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Article



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**EFFECTIVE DEVELOPMENT OF TOURISM, HOTEL MANAGEMENT
 AND HOSPITALITY IN SMALL AND MEDIUM-SIZED CITIES IN THE
 ARCTIC REGIONS OF THE RUSSIAN FEDERATION TO
 SIGNIFICANTLY IMPROVE THE LIVING STANDARDS OF THE
 POPULATION IN THEM MESSAGE 1 REPUBLIC OF KOMI**

***Abstract:** in the article, the authors analyze the state of small and medium-sized cities in the Arctic regions of the Russian Federation, which have an unprecedented socio-economic and cultural potential for the development of Russian regions, which are manifested in their unique features: compactness, historical heritage, the existence of rare industries and local economy. At the same time, today in Russia the realization of their potential is primarily hindered by the existing system of political institutions and practices. The article explores the development potential of small and medium-sized cities in relation to the Russian context. So, the features of small and medium-sized cities are considered, their economic, social and political problems are highlighted. On the example of the most successful, the potential of small and medium-sized cities in various sectors of the economy (primary, secondary and tertiary). The practical significance of the study lies in the possibility of using in the practice of Russian management the experience of developing the potential of small and medium-sized cities in various sectors of the economy. As a result, it is concluded that small and medium-sized cities can be economically and socially efficient settlements, that is, a completely competitive urbanized unit. However, the tools for the development of such territories should be focused on supporting promising areas of development, providing an opportunity for an independent and responsible subject of development. that small and medium-sized cities can be economically and socially efficient settlements, that is, a fully competitive urbanized unit. However, the tools for the development of such territories should be focused on supporting promising areas of development, providing an opportunity for an independent and responsible subject of development. that small and medium-sized cities can be economically and socially efficient settlements, that is, a fully*

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competitive urbanized unit. However, the tools for the development of such territories should be focused on supporting promising areas of development, providing an opportunity for an independent and responsible subject of development.

Key words: small towns, urbanization, sectors of the economy, development potential, spatial development, socio-economic potential, territory development, small towns, medium-sized towns, resources, state and municipal management.

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Introduction

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Small and medium-sized cities represent the largest group of settlements in the Russian Federation. As noted by the team of authors of the Institute of Economics of the Russian Academy of Sciences, the share of small and medium-sized cities in the spatial structure of the Russian Federation is up to 80%. The 2021 population census showed that the total population of small and medium-sized cities in Russia reaches 24 million people. Most of them are regional centers, the zone of influence of which covers another 18 million people. This allows us to conclude that approximately 21% of the Russian population lives in small and medium-sized cities. The share rises to 29% if their zones of influence on nearby settlements are taken into account. RAS scientists also note that there is a geographical disproportion in the number of small and medium-sized cities in Russia. The largest number of them is in the Central Federal District (CFD) (224 units), while the smallest is concentrated in the North Caucasian Federal District (NCFD) (32 units). In general, as of January 1, 2023, there were 1,321 small and medium-sized cities. However, this number does not at all reflect the fact that the development of small and medium-sized cities in Russia is slow and inefficient. They show the influence of numerous economic, social and political problems everywhere. A feature of economic problems is the entire economic structure of small towns in Russia, which in most cases does not meet the modern requirements of a market economy. At the moment, many of them are characterized by a mono-industrial way, and industrial enterprises are characterized by technological backwardness, low competitiveness and a high level of depreciation of fixed assets. There is a problem of growing unemployment in small and medium-sized cities, while wages remain quite low relative to large cities. The turnover of retail trade is several times lower, most significantly, in the area of employment in small and medium-sized cities, there is a concentration of manual workers with low and medium qualifications. This situation is exacerbated by a lack of financial

resources and is accompanied by an unfavorable investment climate. Lack of funds provokes an economic recession, when cities are unable to bear social obligations to residents, which, in turn, gives rise to a number of serious social problems. The first result of this situation is the problem of maintaining urban infrastructure in proper condition. This is most noticeable in the housing and communal services complex, where there is a deterioration of engineering networks, an increase in the total area of emergency housing stock and a low quality of public services. The existing cultural and leisure facilities are not sufficiently diverse, and the centers are often characterized by fragmentation, abandoned territories and buildings requiring reconstruction. Following this, the quality of medical care, preventive work and early detection of diseases remains at a low level. At the same time, the problem of providing the population with medical specialists remains paramount. In addition, an important problem remains the transport and communication isolation of small and medium-sized cities in Russia from the main scientific, economic and cultural centers, and in some cases the seasonal availability of cities. All this leads to an annual reduction in the population of small and medium-sized cities, including due to the outflow of young people and people of working age. As a result, small and medium-sized cities are characterized by mass deformation of the age and sex structure of the population, increased retirement age and reduced working age. These problems are often associated with the competencies of the administrative structures of small and medium-sized cities, referring to the existence of political problems. Today there is a need to attract and retain highly qualified personnel in the municipal service. The low quality of social and economic conditions directly affects the number of structural units in local administrations and their staffing. This results in a situation when city authorities do not have a full set of tools for the implementation of large projects. There is a strong dependence of local authorities on transfers of higher levels, that is, there is a situation of subsidization of local budgets and their limited filling. At the same time, the multiple movement of financial resources

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between the budgets of different levels entails the complication of the interaction of authorities at all levels, the growth of the bureaucracy and corruption. It is important to note that there is a low level of approval of the activities of local government in the regions. Ultimately, there is no quality functioning of private property institutions. The entire complex of problems described provokes the gradual disappearance of urban small and medium-sized settlements. But, in spite of shocks, small and medium-sized cities continue to play the role of capitals of rural areas or even regions of the country.

Main part

In order to use the potential of small and medium-sized cities for this purpose, it is necessary to represent the structure of the economic system of the state. In this case, one should use the theory of sectors developed by A. Fisher, C. Clark and J. Fourastier in the works of 1935-1949. Its authors argued that the economy of any country consists of three sectors, namely:

primary, which is usually attributed to the extraction of raw materials, agriculture, fisheries;

secondary, which is characterized by industry and construction;

tertiary, which is dominated by the service sector in the form of trade, tourism, etc. Also, the tertiary sector is often singled out;

quaternary, which includes scientific developments and technologies, branches of advanced education.

Based on the data of this theory, it is necessary to distribute small and medium-sized cities by sectors of the country's economy. This must be done as part of a comprehensive city development strategy. This will make it possible to identify the specifics of each settlement, aiming its potential in a specific direction and creating a platform for further expansion into other sectors of the economy. The process of development of the sector will also be accompanied by the solution of the identified problems due to the economic growth of the city. It can be expected that as a result of this practice, there will be an expansion of the capabilities of the entire economic system of Russia. Successful, including foreign small and medium-sized cities, can serve as an example of such sectoral development. The relevance of the research topic is due to:

firstly, the role played by small and medium (up to 50 thousand inhabitants) cities in the social system of Russia, accounting for 75% of all Russian cities with a total population of about 18 million people;

secondly, a long lag in the socio-economic development of small and medium-sized cities, poor use of their diverse potential, which negatively affected their current state;

thirdly, the grave consequences for small and medium-sized cities and their populations of radical liberal reforms, which undermined the basis for the development of many of them;

fourthly, the vagueness of the prospects for some types of small and medium-sized Russian cities, associated with the loss of their socio-economic functions;

fifthly, the need to clarify the status and place of a small and medium-sized city in the social system of the country as a result of the implementation of administrative reform.

At present, there are practically no special studies on the socio-economic problems of small and medium-sized cities, their opportunities and development prospects, which necessitates a special analysis of the state and development prospects of small and medium-sized cities. generalizations of experience. accumulated by individual small and medium-sized cities in the course of market reforms and identifying the possibilities and features of adapting various types of small and medium-sized cities to new conditions.

The degree of development of the problem. There are a significant number of works on the problems of small and medium-sized cities, but there are significant gaps in these works, namely:

The first of them is related to the fact that most of the works belong to the Soviet period. True, at the present time sociological works have begun to appear, in which surveys of the population of small and medium-sized cities are given on a number of problems in the organization of their life;

the second lies in the lack of research on economic, and even more so, political and economic aspects of the development of small and medium-sized cities, in the predominance of geographical and historical-urban approaches to the analysis of their problems;

the third is determined as a rule by urban planning, and not by political and economic understanding of the processes of development of small and medium-sized cities, which significantly narrows the object and subject of research. There are very few works of a political and economic nature;

the fourth is the concentration of attention of researchers of small and medium-sized cities on the managerial aspects of their development, with a clearly insufficient analysis of the place, role and prospects of small and medium-sized cities in the country's social system as a whole. These gaps are not filled by a number of interesting works devoted to individual small and medium-sized cities in the Arctic regions of the Russian Federation (Figure 1).

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Figure 1. Northern Sea Route and Arctic Aquatic Territorial Production Complexes

Thus, today in Russia the situation of growing capital-centrism is increasingly observed, when a significant part of the financial resources, economic activity and population of the country is concentrated in regional capitals, while small and medium-sized cities are characterized by economic backwardness, which is often associated with their low economic potential.

In the first part of the studies performed, approaches were given to the definition of the concept of "small and medium-sized cities", and the theoretical roles that small and medium-sized cities can play in agricultural and non-agricultural activities, as well as in the development of the economic and social space of the regions, were demonstrated. It turned out that they act as sustainable centers of the territories, preserve the country's everyday culture and natural attractiveness for the development of tourism. This allows them to pursue more flexible policies than their big counterparts. These features dictate the need to maintain and develop small and medium-sized settlements, speak of their national importance in the structure of any country. At the same time, along with the advantages, there are a large number of problems that, using the example of Russia, were conditionally divided into economic, social and political, and by virtue of the virtues described, require certain measures to be resolved. To this end, within the framework of the study, it was proposed to distribute small and medium-sized cities by sectors of the country's economy. Examples of already existing sustainable small and medium-sized cities that have occupied a particular sector were used. Thus, using the example of the foreign city of Baena, it can be argued that developed agricultural small and medium-sized cities play an important economic role and can easily master the primary sector of the economy. Given that the economy of a huge number of small towns in Russia is represented in the secondary sector, the example of the city of Gubakha was intended to reveal the key role of small and medium-sized towns in the industrial sector. Following this, it was taken into

account that not all small and medium-sized cities can afford to develop industrial production, therefore, the experience of Uglich was necessary to demonstrate the capabilities of small and medium-sized cities in the tertiary sector. Due to the fact that the development of cities today depends on the quality of knowledge transfer, the example of Pushchino showed that small and medium-sized cities can quite successfully participate in the development of a modern innovative economy.

The results of the analysis reveal the successful resolution of economic and social problems by small and medium-sized cities. Thus, Baena demonstrates that at the initial stage, agricultural orientation solves the problem of employment and investment attractiveness; industrial Gubakha shows how it is possible to create a modern market-oriented production; Uglich is an example of a tourism strategy that has attracted investment and increased living standards, and, finally, Pushchino, which has managed to form as a center of scientific research. All these examples allow us to conclude that in a situation of qualitative development of their potential, small and medium-sized cities can be cost-effective settlements. Now we can say that small and medium-sized cities are not able to solve their political problems, because there is a situation of real dependence of the municipal level on the central government. This is mainly due to the controlled distribution of transfers, when the municipal level depends on financial subsidies from the center, and part of the significant taxes is administered by the federal level. In such a situation, it is impossible to start investment projects or implement a development strategy, since it is necessary to expect the missing financial resources that a small town could have had initially. The deprivation of a significant part of income and asymmetric redistribution provokes an increase in dependency and passivity at the municipal level, an increase in corruption and the unpopularity of local authorities. There is a threat to the effective management of municipal property and profit from its

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use. In such situation, which was the result of the dependence of municipal authorities on higher levels, a small and medium-sized city is deprived of any economic and political tools for the qualitative disclosure of its economic potential. To solve this problem, it is necessary that the policy of development of small and medium-sized cities should be aimed at stimulating independent development and carrying out activities mainly on the basis of their own capabilities. This process can be successful only in the case of equal interaction at all levels, when small and medium-sized cities can independently manage their resources on favorable terms. This will become possible only as a result of the adoption at the federal level of a program aimed at creating conditions for the self-development of small and medium-sized cities. Such decentralization is a difficult transition, however, it provides an opportunity to replace the expectation of federal transfers with policies to improve institutions in the face of competition for investment and human capital. The introduction of these changes is necessary due to the fact that the economic potential is concentrated in small and medium-sized cities, which is not allowed to be revealed by the existing political practice.

Difficulties in defining the concept of "indigenous people"

Definition of the Office of the United Nations High Commissioner for Human Rights gives the following definition: "Indigenous peoples are indigenous communities, peoples and nations that maintain historical continuity with societies that existed before the invasion of the conquerors and the introduction of the colonial system and developed in their own territories, considering themselves different from other strata of society currently predominant in these territories or in parts of these territories. They constitute non-dominant strata of society and wish to preserve, develop and pass on to future generations their ancestral territory and ethnic identity as the basis for their continued existence as a people according to their own cultural model, social institutions and legal systems. "This definition includes the concept of "colonization", which raises a number of questions.

- What is a colony and when did it appear?

All northern peoples at one time or another came to the Arctic from other regions of the Earth, for example, the indigenous people of North America - along the Bering Bridge from Eurasia, when Alaska was connected to Chukotka. There is also a version about navigation, which is developed among related families living in the territories of Alaska and Chukotka.

- The issue of ethnic specificity

Anthropologists study the acute issue of Russian old-timers, head of the Center for Social Research of the North of the European University in St. Petersburg N.B. Vakhtin conducted a study of the Russian old-

timer population with a specific culture in the village of Markovo and others in Chukotka. Should we consider Russian people, several generations living in the territory, as representatives of the indigenous people? They lead a lifestyle close to traditional: a significant part of their diet consists of hunting and fishing products. These issues are also important from the point of view of northern benefits: in Alaska, there are preferences for people who have lived in the state for a year; Russian legislation provides for legal norms for the indigenous peoples of the North, but the Yakuts are not included in this category, since they are not a small people. Note

- Traditional peoples - the impossibility of new technologies?

The ethnographer A.V. Golovnev notes that in a traditional dwelling you can see a laptop and a transported diesel plant. Among the population, the use of modern products is common, for example, canvas covers chum. All new things are quickly mastered by the northerners, anthropologists notice that the best gift for a tundra dweller is a mobile phone that saves battery power for a long time.

Natural economy?

Modern reindeer travel routes or production choices have already been largely influenced by contacts with other economic activities, including oil workers, who are both buyers of products from traditional farms and providers of medical services to indigenous peoples. The companies, in accordance with the rules of social responsibility, provide them with diesel fuel, satellite phones and tools. There is a complex symbiosis, therefore, at present, it is difficult to find an indigenous representative leading a lifestyle that has not changed over the past 100 years. In late Soviet times, the hunting industry was almost completely lost in Chukotka. After the 1990s, its restoration began, during which the experience of Alaskan hunters was actively used, up to the use of the uniforms of the American military as samples of waterproof clothing. Ethnologist I.I. Krupnik in the book "Arctic Ethnology" applied the method of balancing different products by kilocalories to determine the type of economic activity. The researcher studied the amount of products of different origin in the diet of the indigenous people of the North and described the traditional trade exchange: "The main exchange of coastal hunters with Chukchi reindeer herders took place in late August-early September. The Chukchi drove their herds to designated places on the coast or in the valleys of large rivers, where the Eskimos came in canoes. In winter, coastal residents traveled to the reindeer camps by dog sled. The exchange was usually carried out between regular partners, sometimes for two or three generations. Reindeer herders supplied skins, deer meat and veins; Eskimos - products of the marine industry and some purchased goods (tea, tobacco, matches, metal utensils, cartridges).

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Duality of the Indigenous Theme:

➤ a powerful political movement is called upon to restore the rights of representatives of small peoples: in Canada there is an initiative to return land plots to them, over the past 20 years they have been consistently granted to the first nations (Indians). A lot of discussion about the language of the Inuit (Eskimos).

➤ ethnic identity is an important economic aspect of the rapidly developing Arctic tourism. If the indigenous inhabitants of the Arctic regions strive to prove that they are full-fledged residents and strive to remove the burden of "otherness", then tourists are focused on the exotic.

In the North, there is a peculiar mixture of "traditional" and modern cultures. The northern peoples largely learned from each other, for example, one of the groups of the Komi people, during their migration to the tundra, learned reindeer husbandry from the Nenets. Adaptability to Arctic conditions is demonstrated by two breeds of horses: the famous Yakut horse is more shaggy and unpretentious (it can get food from under the snow with its hooves), the Mezen horse can eat dried fish. In the North, horse races are held in virgin snow conditions. Both breeds are "newcomers" and products of the culture of the development of the Arctic territory, which has deeply absorbed local characteristics. Thus, the traditional economy and culture of the northern peoples is a bizarre stratification of different layers. At the Arctic Frontiers conference, a group of indigenous peoples opposed the use of the term "frontier", perceiving it as reflecting the process of subjugation. There are many similar problems: in the English-language literature describing the situation with small peoples in North America, the term "aboriginal culture" is used. Not far from the city of Naryan-Mar was the city of Pustozersk, which recently turned 500 years old, it is notorious for being the place where Archpriest Avvakum died. In Naryan-Mar there is a functioning church of the Old Believers of Pustozersk. From the Arkhangelsk region, the development of the northern territories continued towards Western Siberia. A group of Russian peasants lived in the tundra near Dudinka for more than 100 years. Currently, there are five indigenous peoples of Taimyr: Dolgans, Nganasans, Nenets, Evenks and Enets.

Importance of self-sufficiency in food

Marine fur hunting is practiced in Chukotka and among the Eskimos of Greenland, who have quotas for whales, an important element of their diet. There are many protest movements on this issue, it is important to emphasize that the indigenous peoples of the North have functional features of the body. A different nutritional system involves lipid-protein metabolism, in which energy is released during the breakdown of fats, and not proteins and carbohydrates. Accordingly, the entire metabolism in the body is tuned to other types of food. Professor E.R.

Boyko from the Institute of Physiology of the Komi Scientific Center of the Ural Branch of the Russian Academy of Sciences notes a decrease in the level of glucose in the blood (mmol / l) in migrants with an increase in the time of their stay in the North.

By eating exclusively fatty foods, indigenous peoples do not experience the consequences that would be inevitable for Caucasians with such a diet, including elevated cholesterol levels. Fat in the body of the northerners is instantly processed into energy, which helps them not to freeze. Kolpachen is the national dish of the Eskimos and has led to the deaths of a number of Arctic travelers. The transition of the indigenous population to unusual products leads to metabolic disorders, an increase in the number of people suffering from cardiovascular diseases and diabetes. Problems of northern and southern peoples are equally actively discussed at international conferences. Meat, blood and fat also predominate in the diet of Masai pastoralists in Africa. Thus, traditional crafts are vital for the indigenous peoples of the North. A migrant's body that is not adapted to northern conditions is subject to the following negative consequences for 8–15 years: earlier aging, an increase in morbidity, and chronicity of diseases. The polar adaptive metabolic type is faced with the problem of early exhaustion of the reproductive function and the limitation of response limits to stimuli. The distribution of chronotypes among the surveyed inhabitants of different regions of the North shows an increase in the number of "owls" that are better able to tolerate the conditions of the polar night in the northern geographical latitudes (V.I. Khaisnullin, "Distribution of chronotypes and resistance to psycho-emotional stress in uncomfortable climatic and geographical conditions"). Among the indigenous people, there is an increased proportion of people with the leading right hemisphere of the brain (imaginative thinking). Arctic tourism is a rapidly developing industry, the specifics of which, as in mountain tourism, are a significant role played by risk and the search for vivid impressions. The slogan "I was in the Arctic and survived" well conveys what the Arctic region is attractive for tourists. Untouched nature is the second important element of tourism, cruise ships make routes past the places where whales most often surface. Introduction to the indigenous way of life of the northern peoples (dog riding) is an element of exoticism. The largest number of tourists visits Alaska, Norway and Lapland, the next most popular Arctic territories are Iceland and Yukon. In Russia and Greenland, the tourism industry is just beginning to develop.

• Sea cruises are one of the most powerful sectors of Arctic tourism, the growth of which is associated with climate warming, due to which an increasing number of water areas are freed from ice (at the same time, the tourism industry of Scandinavia

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suffers). Main points of visit: Greenland, Svalbard, Franz Josef Land, northeastern Canada. Over the past 10 years, there has been a doubling of cruise ship passengers arriving in Juneau, the capital of Alaska, which has a population of about 30,000 residents and welcomes more than a million tourists a year. On cruise ships the size of a five-story house, representatives of older age groups who want to join the beauty of wildlife travel. A typical problem of cruise tourism areas: a significant part of the money goes to tour organizers, who are often owners of souvenir shops, etc. This limits the contribution of tourism to the economy, which is why some shops put up "local owners" signs.

□ *inspection of territories and glaciers and with the help of small aircraft* - a small but developed tourism sector in Alaska, which is characterized by the widespread use of light aircraft.

- ethnic tourism Alaska

The city of Juneau arose from gold mining, which has now gone to more northern areas. The capital of Alaska offers tourists many types of recreation, while special attention is paid to environmental cleanliness, for example, used water is exported in tanks for further processing. Alaska is actively using the Russian period of its history to attract tourists: the Orthodox Church is a landmark of Juneau, one of the city's catering points is called "Pelmeni", among the souvenirs you can see nesting dolls. The glacier is a popular attraction in Juneau, providing tourists with the opportunity to admire the untouched nature. Arctic tourism is usually characterized by seasonal fluctuations. The city of Sitka (the capital of Russian America) receives hundreds of thousands of tourists, located across the strait from Chukotka, the city of Nome - 4 thousand tourists, providing employment for residents in the tourism sector. We emphasize that attracting tourists to get acquainted with untouched nature implies concern for its condition. For residents of small tourist areas, patience is important, since their life is characterized by difficulties in respecting personal space and deliberately maintaining traditional aspects.

Norway

Over the past 15 years, Norway as a whole has seen a multifold increase in the number of cruise tourists. The largest northern ports of arrival are Nordkapp and Tromsø, the southern ones are Oslo and Bergen. Tourism is very important for the country's economy, the tourism market provides 6.7% of jobs in Nordland and 9.8% in Finnmark (2009). Animated film "Frozen" played a huge role in the popularization of Norway - the highest-grossing film in the history of cinema (the fees exceeded a billion dollars). It gained the greatest popularity in the United States: after the premiere in 2013, visits to the official Norway tourism website by American users tripled in three months. The ensuing tourist boom led to a sharp increase in the number of foreign tourists who came to Norway in the

following years. 2018 was a record year in many locations, the growth was more than 20%. The influx was largely due to the northern part of Norway, including the Lofoten Islands and the Tromsø region. In 2019, a cruise ship ran aground and 1,300 people had to be transported by helicopter. Tourists actively visit Reykjavik and Svalbard.

Greenland

Greenland is a country with heavy start-up capital for tourism development, which has entered the "tourist race" relatively late, with the goal of "seeing icebergs before they melt due to a warming climate." The island has a lot of untouched nature, but little infrastructure, not everywhere there is Internet. The experience of Greenland is useful for Russia, which has a vast Arctic region that is more diverse both culturally and naturally. On the island, tourists are invited to: get acquainted with the northern lights, mountains, glaciers and waterfalls, ski and water trips, communicate with the indigenous people, visit the interactive museum. Small fishing villages are experiencing an exodus of population ("female exodus") and are being repurposed from fishing to the tourism sector. One of them has become a center for winter swimming.

Russia Russian Arctic tourism includes:

- icebreaker cruises to the North Pole - a unique Russian tourist destination;
- for diversity, a tourist should go to the Murmansk region, where the Northern Lights Village with domed houses with glass roofs is open. An old Chinese legend says that a child conceived under the light of the northern lights will be happy throughout his life. In the area there are some of the oldest ski resorts in the country, you can get acquainted with the culture of the Sami. The northern lights have become the object of specialized tours, during which training is given to observe this natural phenomenon, including to the small polar village of Teriberka on the coast of the Barents Sea. The coast has the status of a closed territory for defense reasons, but Teriberka, famous for the feature film Leviathan, was opened to the public in connection with the construction of a natural gas liquefaction plant, coming from the Shtokman field. The plant was not opened, and the village became a tourist attraction, where 5 Arctic festivals "Teriberka. New Life" were held. The last festival brought together 5,000 guests. When Leviathan came out, it not only attracted a flood of nostalgic tourists, but also attracted the eco-friendly business. Residents of the historical part of Teriberka are strongly recommended to participate in a housing improvement program that involves their resettlement. Not all local residents are happy about this, as they are interested in the development of the village. The experience of harmonious coexistence between the tourism industry and the local community in Teriberka has not yet developed. The road to the

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village is regularly covered, so you can stay there for a few days, until special equipment arrives from Murmansk. As a suburb, Teriberka is focused on attracting the population to the city, therefore, external stakeholders, who own the main objects of tourist infrastructure, play an important role in the development of tourism, namely:

- the Plutorana Plateau is the shooting location for the feature film "Territory", which is an adaptation of the novel of the same name by O. Kuvaev and contributed to an increase in the tourist flow to the Taimyr Peninsula.

- Chukotka, Yamal and the Nenets Autonomous Okrug put a lot of effort into the development of tourism.

- for the depth of reflection of ethnic specificity, a tourist is recommended to go to the Republic of Sakha (Yakutia). Yysakh is a Yakut holiday associated with the summer solstice (June 21). Like many northern peoples, the longest day of the year is celebrated with all sorts of ritual actions and festivities. The holiday has a large-scale character and is accompanied by costumed dances and traditional types of competitions. The Pole of Cold is a place where the air temperature drops to record lows; in Russia, it is located in Yakutia near the village of Oymyakon. In the Komi Republic there is a program "Ethno-Republic". Gornoknyazevsk is located in the Yamalo-Nenets Autonomous Okrug near the city of Salekhard, where the National Center offers tourists interactive forms of participation in the life of indigenous peoples, including traditional competitions, for example, jumping over sleds.

Problems of "ethnic" tourism:

- interference in private life, discrepancy between the schedules of the rhythm of life of representatives of the northern peoples and tourists, for example, the inhabitants of the tundra depend on the needs of deer;

- security, which requires the presence of the Internet; compliance with the sanitary requirements associated with gastronomic tourism, since the traditional diet of indigenous peoples can be not only shocking, but also dangerous for residents of large cities. For local residents, it is raw venison and blood that are important, which are a source of vitamins, since their diet does not include vegetables and fruits. Modern Arctic tourism involves gaining new experience, that is, maximum immersion, which may not always be accompanied by pleasant surprises.

- instead of an authentic environment, tourists get acquainted with a demonstration of traditional culture adapted for them.

Summing up the consideration of the tourism industry in the Arctic, it is important to raise the question of how traditional the way of life of the northern population should be preserved. Unfortunately, the colonial style of cultivating the

exotic is maintained in Russia, while it also supports the culture of the indigenous peoples of the North, which is mainly expressed in song and dance festivals.

Yamalsky district of the Yamalo-Nenets Autonomous Okrug

Studies show that nomadic families of reindeer herders in the Yamal region of the Yamalo-Nenets Autonomous Okrug answer the question: what means of communication and information do you use in the tundra? - Most often they answer that they use cellular (94%) and satellite phones (59%). More than a third receive information via the Internet and satellite television. It should be noted that in the Arctic there is a difficult situation with the Internet in a significant number of territories, including cities. Many people in the North use the WhatsApp application, but it does not support the national languages of the indigenous peoples. Thus, measures to support representatives of the small peoples of the North are significantly behind the times. Currently, there is an acute problem of finding ways to maintain traditional culture, adequate to its current state. A few years ago, the computer game "Never Alone", based on the Eskimo epics, received a wide response.

New arctic industries. New directions in the Arctic are associated with cold, namely:

- testing equipment at low temperatures - a test site in Yellowknife, Canada;

- bitcoin mining - due to the low cost of electricity, it is especially developed in Iceland, local environmental organizations are unhappy with this, because there is a growing need to build new power plants that are not useful for preserving untouched nature;

- aluminum smelters in Iceland are also associated with the cheapness of electricity, including from hydroelectric power plants, powered by water from melting glaciers. Two HPPs are located near the city of Reykjavik, the construction of one of them led to the flooding of a vast area of one of the most beautiful valleys with waterfalls and glaciers in Iceland.

Note that in the Arctic, you often have to make a choice: to preserve the untouched beauty of nature and offer it to tourists, or to develop industry, supporting the economy, but creating problems for the environment. Iceland effectively sells its landscapes to the cinema, more than two dozen films or episodes (including Martian landscapes) have been filmed on the island.

The main features that determine the approach to planning socio-economic development and to solving a number of problems in the Arctic zone, mainly in the Russian Federation, but based on foreign experience. The Arctic is a special territory in which many patterns of socio-economic development that are applicable to densely populated areas, the main zone of settlement, do not work. The Arctic must be approached with a special measure. This is noted by

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many experts who develop strategies for the development of Russian regions, faced with the Arctic region and coming to the understanding that the usual mechanisms do not work here. Sectors of the economy of the Arctic region:

➤ modern "office" sector - social sphere, finance, insurance, administration, scientific and technical activity and art;

➤ service industries - trade, transport, communications, hotel and restaurant business - play a significant role in a number of regions of the foreign Arctic;

➤ industry - occupies relatively small shares in foreign Arctic countries, in Russia - plays a significant role, ranging from 50% to 75%;

➤ agriculture, forestry and fisheries.

1. The structure of the Arctic economy includes three sectors: public services, large resource corporations, traditional economy.

- a network of small and medium-sized enterprises, as a rule, is absent, a large company or a consortium is often a monopoly, forming a monoprofile region;

- local small business is reduced to two segments, formed on the basis of the advantage, which is determined by the need for specific knowledge and the presence of specific needs. These are areas associated with a special climate, permafrost, mining equipment and specific conditions for the occurrence of rocks (oil service), and tourism. If a small business overcomes existing restrictions, then it implements projects related to new technologies and specific niches. Purchases from regional entrepreneurs require special government support measures;

- The main competitive advantage of companies operating in the main settlement area is the advantage in price. It does not work in the Arctic, because the rise in the cost of goods occurs due to a number of factors: remoteness from production sites, high cost of construction work (permafrost conditions require special technologies), the inability to obtain economies of scale - a small market does not allow the development of large local enterprises working for regional demand;

- the problems of domestic business are associated with the northern benefits that lie on the shoulders of the employer. It is difficult for small companies to fulfill these obligations; at present, this problem has no solution.

Development cycles of resource regions in normal and arctic conditions:

Standard mechanism for diversification on the example of the mining industry:

○ stage 1: field → city → export of raw materials

○ stage 2: field → city → processing enterprise → export of processed raw materials

○ stage 3: import of raw materials deposit → city → processing enterprise → export of raw materials processing products

Mechanism of diversification on the example of the mining industry in the Arctic:

○ stage 1: deposit ⇌ labor/raw materials ⇌ base settlement → export of raw materials

○ stage 2: deposit ⇌ raw materials / ensuring the operation of the deposit ⇌ base city → production service

○ stage 3: export of food products ← city and production service

Modern deposits in North America, in the Magadan region and in large areas of the Kolyma are being developed on a rotational basis. To create additional production, that is, additional added value in the base city, there is not enough labor, in addition, it will be necessary to invest significant funds in construction and infrastructure. At the same time, in the case of the creation of a manufacturing industry, it will be difficult to export products. As a result, a production service or production associated with servicing the geological and specific northern conditions of local raw material areas, providing additional diversification, turns out to be able to survive. In the Magadan region, a mechanical plant produces equipment for processing alluvial gold rock, taking into account the needs of specific Kolyma deposits. This example shows that the operation of the enterprise is possible in the northern cities. All large Arctic cities (Vorkuta, Norilsk) have developed scientific and technical support, for example, specialists in the field of construction work in permafrost conditions. Despite the fact that the North is most often expected to develop "naked" raw materials, accompanied by intelligent service for the raw materials industries, in some cases, even after the depletion of the deposit, it is possible to continue the operation of the production service. The city of Fairbanks, originally created as a gold mining site, has grown scientific consulting firms, specialized architectural firms,

2. The Arctic - the zone of remoteness and the zone of the frontier

➤ cities growing in frontier industries experience a "boom and bust" cycle: a boom in frontier economic activity is usually caused by the discovery of a new resource or the removal of a barrier to its development, followed by a phase of resource depletion and a decline in economic activity;

➤ cities developing on traditional industries - cities, as a rule, existing for several centuries, or cities that arose in connection with the development of a deposit. A vivid example is the "oil" cities that appeared in the Soviet Union on the territory of Western Siberia in the mid-70s.

Speed in the Arctic zone matters: the faster the city grows, the higher the risk of collapse and

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depopulation. If cities are not connected with the frontier cycle, then they have resilience even in a crisis situation. In many cases, large bases for the development of the North (Dikson, Norilsk), created as permanent ones, turned out to be temporary, and vice versa - residents of officially liquidated villages continue to live in them (the village of Stary Varandey).

3. Another system of settlement and economic relations Three main segments of the Arctic:

➤ developed zone / "near North" - centers and periphery: Murmansk region, northern Scandinavia. The developed zone is characterized by an established network of cities located in relative proximity to each other, which makes it possible to scale economies. In accordance with the classical theory of the German geographer W. Christaller, the network structure of settlements provides access to the service sector, rapid movement between cities and effective management. Small settlements in the developed Arctic territories save on the placement of service enterprises that are located in a large city, where many functions are concentrated and good roads lead. A large enterprise located in a central city has a significant market for exporting products and the possibility of economies of scale.

➤ remoteness zone - "eternal" centers and areas of "traditional economy": the north of the Arkhangelsk region. "Eternal" centers were created before the last major resource cycles, due to the remoteness from the center, social services (medicine, education) existing on the periphery are inaccessible to settlements on the periphery, so any settlement with 5 thousand inhabitants is distinguished by its ability to self-sufficiency. The criteria of the European part of Russia in the field of providing social and administrative services should not be transferred to the Arctic regions, where it is necessary to develop new forms of self-support or mobile services. During the Soviet Union, there was the practice of "Red Plagues", created to provide comprehensive assistance to the nomadic population of the tundra. They traveled on reindeer sleds from village to village, delivering teachers, doctors and projectionists. Currently, in the Khanty-Mansi Autonomous Okrug on the ship "Nikolai Pirogov", cruising along the river. Ob, a polyclinic has been organized, which conducts medical examinations for residents of remote settlements.

➤ frontier zone - development bases and resource areas: when powerful and rapid development takes place in resource areas, the prospect of their development becomes the creation of a semblance of the main settlement zone (new cities and roads). Governor of the Nenets Autonomous Okrug A.V. Cybulsky notes that the Arctic requires large-scale projects. Of the three sectors of the Arctic economy - the public sector, traditional economy and large

resource corporations - the last survives. Not only the scale of the company is important, but also the speed of development, which allows you to quickly get a return. Experience shows that the major resource projects implemented in the Arctic have left behind cities and developed territory, while their development proceeded at a high speed. The frontier is an explosive development: the "gold rush", the development of the reserves of Western Siberia. Under the development of a powerful resource, an infrastructure similar to the infrastructure of the main system of settlement begins to be created; in the course of conquering the North, the Arctic specificity "breaks down". There are two possible scenarios for the development of events:

○ depletion of deposits leads to the formation of "ghost towns" or mono-profile towns in a difficult socio-economic situation, there are problems of resettlement;

○ American economist L. Husky described the "D. London effect": during the frontier phase, a large volume of the market and a network of settlements were created, a basis for further development was accumulated, which allows the territories to live according to the laws of the main settlement zone.

The main difficulties noted in the Arctic region are: long distances, a sparse network of settlements that prevents the formation of a sufficient market volume, and the cyclical development of frontier zones.

➤ **seasonality**- is associated with climatic features, affects the availability of food and its cost, transport accessibility (winter roads, summer navigation), features of industrial production and the work of housing and communal services. ○ social seasonality: northerners have long holidays, which are more important for them than for residents of central Russia. Thus, during the summer period, there is a shortage of labor in all sectors at once, including the medical and commercial sectors.

○ **seasonality in the extraction of raw materials**: The American model of oil development calls for all installation work to be carried out from frozen sites to ensure environmental responsibility and not damage the thin tundra vegetation. Currently, the commissioning of the Tomtor deposit of rare earth metals in Yakutia is being considered. The need to transport ore with a low radiation background (less than in an airplane) caused protest movements in the region, which Khatanga joined, where it was planned to store the ore for six months, since its transportation is possible only by winter roads.

□ **low population**- does not make it possible to create the necessary market volume, and is also the reason for the lack of specialists, which is recognized as the main problem in almost every northern village. To eliminate it, both in Russia and abroad, a lot of special measures and benefits (payments, provision of housing) have been developed. Having provided

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remote settlements with modern technology, it is necessary to provide them with specialists serving it. At the same time, trained experts often leave remote areas.

In different regions of the Arctic, development is proceeding in two main directions (depending on the situation):

➤ **scrapped:** implemented in the frontier regions - "Let snowstorms rage nearby, it will be necessary - we will melt the ice" (a line from a song of the 60s). In the process of developing new and resource-rich territories, instead of seasonal navigation, an efficiently operating highway is mastered - the Northern Sea Route, the environment is being arranged: roads are being laid, cities are being built.

➤ **fixture:** in the absence of a significant resource in the Arctic regions, special laws begin to work. As symbols of ongoing processes, you can use a house on stilts, built in such a way as to protect the permafrost from the thawing process, and sleds - the most efficient northern transport.

Principles of effective organization of management in the Arctic:

□ **concentration-** alternation of active and passive phases, vigorous activity is concentrated in compressed time and space intervals, for example, an enterprise needs to bring in equipment, spare parts, fuel (preferably with a margin) during the season;

➤ **polyfunctionality-** the traditional principle of managing in the North (the deer is both transport, food, and clothing), the key to the innovative development of remote settlements through the institution of local multifunctional innovation centers;

multifunctionality of the Arctic in modern conditions:

• **at the level of individual enterprises and settlements:**

□ dissemination of food self-sufficiency practices;

□ heat and power supply based on local and/or renewable resources, consistent transition to distributed energy

• **at the level of individual specialists:** specialists traditionally take on a number of functions that, in the conditions of inhabited territories, are delegated to individual organizations or professionals. In general, in the Arctic regions, the combination of professions is more common than in the southern ones: medical workers master broad competencies and can provide assistance in more cases, a driver in the North must have the skills to repair a vehicle.

➤ **mobile infrastructure-** alternate use of the resource by users located remotely from each other, for example, mobile slaughter complexes for deer;

➤ **zoning-** territorial differentiation of priorities, target indicators and mechanisms of socio-

economic development, consistent with the main provisions of the Spatial Development Strategy of the Russian Federationo **most developed areas-** are the place where it is most expedient to place the support bases for the development of the Arctic. Increasing the efficiency of the economy in the most developed areas should be ensured by measures developed for densely developed territories, including year-round and round-the-clock transport accessibility;

○ **buffer zones-** transitional not only in space, but also in time. Buffer zones are areas of active economic development, for which a consistent set of measures should be planned, focused either on gradual "additional development" to the state of a developed territory, or on a long-term curtailment of activities, reclamation of the territory and its return to a "natural" state. The first case involves the development of a road network, the second - the closure of sites. Controlled compression is a difficult decision, involving understanding the dynamics of the development of the territory and considering the possibility of its "revitalization". In a 1961 paper, economist S.V. Slavin noted that stopping the work of the "dead railway" (Salekhard - Igarka) was the right decision, since it is impossible to build in such harsh conditions in the north of the Yamalo-Nenets Autonomous Okrug, the road towards the city of Norilsk is possible only along the river. Yenisei. In the same year, F. Salmanov discovered large oil reserves in Western Siberia, and a few years later new railway lines were opened. Preservation of the "dead road" would save the Soviet Union a significant amount of money. We emphasize that the development of the Arctic territories took place with great difficulty, so complete elimination is not advisable. Special parameters are needed to keep base settlements as a reserve even in the absence of active development of the surrounding territory. a few years later, new railway lines were opened. Preservation of the "dead road" would save the Soviet Union a significant amount of money. We emphasize that the development of the Arctic territories took place with great difficulty, so complete elimination is not advisable. Special parameters are needed to keep base settlements as a reserve even in the absence of active development of the surrounding territory. a few years later, new railway lines were opened. Preservation of the "dead road" would save the Soviet Union a significant amount of money. We emphasize that the development of the Arctic territories took place with great difficulty, so complete elimination is not advisable. Special parameters are needed to keep base settlements as a reserve even in the absence of active development of the surrounding territory.

○ **least developed lands-** the classic hard-to-reach, roadless Arctic with the most severe conditions, where the implementation of the triad of principles is especially effective: impulsiveness, mobility,

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multifunctionality. The fight against off-road involves investment in the development of off-road transport.

Policy implementation success criteria:

➤ **traditional:** large investment projects that provide jobs for thousands of jobs often involve costs that are not comparable to the benefits, the northern territories need not quantitative (many workers), but qualitative indicators (skilled specialists);

➤ **arctic:** territorially differentiated performance criteria.

• **Poor cell and internet coverage** and low reliability: they hinder the socio-economic development of the regions, lead to difficulties in

providing emergency assistance, hinder the development of tourism and a positive perception of the region, and lead to problems in production. Laying fiber optic cable along the Northern Sea Route faces political challenges, permafrost creates problems for laying cables over land, and it is difficult and expensive to provide Internet communications via satellites in elliptical orbit ("Yamal"). There are plans to implement the total coverage of the territory with Internet communications as a pilot region for a low-orbit satellite communications project ("Sphere" or an analogue). Several projects are working on creating a network of several dozen satellites.

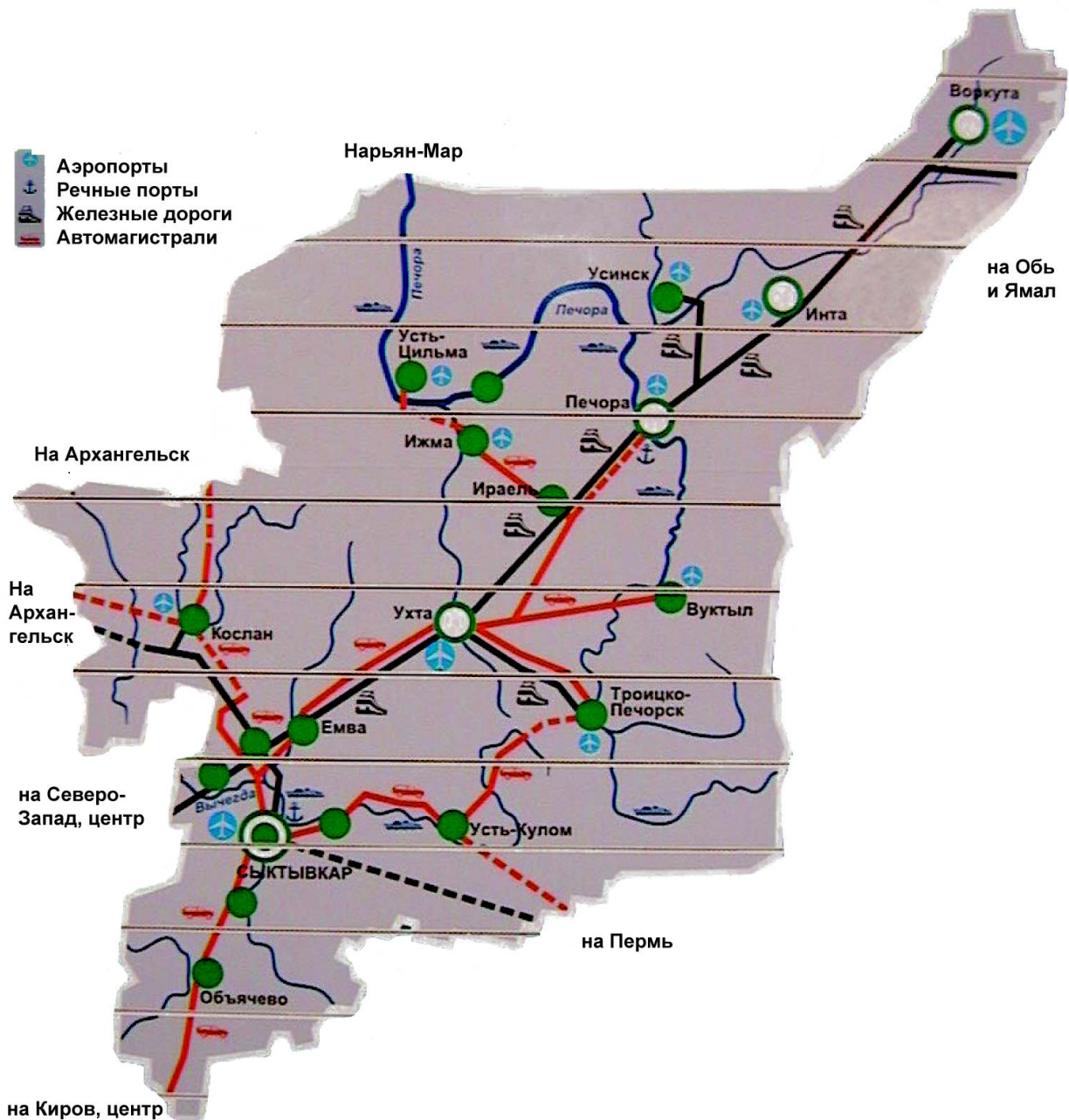


Figure 2. Map of transport routes and communications in the Komi Republic

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- **Low density of year-round roads, lack of terrestrial communication with all settlements** as a result - high transport costs. Solution: building roads and developing new forms of off-road transport. In Yakutia, a new type of airship was tested, the idea of using them appeared long ago, but it faced a number of problems.

- **Seasonality, including the seasonal nature of the delivery of goods.** To solve this problem, it is necessary to provide for the replacement of the northern delivery with local resources. Architects in Alaska include in the design of the house the possibility of a one-time delivery of all the necessary materials to a remote village by one small-engine aircraft.

- **Periphery/remoteness - low susceptibility to innovation** in peripheral rural communities due to the lack of human capital and material resources, as a result - the high cost of life support. For example, there is a high demand among the administrative structures of a number of territories for information about new technologies and features of self-sufficiency, for example, the construction of a dam in difficult climatic conditions. The solution is to use in the Arctic the methods used in the field of social innovation, when a specific person is selected as an intermediary between the local community and the carriers of new technologies, for example, a teacher who is able to introduce and use innovations (wind power plant).

- **The high cost of life support for remote settlements.** The solution is self-sufficiency or liquidation of settlements. The key factor for choosing a strategy is the decision of the residents. In foreign Arctic regions, there are works dedicated to helping small communities in a crisis situation, the first proposal in them is to search for a local leader (and not an investor). In some settlements, representatives of older age groups support the idea of resettlement, in others, it is advisable to use a flexible system of legislative standards. A person who wants to live in the wild in Alaska independently builds a road to his house and installs solar panels, freeing local authorities from the need to deliver fuel and a socially significant set of products to him. Russia fulfills a wide range of social obligations, the impossibility of providing them paradoxically leads to the liquidation of remote settlements. Therefore, people should have the right to make lifestyle choices - while taking responsibility for their lives and health.

- **High construction cost,** as a result - low rates; the use of non-adapted technologies, as a result - a high level of accidents. Solution: creation of a pilot quarter to select the best design and technological innovations for the Arctic regions.

- **High transport costs for the import and export of agricultural products,** low demand in the Russian market. To solve the problem, there is a range of possibilities: promotion of products to the markets

of large cities of Russia and to foreign countries, development of gastronomic tourism and infrastructure for primary processing of products, sales in corporations of subsoil users. For the Nenets Autonomous Okrug, the traditional approach is the delivery of products produced throughout the district to the regional center - the city of Naryan-Mar, while in the eastern part of the region there are winter roads that provide the opportunity to use a much shorter route to the city of Vorkuta, in the western part - faster and it is easier to export products to the city of Arkhangelsk through the city of Mezen. Note that the Arctic almost always requires non-standard solutions.

- **Threats of degradation of the traditional way of life of indigenous peoples and the ecology of the environment.** Solution: distance education for representatives of the indigenous peoples of the North, including the development of textbooks in national languages, the introduction of the practice of nomadic schools, the creation of digital archives of culture, including recordings of traditional folklore and rituals, the involvement of representatives of indigenous peoples in the creation of video products, the development of computer games. Ensuring a healthy lifestyle, including self-diagnosis based on the use of automated medical devices, educational work and a "hot line" for residents of remote settlements. In nature management: the use of digital technologies, the use of unmanned aerial vehicles to optimize the routes of movement of herds, control the quality of the state of pastures, and warn of predator attacks.

- **Low level of entrepreneurship development** driven by a number of barriers:

- **institutional**- the need to provide northern benefits provided for by the Labor Code of the Russian Federation;

- **natural**- heating and capital construction costs; ○ **economic**- high transport costs.

Solution: compensation for the costs of entrepreneurs aimed at providing northern benefits, or revision of the preferential system.

Stages of implementation of the Concept

The implementation of the scenarios described in the next section is supposed to be carried out in three stages, regardless of which scenario is chosen as the main one. The proposed phasing is linked to the stages of the implementation of the Tourism Development Program in the Komi Republic for 2018-2035.

1. Stage 1 (2018-2025):

- Orientation to work with the existing tourist flow, as well as the residents of Syktyvkar itself.

- The strategy for the development of tourism in the region during this period is also aimed at working with the existing tourist flow and its main supporting segment - urban tourism. At the same time, events are being held to brand the territory through local cultural projects.

2. Stage 2 (2026-2030):

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• Involvement in the activities of the Concept of residents of large cities of the Komi Republic (Ukhta, Inta, Vorkuta, Usinsk), towards the end of the stage - also residents of cities within 24-hour transport accessibility by car.

• The Republican Tourism Development Strategy at this stage is focused on working with the markets of intra-regional Russian tourism. Work continues on the branding of the territory (environmental standards in life, business and construction, brands of local goods).

Stage 3 (2031-2035):

• Involvement in the events of the Concept of residents of large Russian and international cities (Moscow, St. Petersburg, Helsinki, Perm, Kirov)

• The Republican Tourism Development Strategy at this stage involves entering the national and world markets with unique food products. Territory branding focuses on the nuances of international positioning.

Within the framework of this Concept, three main scenarios for the development of tourism in Syktyvkar have been developed, differing in the volume of transformations of the urban environment and infrastructure, and, consequently, in the volume of required investments. Scenario "Standard of minimalism". The scenario assumes a bet on the implementation of minimal (point) transformations to correct and, if possible, strengthen existing trends and processes (a stable flow of business tourists, a progressive increase in the effective demand of Syktyvkar residents).

Projects implemented under the scenario:

• Competition for urban small sculptural forms.

• Creation of a relaxation and recreation center with the national and cultural flavor of the Komi (attracting a private investor).

• Creation of a restaurant of national Komi cuisine (attracting a private investor).

• Improvement of ski slopes for maximum involvement of the population and visiting tourists in them.

• Creation of (chain) restaurants around the airport and in the area of the railway station (at points of concentration of business audience and transit flow)

• Implementation of information projects aimed at tourists and citizens (maps, booklets, guides, souvenirs emphasizing the dignity of Syktyvkar)

The main characteristics of the scenario:

• Relatively low cost of implementation.

• Focus on point transformations (this requires a powerful analytical base to justify the choice of the proposed impacts in order to obtain the maximum result at minimal cost).

• Quick payback (investments in the urban environment and understandable "consumer" investment projects give a tangible, visible effect in 1.5-2 years).

• The possibility of effective use of the Komi brand (two iconic points - a restaurant and a relaxation and recreation center - complemented by ethnic motifs in small sculptural forms).

Scenario effects:

• Increasing the capitalization of certain territories within Syktyvkar by creating new attractions for the population of Syktyvkar (in the logic of public spaces, an attractive urban environment, as well as improving existing services);

• Partial utilization of effective demand from business tourists and the population of Syktyvkar;

• Partial leveling of the seasonality of demand for tourism and related services (due to the project of a restaurant and a relaxation and recreation center).

Scenario risks:

• Lack of a cumulative effect (insufficient capacity of projects for a significant increase in the quality of the urban environment and tourism offer, as well as for updating the personnel of the industry);

• The outflow of effective demand from the region due to the focus on "leaving" types of tourism related to the economy segment of the market, as well as the growth of population mobility;

• Lack of opportunities to intensify the development of small businesses in service industries in relation to tourism.

Scenario "Golden Mean"

The scenario is focused on the creation of a specialized "tourist" zone in the city in parallel with the renewal of the urban environment (the creation of small sculptural forms, the launch of restaurant and relaxation center projects, etc.).

Projects implemented under the scenario:

• All projects envisaged by scenario No. 1 (competition for small urban sculptural forms, creation of a relaxation and recreation center, creation of a restaurant of national cuisine, improvement of ski slopes);

• Creation of a single pedestrian zone serving as a place of attraction for tourists;

• Creation of a TIC to increase the awareness of Syktyvkar guests about the tourist opportunities of the city.

• Reconstruction of the Kirov Park

• Creation of national handicrafts stores and national SPA-centers in the airport area (at the point of business audience concentration)

• Construction of a three-star tourist class hotel

The main characteristics of the scenario:

• Relatively low cost of implementation (the costs of creating a single pedestrian zone are mainly associated with the legal "cleaning" of the areas intended for rent, as well as with the possible costs of subsidizing part of the costs of tenants in the first 1-2 years of the project launch - depending on the chosen mechanism for the implementation of the project and the degree of its investment attractiveness);

Impact Factor:

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

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

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

- Ensuring the specialized development of one of the territories (pedestrian street) in the logic of the tourist "cluster" (points of concentration of the maximum number of objects that are attractive to tourists, including shops, catering establishments, objects of the urban environment);

- Payback in the medium term (3-5 years);
- Partial leveling of the seasonality of demand for tourism and related services (due to the project of a restaurant and a relaxation and recreation center).

Scenario effects:

- Forced increase in the capitalization of one of the territories;

- The possibility of launching the process of gentrification - the renewal of urban facilities and territories adjacent to the territory of intensive development (in this case, a single pedestrian zone), by increasing the cost of land and increasing the attractiveness of the territory as a whole;

- Connecting small and medium-sized businesses to the development of the tourism industry in Syktyvkar;

- Creation of a recognizable (unique, memorable) image of Syktyvkar due to the concentration of investment resources within one territory (the possibility of transformation and a sharp increase in the quality of this territory).

Scenario risks:

- Low investment attractiveness of the territory proposed as a site for the development of a single pedestrian street (including the lack of "closing" objects capable of generating and structuring the flow of people);

- Insufficient flow of people for the capitalization of a single pedestrian street (including due to the gap between price categories / classes of services provided for business tourists and residents of Syktyvkar);

- Lack of an event component capable of attracting both tourists and residents of the city to a single pedestrian street;

- Organizational imbalance (multidirectional actions to improve the quality of the urban environment).

Scenario "Perfect is the enemy of good"

The scenario is focused on the implementation of the widest possible range of projects that can ensure the most active development of the tourism industry in Syktyvkar.

Projects implemented under the scenario:

- Draft scenarios No. 1 and No. 2;
- Project for the construction of a country club - an eco-resort in Bely Bor, focused on family holidays;

- A business incubator focused on creating a constant stream of new projects in the tourism sector (including to ensure regular updating of product lines for the souvenir and handicraft industry);

- Updating and diversifying the Syktyvkar event calendar (including public lectures, master classes, youth flash mobs, etc.)

- Creation of a visitor center for natural areas, which are the hallmarks of the Republic as a whole

- Formation of a single space for active tourists (external) and citizens (bike paths, parks and ski slopes), united by a common logistics, service and information platform

- Project of an urban tourist route with a start and end point at the airport

The main characteristics of the scenario:

- Significant cost (relative to the first, minimalistic scenario);

- Portfolio approach to projects;

- The possibility of expanding the use of the Komi brand (by increasing the variety of options for using the corresponding visual range);

- Payback in the medium and long term (in the horizon of 5-7 years).

Scenario effects:

- Balanced development of the tourism sector in Syktyvkar (due to a parallel stake on two sources of demand - business tourists and city residents), reducing the overall riskiness of the strategy;

- Ability to start the gentrification process;

- The influx of effective demand from the population of Syktyvkar;

- Partial leveling of the seasonality of demand for tourism and related services (due to the project of a restaurant and a relaxation and recreation center).

Scenario risks:

- Organizational problems (due to the rather high complexity of the scenario implementation in terms of management and administration of the relevant processes, as well as in terms of continuity);

- Shortage of funds from private investors (lack of "long" money in the face of macroeconomic uncertainty).

Conclusion

The implementation of the Fundamentals of the State Policy of the Russian Federation in the Komi Republic for the period up to 2035 on the development of tourism, hotel industry and hospitality will ensure outpacing all-Russian growth in the quality of life and incomes of the population of the Arctic zone of the Russian Federation, including people belonging to small peoples. Today, the main trend in the development of social infrastructure facilities in the Republic of Komi AZRF is the elimination of disproportions that cause a decrease in the availability of high-quality social services in cities and towns that are not administrative centers, in remote and small settlements. The current state of social infrastructure in the Republic of Komi AZRF does not allow to fully perform its compensatory function and in most settlements does not provide an acceptable level of living comfort.

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