronic discount certificate from a partner company). In this case, the user receives a specialized card with useful information about the object.

At the end of the route, the total result based on the points received will be displayed. As a reward for completing a quest in the bot, it will be possible to provide customers with special vouchers from partner organizations. To receive a reward, you will need to contact the administrator.

The prize is given out once a month.

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Figure 12. Arkhangelsk. Embankment of the Northern Dvina

The Arkhangelsk region is notable for its wooden architecture and Pomeranian cuisine. Here is the largest open-air museum of wooden architecture in Russia "Small Korely". The region focuses on the development of Arctic, rural and ethnographic tourism. Currently, there are more than a hundred ethnographic sites, on the basis of which tourists are offered excursion programs and master classes aimed at preserving traditional folk traditions and crafts. Gastronomic tourism is becoming more and more popular in Pomorie. A gastronomic notebook-map of the Arkhangelsk region has been created, which provides information from the districts of the region about local culinary dishes and farm products.

In 2018, 409,000 organized tourists visited the Arkhangelsk region (of which 9,000 were foreigners), which is 4.6% more than in 2017. At the end of the 2019 tourist season, the tourist flow increased to 427,000 people. More than 1 million people take part

in excursion programs of the region. Most often, residents of Moscow and St. Petersburg come to the region. Representatives of Germany, Finland, Sweden, France, Italy, Norway and the Netherlands are leading among the foreign guests of Pomorye. New objects of tourist infrastructure are being opened in the region, new projects, excursion programs and routes are being developed.

In the Arkhangelsk region, 21 tour operators for domestic and inbound tourism are registered, more than a hundred programs have been developed, and twelve TICs operate. Guests of the region are welcomed by 169 hotels, hostels and sanatoriums. In 2019, the greatest entrepreneurial activity in the field of tourism was noted in Arkhangelsk, Kotlas, as well as in Kotlas, Pinezhsky, Nyandoma and Krasnoborsky districts.



Figure 13. Museum "Small Korely". Hip bell tower inscribed in the natural landscape

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Figure 14. Museum-reserve "Small Korely". Architectural and landscape exposition



Figure 15. View of Pinega from Krasnaya Gorka (Krasnaya Gorka village, Pinega district)

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Figure 16. Shrines of Permogorye (Permogorye village, Krasnoborsky district)

Pinezhsky and Mezensky districts have become active centers for the development of rural tourism. The main problem here is transport accessibility: for example, on the Arkhangelsk-Golubino-Pinega-Mezen highway, the road is constantly broken by timber trucks and becomes impassable after rains. The road to Mezen must be built simultaneously with the development of roadside services and infrastructure.

Of particular note are the projects that, in order to increase the tourist and investment attractiveness of the region, are designed to contribute to the socio-economic development of the territories, among them: "Travel with taste" (development of infrastructure for popular tourist destinations), "ARHIprodukt" (promotion of northern products in the key of gastronomic tourism) and "ARCHITsentr" (a new socio-cultural public space in Arkhangelsk in the building of the Sea and River Station). "ARCHITsentr" will allow guests and residents of the region to get acquainted with the historical and cultural heritage of Pomorie with the help of modern museum and multimedia tools.

At present, the implementation of the investment project of the Belomorsky tourist cluster (Arkhangelsk, Lomonosovo village) has begun in Pomorie. Previously, it was planned to submit a joint application from the Arkhangelsk and Murmansk regions (TRC "Belomorsky" and "Belomorje") for entry into the federal target program for the development of tourism for 2019-2025. in RF. Tourism in the Arkhangelsk region is, first of all, a

sustainable way of developing the territory, which improves the quality of life of the local population through attracting guests.

Traveling around the region starts from Arkhangelsk, the first seaport in Russia, the starting point for the development of the Arctic. The Arctic theme has become the leitmotif of the development of tourism in the capital of Pomorye: the tourist route "Arkhangelsk: here the Arctic begins" is one of the branded tours of Russia and includes visits to the main sea and Arctic attractions. In 2018, 120 thousand tourists visited Arkhangelsk, which is 9% more than in the previous year.

New arctic weekend tourist routes have been developed in the Primorsky region ("Patrakeevka is the birthplace of captains", "Heathland is the birthplace of pilots"), in the village of Voznesenye and the Onega region ("Pomors near the White Sea", "Onega is the residence of Princess Moroshka").

The number of people wishing to visit the ancient city of Kargopol is growing: in 2018, its white-stone architecture and numerous museums attracted more than 9 thousand tourists, which is 18% more than in 2017. This is largely facilitated by the tourist routes of Kargopol, approved as branded tours Russia "Kargopolye - the land of hidden time" and "Kargopolskaya gosteba". Bright event events - the annual winter festival of bell art "Crystal Ringings" and the holiday of folk craftsmen of Russia, aimed at preserving and developing traditional folk crafts - in different years became national events of the year in

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Russia according to the tour portal "National Calendar of Events". The gastronomic traditions of Kargopol are being developed by the eco-gastronomic festival "Lamb Sunday".

For foreign tourists, the Russian North is attractive primarily for its original wooden architecture. For example, the Kargopol-Kenozersky tourist region is known as the territory where the largest number of sacred monuments of wooden architecture is concentrated in the world. The brand of this territory is the preserved ancient wooden churches and chapels with unique "painted skies", votive worship crosses and holy groves.

In the Kargapolsky district and the Kenozersky sector of the Plesetsky district there are unique villages, one of the last islands of the original Russian way of life, culture, traditions, outstanding examples of the cultural landscape of the Russian North. Some of these tourist villages are located on the territory of the Kenozero National Park, the only one in Russia where about a hundred architectural monuments have been preserved, among them masterpieces of Russian wooden architecture of the 18th–19th centuries, which have no analogues in the world. The park was the first in Russia to follow the path of implementing the idea of sustainable livelihoods for the local population of villages through tourism activities. At present, the volume of the tourist flow in the national park is about 16 thousand organized tourists per year. A distinctive feature of the provided tourist services and tourist products is their deep connection with local traditions, with the true flavor of the northern Russian village. Therefore, today the park has abandoned the creation of unified standard hospitality infrastructure facilities, focusing on the formation of an authentic atmosphere of homely village comfort with interiors that use genuine peasant household items.

The development of the Kenozero National Park is a rare example of a SPNA contributing to the revival of villages through projects to restore architecture: temples, clubs and historical buildings.

As an example of best practices, Kenozersky National Park is included in three federal tourism collections at once: "Best practices of ecological tourism in the Russian Federation", "Best practices of ethnographic tourism in the Russian Federation" and "Best regional practices for the development of rural tourism".

The developed tourist infrastructure of the national park contributes to the development of domestic and inbound tourism in the Arkhangelsk region: nine ecological trails, seven excursion routes, 114 tourist stops (including picnic spots), two bicycle rental points, eight viewing platforms, sixteen museums (including expositions, landscape theatres), three visitor centers, six information centers, two eco-classes and three conference rooms. The park organizes accommodation and meals for tourist groups, equipped kitchens in hotels for self-catering.

The cultural landscapes of the Kenozero National Park most fully and successfully illustrate the features of the historical and cultural development of the territories of the North of Russia and the exceptional role of the natural component in this process. Particular attention is paid to the study of elements of traditional living culture as the most important mental component of the cultural landscape of Kenozero with a subsequent assessment of its role in the development of regulated tourism. National parks have become in Russia one of the main organizational forms for the protection of cultural landscapes, while they have a colossal historical, cultural and eco-tourism potential. In recent years, there has been a tendency for tourism activities to move into the cultural space of national parks, into the space of cultural landscapes.

The Kenozero National Park is an example of the most vivid manifestation of primordial Russian traditions here, elements of the traditional living culture of the Pomors, wooden religious architecture in harmony with the natural component of the territory. The assessment of the natural and cultural-historical heritage of a given territory from the standpoint of cultural landscape science and the principles of organizing cultural space acquires significance as a kind of factor in the formation of ecological culture and ecological consciousness through tourism.

In the Arkhangelsk region, rural tourism is actively developing, which has become one of the priority areas for the development of the tourism industry. The region is among the leaders in terms of rural tourism development in Russia, which can become one of the factors contributing to the diversification of the rural economy, increasing employment and incomes of the rural population; development of small business and, as a result, improvement of the quality of life in the countryside.

The Arkhangelsk region is distinguished by a large number of preserved authentic villages of interest to tourists. A network of guest houses is being built to accommodate them. For the active development of rural tourism, it is necessary to allow the opening of mini-hotels in private homes on a notification basis.

More and more foreign guests want to see the Pomor villages of the northern regions of the region, known as the original centers of live folk culture, which have preserved the centuries-old way of life, song culture and rituals, folk crafts.

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.

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|-----------------------|---------------------------------|-------------------------------|-----------------------------|
| 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 |

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.

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