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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 2 MURMANSK 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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On the territory of the Russian North there are 22 historical cities of regional significance, of which five are small towns that have the status of a historical city

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of federal significance. The shortened list for 2023 of particularly valuable historical cities in Russia includes small towns in the Russian North that have retained most of the old buildings: the Vologda cities of Belozersk, Totma and Veliky Ustyug, the Arkhangelsk cities of Kargopol and Solvychevodsk. Such large cities as Arkhangelsk, Cherepovets and Vologda have lost the official status of a historical city.

And in Solvychevodsk, one of the smallest cities in Russia with a unique mud treatment resort and a powerful cultural heritage associated with the Stroganov dynasty, information stands about the history of existing and lost architectural monuments were installed, a sculpture park of the Kozma Prutkov festival was created, and the first comfortable accommodation facility was opened - a hotel "Merchant".

The former county town of Shenkursk is attractive to tourists not only for its well-preserved historical buildings, but also for its natural heritage -

within the city there are several old age pine forests on the hilly banks of the Vaga.

Because of this feature, a tourist brand of the city was developed - "Pine Holidays in Shenkursk".

Potential candidates for joining the ASKDGR are small towns of the Russian North that have preserved authentic architectural monuments, the original culture of local residents and the traditional historical habitat - Kirillov and Belozersk (Figure 1). In 2022, the candidate cities of Kargopol and Solvychevodsk have already been included in the association. Kargopol in the same year received the status of a UNESCO creative city among the creative cities of the world in the field of crafts and folk art. In Russia, apart from Kargopol, only two cities, Ulyanovsk and Kazan, have such a high status. This network brings together cities based on creativity: arts and crafts and folk art, music, design, literature and gastronomy. The cities that are part of the UNESCO network define creativity and the creative economy as one of the priority areas in their development.



Picture 1. Kirillo-Belozersky Monastery

Among the small historical cities of the Russian North, Kirillov occupies the first place in terms of attendance, receiving about 360 thousand tourists a year (of which 66 thousand are foreigners), mainly as part of a water cruise along the Volga-Baltic River, the most popular tourist route in the European North. The economic potential of the Kirillovsky district is 45% formed by the tourism and services sector. Kirillov is one of the three most popular small towns in Russia

among tourists. In the summer season, the Gorica pier annually receives up to 500 cruise ships.

Several residences of the Arkhangelsk region are included in the federal project "Fairytale Map of Russia". The most famous among tourists are the brands of the former county town of Yarensk, Lensky district, "Motherland of Mother Winter" and "I'll leave everything, I'll go to Yarensk." Despite the transport remoteness of Yarensk, the tourist flow to the ancient village has increased from 200 people in 2012 up to

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19 thousand people. in 2017. Unfortunately, the deplorable state of most of the historical buildings of the village does not allow it to count on potential inclusion in the ASKDGR in the near future.

Small towns, especially those with a rich historical heritage, are waiting for simple and quick solutions for their development, a sharp increase in the number of tourists, and hence an increase in income and employment. Cultural tourism is the basis for economic growth and an opportunity for the sustainable development of the historic city. However, one should not expect mass tourism in small towns, especially in cities with underdeveloped logistics (for example, Kargopol and Mezen). Tourism for such cities will not become a city-forming industry, but can be an important development factor.

Mass tourists, as a rule, choose the most affordable, optimal places to visit in terms of price and quality. Any successful examples of tourism development in the northern towns are associated either with strong branding, mainly using federal resources (for example, Veliky Ustyug), or with a favorable geographical position (for example, Kirillov).

Each small historical city should look for its own special zest, which could be the main elements in creating an attractive image of local identity. It is necessary to look for some little things that could become branded products, symbols of the city and which are specific or even unique. For example, in Kargopol there are public wash basins. These are places where clothes are still rinsed in river water after washing, and there are specially adapted buildings for this. Absolutely usual thing for a Kargopol citizen, but completely unusual and interesting for a tourist. Even in Kargopol there is a well-known Kargopol toy and “sushchik”, dried fish in a special way for cooking fish soup. Perhaps, with good marketing, all these artifacts could become a commercial product, subject to an increase in the tourist flow to the city.

Obviously, for successful development, the economy of a small town can only be diversified. Moreover, the accelerated development of tourism and the experience economy as the dominant one carries certain risks for the identity of the city. A small town like Kargopol can earn partly from timber processing, partly from agriculture, and partly from tourism (mainly domestic). Sustainable development requires something that generates external demand for the city's attractiveness.

In small towns, the departing youth can be replaced by people (for example, the creative intelligentsia), who, on the contrary, are ready to leave the big and expensive city, where they already experience discomfort from the high pace of life. How can Kargopol attract them? Calmness, social homogeneity, relatively low cost of living. A mutually beneficial exchange is possible: a big city needs active, young people, and a small city needs creative,

calm and mature people. It should be a new economy of services associated with a different workforce, this approach can be effective for small towns. We must try to "sell" the attractiveness of solitude and locality. Places like Kargopol can offer this. In Kargopol it is possible to find your own unique core, which can be a common passion for history, folk culture.

In the conditions of the almost complete destruction of the real sector of the economy of a small historical city, only culture and the creative industry can become a source of sustainable development.

This fundamental reversal implies that the result of activity will have a cumulative effect, i.e., it will accumulate for a long time before its visible manifestation, and the increase in income and well-being of the population will not occur at the first stages. The difficult conditions of Kargopol, associated with social conservation and economic stagnation, together with the surrounding natural landscape and the ancient history of the North Russian lands, make the idea of a reserved northern Russia the most promising. Unification of the interpretation of the medieval history of Kargopol as the center of the Russian North, plus the unification of mythologems with the subsequent creation of museums, schools of arts and crafts, cultural attractions are the most basic direction of a turn towards culture in the existing conditions.

One of the serious problems of small towns is the low social activity of residents, the lack of effective technologies for involving the population in the development of the city. An example should be taken from Totma, where a very active initiative community was formed on the basis of local museum historians: both activists and business became more active, the authorities supported, everyone was connected by one specific goal - the survival and development of the city at the expense of the socio-cultural sphere and tourism. This synergy worked and captivated the entire population of the city.

In the historical cities of the Russian North, it is necessary to create a comfortable urban environment based on the development of friendly public spaces and new attractions (pedestrian zones, embankments, bike paths, the museum quarter, street art objects and murals, creative installations, small urban sculpture) and tourist information navigation on base for the installation of signs, information boards and stands with tourist maps on historical streets and cultural heritage sites. The stands can display a photo history or legend associated with a particular architectural monument. It is possible to organize pedestrian thematic tourist routes with drawing them and display objects on information stands with maps and even color marking of routes on the sidewalks (the best examples are the historical settlements of the Perm Territory, the city of Kotelnich).

When designing urban cycle paths and cycle lanes, it must be taken into account that they must be

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safe and separated from pedestrian paths and the roadway. To create a developed cycling infrastructure in cities and use it all year round, we can take into account the positive experience of developing cycling in northern European cities and Russian Almeteyvsk, where people ride bicycles all year round, including winter.

The quality of working out a comfortable urban environment directly affects the tourist attractiveness of the city. The formation of profiles of high-quality public spaces is the first step towards the sustainable development of hospitable territories, a necessary factor in the return of the tourist flow. The main principles of open public spaces are: safety (from crime and cars), comfort, the presence of points of attraction and activities for local residents and tourists. Public spaces need to be created where they will be in real demand, with good accessibility for people. On a crowded pedestrian street or embankment with saturated places of attraction, investment and tourist attractiveness increases, small and medium-sized businesses are actively developing, and the level of street crime is decreasing.

With existing problems with budgetary financing in cities, it is possible to use the innovative method of tactical urbanism in the transformation of urban public spaces. Tactical urbanism is a relatively new concept introduced in 2010. In fact, this is a general term that describes methods for rapidly changing the urban environment with a minimum of financial resources and the active participation of local communities. Urban designer Eric Reynolds described the term as follows: "Easy. Fast. Cheap". After all, the idea of tactical urbanism is to take part of the territory of the city and transform the urban environment as soon as possible and with minimal effort.

The active participation and interest of the local population in the creation of a comfortable tourist urban environment, the preservation and effective use of cultural heritage, as well as its cooperation with the tourism industry and local authorities is necessary. (figure 2).

Baseline data for socio-economic development for the period up to 2035



Figure 2. Administrative-territorial division of the Murmansk region

During the forecast period, the increase in cargo turnover through the Murmansk transport hub, integrated into transport system of international corridors "North-South" and "West-East" will make a significant contribution to the activation of the commercial operation of the Northern Sea Route.

Orientation of the Murmansk transport hub to provide both export and cabotage transportation of a wide range of cargo will strengthen its position among the ports of the Northern Basin, including in

connection with the possible reorientation of Russian cargo transshipped today in the ports of the Baltic countries.

The development and competitiveness of the region's transport system will be ensured through the implementation of a comprehensive plan for the modernization and expansion of the main infrastructure, including the Integrated Development of the Murmansk Transport Hub project, as well as the project to create an LNG MPC. The transport

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infrastructure operating in the region will also be improved, including in terms of increasing the carrying capacity of the railway section from Volkhovstroy to Murmansk.

In 2035, it is predicted that the volume of cargo handling in seaports will increase by 2.0 times compared to the level of 2023 (up to 104.3 million tons). At the same time, in 2024 it is planned to start transshipment of coal for export through the Lavna coal transshipment complex. Based on cautious assumptions on the timing of the implementation of the project to create the LNG RPC, the start of LNG transshipment through this complex will be taken into account from 2026.

According to the target option, the volume of transshipped cargo will exceed the level of the base case, primarily due to the full-scale implementation of the Integrated Development of the Murmansk Transport Hub project, including taking into account the proposed construction and start-up of oil and container terminals, as well as a terminal for transshipment of fertilizers after 2025.

The volume of cargo handling by the ports and terminals of the Murmansk region under this option by the end of the forecast period will increase to 117 million tons and exceed the level of 2023 by 2.2 times.

The Murmansk region is an attractive region for tourists due to its location and unique natural and geographical conditions. The Murmansk region, washed by two seas at once, has the longest coastline in Russia. Even the icy northern sea provides unique opportunities for recreation and travel. The growing popularity of tourism on the Kola Peninsula is

facilitated by a wide variety of natural conditions. Tundra, forest-tundra, forests, mountains, seas, rivers and lakes coexist in the Murmansk region. On its territory there are more than 111 thousand lakes, 20 thousand rivers, in which valuable species of fish are found, and salmon is a real hallmark of the region.

An analysis of the current state of tourism in the Murmansk region allows us to draw conclusions about the positive dynamics in the development of this area. There is an annual growth of domestic and inbound tourist flow. The increase in the tourist flow (about 20%) is the result of the active and competent promotion of the Murmansk region as a tourist destination in the domestic and international markets. In this regard, the tourism business of the region also brings significant income.

In 2022, the region was visited by 438 thousand tourists, of which about 64 thousand were foreign tourists. In 2023, the tourist flow has already amounted to 458 thousand people (table 1) (of which 17% are foreign tourists). In the summer season of 2022, eight cruise ships with 2,000 passengers entered the port of Murmansk. As a rule, most tourists arriving in the Murmansk region visit Murmansk, the world's largest city located above the Arctic Circle. The main object of the tourist show in Murmansk is the atomic icebreaker-museum "Lenin" - the world's first surface vessel with a nuclear power plant. Near the parking lot of the nuclear-powered ship, at the sea station (sea facade) with a miniature embankment, in 2022 a new public space appeared with painted boats and a landscaped square (Figure 3.).

Table 1. Tourist flow to the Murmansk region, thousand people

Index	2018	2019	2020	2021	2022
Total number of tourists	292	330	413.7	438	458
Russian	271.3	291	361.8	374	381
Foreign	20.5	39	51.9	64 (12 - China; 7 - Thailand)	77 (19 - China)

Currently, a new investment project for the revitalization of New Murmansk is being developed, which involves the construction of a congress center, a hotel, a yacht club on the shore of the Kola Bay, embankment equipment, the Arctic Museum, a food

court and fish market area, cafes, for which the territory is given former shipyard. The project includes the development of the territories of the auto, sea and railway stations and their integration into a single transport interchange hub.

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Figure 3. Murmansk. Embankment of the sea station

5 billion rubles have been allocated from the federal budget for these purposes. As part of the priority development area “Murmansk – the Capital of the Arctic”, a comprehensive renovation of Murmansk Airport and its development as a hub airport with the reception of long-haul ships bypassing the Moscow air hub is also envisaged. Compared to neighboring regions of the Russian Federation, the Murmansk region has a competitive advantage in the following types of recreational activities: recreational fishing, observation of the northern lights, geological and mineralogical, business, sea cruise, ski and ski (the longest snow season in the Russian Federation) tourism. Nature-oriented ecotourism has been

recognized as the most promising direction of tourism in the Kola North. Natural reserves have great recreational potential: the Kutsa and Seidyavr reserves, the Khibiny National Park, natural park "Sredny and Rybachy Peninsulas", Lapland reserve and reserve "Pasvik". The creation of new protected areas is not only a limitation, but also new opportunities for the sustainable development of territories. If properly regulated, eco-tourism can help. The ancient polar villages of Teriberka and Varzuga are among the most attractive villages in Russia for ecological and rural tourism (Figure 4).



Figure 4. Varzuga village

According to the regional branch of the Russian Geographical Society (RGS), new tourism trends in the Murmansk region include, namely:

1. *Military historical tourism.* Since the Great Patriotic War and later, many old military facilities have remained in the Arctic. Despite being

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abandoned, they look very picturesque. Of particular note is Site 52. This is a former secret military facility - a storage facility for nuclear warheads. Submarines of the Northern Fleet served here. Since the early 1990s nothing atomic remained here, and the military unit was finally disbanded. Here, in the future, it is possible to organize a museum of the history of submarine forces and conduct excursions like the Balaklava military bunker museum in Sevastopol. Another similar facility, still waiting for its guests, is the port of Vladimir in the Ure Bay. This is also the base of the Northern Fleet, a deserted city. The old position of rocketmen is also being prepared for visits, where an interactive project is planned.

2. *Year-round motorcycle tourism.* Motorcycle tourism is a very promising direction. With the assistance of the Russian Geographical Society and "Motobukhta", a tour of the Murmansk region "Motozapolyarnik" was developed. This is an ecological and local history tour through the most beautiful places of the Kola Arctic. The route with a length of 1157 kilometers is designed for seven to ten days. It will be a real Kola "circumnavigation".

3. *Historical and ethnographic tourism.* The Murmansk region is also famous for "places of power" associated with the ancient beliefs of the Sami people, the secret of ancient Hyperborea and ancient Pomeranian villages with unique wooden architecture. The Murmansk branch of the Russian Geographical Society plans routes both for lovers of mysticism and for those who are ready to immerse themselves in the history of the region. Many of these places are only accessible with experienced guides. For example, many guests of the region aspire to the sacred place of the Saami Seidyavr, but this route is not at all easy, and even dangerous for beginners. The Lovozero tundra is a very remote and harsh place. It is planned to organize walking and boat routes on Seydozero with experienced guides who will help you behave correctly in this place, tell the most interesting facts, show objects that you can't always find on your own. In the south of the Kola Peninsula, on the northern coast of the Kandalaksha Bay of the White Sea, there is an ancient Pomeranian village of Porya Guba. In the XVI century, it was prosperous: there was a large salt of the Solovetsky monastery - twenty varnits. In the Soviet years, the village slowly died, was resettled and abandoned. But the charm of the place, the ancient Pomeranian settlement, can nevertheless be felt there and promisingly used for organizing educational sightseeing tours and expeditions.

4. *Scientific tourism.* The Kola Peninsula is a place with unique northern nature. There are several protected areas in the Murmansk region, in which ecological educational tourism has been actively developing in recent years. Animal observations are becoming more accessible not only to specialists, but also to those who are attracted to wildlife. One of these

areas, very popular all over the world, is birdwatching - bird watching.

One of the most famous travel agencies developing scientific-geological and mineralogical tourism in the Kola North is Nord Stone, based in Apatity. The company organizes scientific and educational expeditions without backpacks and tents to the Khibiny together with scientists from the Kola Scientific Center of the Russian Academy of Sciences. The most popular program is "Blue Mountains and the White Sea" along the route "Kirovsk - Kandalaksha - Varzuga". During the day, tourists travel light on foot, and spend the night in hotels and guest houses with all amenities.

The Murmansk region entered the "gold" group of the National Inbound Tourism Rating - 2022, taking 18th place out of 85 and 2nd place among the regions included in the Arctic zone of the Russian Federation, second only to the Republic of Karelia. The compilers gave informal names to the rating groups. They are connected with the classification of hotels and the designations of the level of service accepted all over the world: "5 stars", "4 stars" and "3 stars". The Murmansk region entered the group with the conditional name "5 stars". Getting into the Top 20 of the Murmansk region is explained by the fact that the region is mostly located beyond the Arctic Circle and tourists from all over the world come here to see the northern lights. According to the criterion "The number of foreign tourists accommodated per year per 1000 inhabitants of this region", the Murmansk region also entered the Top 20 and took 11th place. According to the data,

Currently, a vector has been chosen to promote the tourism products of the Murmansk region to the markets of China and the countries of Southeast Asia. Thanks to the active development of this direction in recent years, there has been a significant increase in the influx of tourists from China - up to 19 thousand people in 2021. the number of visitors from Thailand increased sharply - from 200 to 7,000 people. A good marketing ploy was the Russian-Thai film "Northern Lights of Love", which was filmed in Teriberka. The main brand that attracts tourists to the region is the northern lights.

Other important attractions of the Kola North are snow and Sami culture. The artificially created attraction - the Sami village "Saam Syit" - is visited by almost all foreign tourists arriving in the region mainly from Asian countries. The tourist flow growing every year, unfortunately, leads to a decrease in the quality of service and inflated prices. Russian tourists in their reviews often complain about the low level of service, the high cost of services and poor quality food in the Sami village. In the Murmansk region, the main centers of ethnographic tourism are: the village of Lovozero (there is a Sami museum, a national cultural center, summer and winter Sami games are held), the village of Umba (the venue for

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the international folklore festival of the countries of the Barents Region), the authentic museum Pomor fishing tonya Tetrino on the shores of the White Sea and the village of Loparskoye (the Sami tribal community hosts tourists). In the suburban Murmansk village of Molochny in 2019, a small open-air exposition of Sami life was organized. In the village of Lovozero, it is planned to create an ethnographic village on the shores of Lake Popovskoye - the venue for the international Sami games. In the ethno village, the culture and life of the Saami and Komi-Izhma people, the indigenous peoples of the Kola North, will be demonstrated.

To further increase the number of guests, the regional government is carrying out systematic work to develop infrastructure and introduce new channels for promoting tourism and recreational potential in the domestic and foreign markets. So, quite recently, the international conference "Horizons of the Arctic" was held with the participation of tour operators from the countries of the Asia-Pacific region, showing the greatest interest in the Murmansk region. The regional government, together with representatives of the tourism community, is carrying out a set of measures to introduce the "China Friendly" standard, which is focused on the peculiarities of the mentality of Asian tourists.

In Murmansk in 2021, the opening of the tourist information center (TIC) of the Murmansk region took place. The main goal of creating the institution was to unite several disparate city and departmental tourist information centers into a single network. The united regional TIC will work not just as an information desk, but as a marketing center to promote information about the northern region, about its life and development. It is expected that it will become a tool for promoting the Murmansk region as a tourist destination not only within the country, but also abroad. In the near future, it is planned to create several regional TIC offices in the most attractive remote municipalities of the Murmansk region. At the moment, there are several routes in the Murmansk region that offer tourists various tourist products. For example, people are offered a gastronomic brand tour "Taste of the Arctic", in which tourists travel for three days to Murmansk, Teriberka and Lovozero, tasting local arctic dishes from venison, fresh fish and cloudberries. Arctic cuisine is an additional brand that can attract tourists with the help of old Pomor and Sami recipes. There are also large constructor routes in which the tourist himself chooses "points of attraction", based on preparedness and the amount of free time. There are four potential growth points that contribute to the development of tourism and can increase the flow of tourists to the region: water, winter, industrial and pilgrimage types of tourism. The Kola North is perceived as a region where you can ski, snowmobile and watch the northern lights longer than other places. Snowkiting is also promising,

In 2019, a new association appeared in the region - the Union of the Tourism Industry of the Murmansk Region, which united the interests of regional travel agencies and raised tourism ideas to a new level, as well as provided additional funding that will be used to develop tourism in the Arctic. Given the gigantic tourism potential of the Murmansk region, it is necessary to improve the quality of service. One of the key tasks is to establish a professional service standard that satisfies the needs of tourists. The system of grant support for local tour operators will be developed. There are also plans to direct the federal government to secure sites for legal crab fishing in the Barents Sea starting in 2021, another potential growth point for the tourism industry. To organize communication between all participants in the tourism business and ensure the maximum multiplier effect for the entire economy of the region from tourism, a cluster approach was chosen when creating conditions for the development of this area in the Murmansk region. The functioning of the tourism cluster on the territory of the region makes it possible to increase the efficiency of using its tourism and recreational potential.

It is obvious that the integration of areas and activities into a regional tourism cluster makes it possible to achieve a synergistic effect in the industry and ensure an increase in the region's GDP. The emphasis is on the formation of four main tourist clusters - Khibiny, Belomorie, Lovozero and Pechenga. Today, spontaneous proto-clusters "Murmansk" and "Teriberka" are added to them.

Each cluster is developing or has already developed its own recognizable brand. All of them should be united under a common, so-called umbrella brand of the Murmansk region, which will be promoted on the Russian and international markets. Branded tourist routes will be created in the region, new types of tourism products will be developed, such as business and industrial tourism. The list of pilot enterprises that could potentially become flagships for the development of industrial tourism in the Murmansk region was formed by the regional tourism committee. This list includes such companies as PhosAgro (Kirov branch of JSC Apatit), PJSC Norilsk Nickel (Kola MMC), Kola NPP, EuroChem (Kovdorsky GOK) and JSC Olkon.

In the future, the promotion of the Murmansk region as a tourist destination to new markets: to Europe (Germany, Spain, France), Japan, Latin America and the USA. The target indicator calculated for today is to bring the tourist flow to the region by 2025 to 557.4 thousand people a year.

There are single-industry towns in the Murmansk region, for which tourism, due to the restructuring process, may soon become the main factor in the development and diversification of the local economy.

Kirovsk. In recent years, the flow of tourists to Kirovsk and Khibiny has increased by 50% due to the

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modernization of tourist and sports infrastructure (Figure 5).



Figure 5. Kirovsk

The impetus for the development of tourism and the departure from mono-dependence is given by the assignment of the status of a territory of advanced socio-economic development (TOSED) to single-industry towns. Taking into account the fact that TASED projects are mainly aimed at the development of tourism, it is expected to double the tourist flow to Kirovsk and create about five hundred new jobs. The Kirov "Snow Village" is the most popular object of display in the Murmansk region, it is listed in the Guinness Book of Records as the largest snow structure in Russia. Further development of the infrastructure of the ski resort (for example, the construction of a panoramic restaurant on the top of the mountain, the launch of the Khibiny National Park and the modernization of the Khibiny Airport) will increase the tourist attractiveness of the facility and increase the tourist flow to the Kirov region up to 120 thousand people a year.

Kovdor. In the single-industry city of Kovdor, the second city in the region, which received the status of TASED in 2019, a new investment tourism project has been launched under the brand "Kovdor – the Capital of Hyperborea". The innovative project involves the creation of a Hyperborean tourist cluster based on the development of scientific expeditionary and geological and mineralogical tourism, the organization of a museum park, infrastructure

facilities, and walking routes to the artifacts of ancient Hyperborea.

In addition, by 2022, it is planned to open a new international checkpoint on the border with Finland, Kovdor-Savukoski, which will make it possible to overcome the "dead-end" transport situation in Kovdor, shorten the route from the neighboring country to other cities in the Arctic and increase the flow of tourists not only to the Kovdor region, but and in general to the Murmansk region. The status of TASED will allow attracting investors to the city, as well as reduce the level of social tension. Thanks to the new status, the checkpoint and the project, two hundred new jobs will appear in the Kovdorsky district in the field of tourism, services, small and medium-sized businesses.

The project "Kovdor - the capital of Hyperborea" won 1st place in the second International Marketing Competition "PRObrand - 2020" in the nomination "Territory Branding". This is another serious step towards the development of inbound tourism in the Kovdor region, tourism infrastructure and small business, as well as cross-border cooperation between Russia and Finland. In addition, this is another weighty argument in resolving the issue of building a border crossing in Kovdor and establishing a direct road connection with Finland. The victory in the PRObrand 2020 competition gives Kovdor the right to

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enter the collection of the best world tourism practices with experience in creating and promoting the brand "Kovdor is the capital of Hyperborea". Unfortunately, in 2020, due to the pandemic, Kovdor was closed to tourists.

Pechenga district plays an important role in the economy of the region as an industrial center, it is also important due to its border location and rich history, which must be used for the development of tourism here. Ecotourism, sparsely populated areas and industrial tourism are the main areas for the Pechenga region. One of the objects of industrial tourism can be the Kola super-deep well. The complex is planned to be restored, including with the involvement of money from the federal budget, and made a tourist site of international importance.

It is also planned to make the port of Liinakhamari a new point of tourist attraction, which will receive cruise ships and yachts. At the same time, foreigners will have the opportunity to spend up to 72 hours in the Pechenga region without a visa. The increased tourist flow will also require new accommodations. It is assumed that several basic tourist camps and eco-hotels with complete infrastructure will appear in the Pechenga region. It is already known that this will be a large-scale investment project with high-quality infrastructure, jobs will be created in the territory where Norilsk Nickel operates.

The project is scheduled to enter the implementation phase in 2025.

A tourist village with 900 rooms will be built in Liinakhamari with souvenir shops, restaurants and cafes, a yacht club with a well-equipped harbor, a ski resort with cable cars, a sea station with an embankment, and an aquatic center. 12 billion rubles will be invested in the federal project.

Excursions to the industrial facilities of the Pechenga region, nature trails will be organized, opportunities for diving and fishing will be expanded. The modernized Korzunovo airport will be able to receive tourists. By 2022, it is planned to simplify the regime of short-term stay of foreign citizens. The creation of communal, transport and tourism infrastructures will annually attract 300,000 tourists to the Pechenga region and an additional 40 billion rubles to the region's economy, as well as create five hundred new jobs.

The Murmansk region participates in two priority areas of the new federal target program for the development of tourism for the period from 2019 to 2025. - "Silver Necklace of Russia" and "Russian Arctic". As part of the creation of an investment project for the Belomorye tourist and recreational cluster in the south of the Murmansk region, it is planned to build an all-season sports and tourist complex.

In order to fully implement all plans for the development of tourism, large-scale modernization

and construction of tourism and transport infrastructures are necessary. The lack of infrastructure facilities and their significant deterioration are the main obstacles to the development of tourism in the region. Unorganized tourism is also a cause for concern (primarily on the spawning salmon rivers of the Terek region).

The national project "Ecology" provides for the organization of a new national park "Tersky Bereg", the main goal of which is to save and preserve the salmon river Varzuga, in which the number of wild salmon has sharply decreased due to poachers and rafting of unorganized water tourists. The creation of a new reserve in the Tersky district will allow: maintaining the biosphere balance, regulating the tourist flow, preventing "wild" tourism, as well as preserving the Pomor way of life and the traditional nature management of local residents.

A new impetus to the development of ecological tourism will be given by the status of the first national park in the region assigned to the Khibiny in 2018. In 2019, it was transferred under the management of the Federal State Budgetary Institution "Laplandsky Reserve". The Khibiny National Park is a future strategic landmark for attracting tourists to the region. Now the biggest problem is the issue of funding from the federal budget, since this is a territory of federal significance.

The eco-tourism project "Khibiny for All" in 2020 was among the winners of the first stage of the competition of the Agency for Strategic Initiatives, aimed at creating tourist and recreational clusters and developing ecotourism in Russia. Currently, work is underway on the creation of a master plan, which will outline the development of the Khibiny as a tourist cluster with an emphasis on increasing transport and investment attractiveness, and developing tourist infrastructure.

The main objective of the project is to create a support system for small entrepreneurs working in the field of ecological tourism and souvenir production in the territory of the Khibiny National Park and in the nearest settlements. Within the framework of the project, the School of Arctic guides for the protected areas of the Murmansk region is being created. Promising tourist walking routes will be developed, including those that will become educational for guides. So, for example, one of the routes is an excursion to the former molybdenum mine on the slope of Mount Takhtarvumchorr.

It is necessary that the Khibiny territory receive additional sustainable development, a new incentive. It is very important that emphasis is placed on diversifying the seasonality of tourism in the Khibiny so that summer offers can be developed. This will help ensure that the Khibiny cluster has significant weight on a national scale. The organizers of the project expect to attract more than 1 billion rubles of investments to the territory of the cluster by 2025,

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increase the tourist flow two to three times, create about a hundred jobs, give growth to small and medium-sized businesses, ensure tax revenues to the budgets of all levels in the amount of 4, 5 million rubles. The key idea of the project is that the Khibiny are home mountains within walking distance, which should become a school for all types of mountain tourism. The work will focus on determining the permissible environmental anthropogenic loads, especially when conducting tourism activities, and on the development of recommendations to minimize damage to nature and local communities. Local residents will be able to visit the territory of the Khibiny National Park free of charge; zones will be allocated for picking mushrooms and berries.

One of the key problems of tourism development is the state of the road transport network and the active work of illegal guides. During the formation of projects, the issue of improving the road infrastructure is being worked out, which makes it possible to ensure a stable connection of remote areas with the federal highway R-21. It should also be noted that the predominant Chinese tourist groups in the region often cater to visiting Chinese guides without Russian licenses, which force local guides out of the market. The region lacks official professional guides for ecological tours. In the northern regions of Russia, there is practically no basic school for training such specialists, unlike the neighboring countries of Northern Europe.

In the Murmansk region, it is also necessary to solve the following urgent problems: uncontrolled "wild" tourism, pollution of unique natural areas. The problem of accumulation and removal of garbage is acute in the natural park on the Rybachy and Sredny peninsulas. The introduction of a tourist tax in the amount of 500 rubles can solve the problem. from the car at the entrance to the park. With the funds received, it is possible to organize garbage collection, pave roads and ecological trails for tourists.

Sports recreational fishing is one of the main tourist brands of the Murmansk region. In mid-May, the seven-season season begins on the southern rivers Varzuga, Pan and Kitsa. Many years ago, on the banks of these rivers, the organizer of the international tourism business, the Vskhody Kommunizma collective farm, set up fishing camps. About a thousand wealthy tourists come here to fish every year. The collective farm works with agencies around the world. Their clients are tourists from the UK, France and Spain, i.e. from countries in which there was a difficult epidemiological situation in 2020 due to the COVID-19 pandemic. The consequence of this was the disruption of the spring fishing tourist season in 2020. In this regard, the organizer refocused on Russian clients.

Packages of services provided to domestic and foreign fishing tourists differ. Foreigners fly by helicopters, Russians drive their own vehicles.

Foreigners have different preferences in choosing fishing destinations, they choose recreational fishing on a catch-and-release basis. Russian tourists use the principle of "caught - seized". In the absence of foreign tourists, the tour operator, the Vskhody Kommunizma collective farm, incurs losses in organizing helicopter tours, since one hour of renting a helicopter costs 200 thousand rubles, and fuel is usually imported for a monthly fishing trip with daily departures of five hours.

The main strategic task in the development of polar tourism is to preserve nature, ensure the safety of tourists and, at the same time, achieve a significant economic effect for municipalities and the region. With the development of tourism, it will also be possible to partially solve the acute problem of the migration outflow of the population from the region. Development of ecological tourism based on the creation of ecological trails and hiking routes in the Kola North.

The priority type of tourism in the Murmansk region is ecological (ecotourism). It is advisable to develop it in protected areas in order to regulate and account for the flow of tourists. Protected areas are increasingly involved in the tourism activities of the Arctic. Of their main types, national (federal) and natural (regional) parks are specially created for the development of ecological tourism. In natural reserves, as a rule, any economic activity is prohibited and recreation is severely limited, since the main task of the protected area is the protection of natural complexes. Insufficient funding of federal reserves often leads to the search for additional sources of income. One such "means of survival", for example for the Lapland Biosphere Reserve, is the development of regulated, organized eco-tourism.

One of the main components of the development of ecotourism in protected areas is the creation of ecological trails (eco trails). They play an important role in regulating the allowable loads on protected natural areas. The main idea of the eco-trail is, first of all, in the ecological education and education of those who visit protected natural areas, in the protection of nature, as well as in the transfer of the flow of visitors to relatively safe directions for nature.

Traditionally, eco trails are laid in the recreational areas of national and natural parks, nature reserves, nature reserves, as well as in unprotected areas: in urban forest parks, suburban recreation areas, etc. To create a system of ecological trails, three main criteria must be observed: attractiveness, accessibility, information content. Ecological trails equipped in accordance with all safety rules, as a rule, do not have a negative anthropogenic impact on natural landscapes. 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

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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.

At present, in different parts of the Murmansk region, 18 ecological trails. Nine of them are laid in protected areas, most of all (five paths) in the Lapland Reserve. Five eco trails are organized on the territory of settlements. In Murmansk, in 2019, the first eco-educational walking route was opened around Semenovskoye Lake with a length of five kilometers. For environmental education, activists installed signs and stands along the path of the eco-trail with information about local natural and landscape attractions and the need to respect nature. In the area of Semenovskoye Lake, you can see several natural zones at once: tundra, forest tundra, swamps.

In one of the most inaccessible reserves for tourists in Russia, located entirely in the border zone, the Pasvik Nature Reserve, a walking excursion route has been equipped. The ecological path leads to Varlaam Island, to the house-museum of the Norwegian ornithologist Hans Skonning. With the help of volunteers from the Kola MMC, the house-museum was reconstructed, an eco-trail was equipped with the construction of an ornithological observation tower. Pasvik is a true open-air museum of nature, where the northernmost indigenous pine forests in Europe have been preserved. In the future, it is possible to implement the idea of creating an international ecological trail passing through the territory of the trilateral Pasvik-Inari National Park (located on the border of three countries - Russia, Norway and Finland), which has received a Euro park certificate.

During the festival "Teriberka. New Life" in the vicinity of the Arctic Pomor village of Teriberka, an ecological trail was organized that leads to a bird colony on the shores of the Barents Sea. The trail introduces the unique ecosystem of the Arctic tundra. Its further arrangement is necessary with the ordering of the arrangement of information stands installed on the route rather haphazardly, and the imposition of wooden decks across the swampy area. The most famous equipped ecological trails of the Kola North are laid in the Lapland Reserve. Over the past two years, there have been more hiking trails on which environmental education tours are conducted. New show objects have appeared: the visitor center, the TIC and Father Frost's tower.

Among the most popular routes are the eco-trail to the old manor along the lake, the trail to Mount Yelnyun, the educational trail "Forest Pomuchochka", the hiking route to the observation deck over the

Yelyavruai stream. A new 3.5-kilometer trail, equipped in 2019, was laid along the banks of the Chunozero and leads to the place where the first cordon of the Lapland Reserve was located in 1930, where its history began. There are wooden decks on the trail, ascents and descents, places for rest and observation platforms are equipped, information stands and dry closets are installed. It is important that the eco-trail has become more accessible for people with disabilities. On the way, travelers get information about the peculiarities of the northern nature, the change of vegetation zones, and the habits of animals.

Norilsk Nickel actively participated in the creation of eco-trails in two areas:

corporate volunteering;

World of New Opportunities program.

The Kola MMC allocated about 5 million rubles of the won grant for the creation of walking routes. The key event of the eco-marathon was an ecological rally, as a result of which volunteers helped equip an observation deck and installed twenty information boards along the eco-trails. The main goals of the project are environmental education and increasing the culture of attitude towards nature. The innovative project "Information trail "Forest Pomuchochka"" is a part of this program: sculptures of animals, birds, small architectural forms and information boards appeared on the interactive route. In the future, several more sculptures will be installed, lighting of the trail is planned, and the creation of the Baba Yaga Laboratory and the Well of Knowledge is in the process of completion. The ecological trail "Nizhnyaya Chuna - Chunozerskaya estate" with a length of five kilometers starts from the cordon of the Nizhnyaya Chuna TIC (official entrance to the reserve) on the federal highway "Kola" (1221 km) and leads to the Chunozerskaya estate of the reserve, where two historical museums are located and visit center. Along the route of the marked trail, you can visit the Sami churchyard "Siit", an arboretum, parking lots, viewing platforms, a place for bird watching "Capercaillie Hill".

The route "Climbing Mount Yelnyun II" with a height of 590 meters and a length of about three kilometers was laid back in the 1930s. and is very popular in summer. For the convenience of visitors in winter, the reserve has purchased special equipment - snowshoes. This route is interesting because when climbing the mountain, you can clearly observe the altitudinal change of vegetation belts - taiga, forest tundra and tundra. From the top of the mountain there is a panoramic view of Chuno Lake.

Currently, about 5 thousand tourists a year visit the territory of the Lapland Reserve in different seasons, work will continue to expand and improve the infrastructure. In the near future, it is planned to increase the length of equipped trails and open a new exhibition dedicated to the Sami people. Volunteers, many of whom live in Monchegorsk and work at the

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Kola MMC, traditionally help to equip the nature reserve. In 2020, the creation of the Lapland Round the World ring route from the old estate of the reserve with an ascent to Mount Elnyun I, with a transition to Mount Elnyun II and a descent to the Chunozero estate (starting point) was started. The length of the route will be 14 kilometers. In addition, it is planned to build a new term of Santa Claus, and forest houses for tourists will be built on the southern border of the reserve over time. It is planned to create viewing platforms, equip the recreational and educational complexes "Deer House" and "Chum", the construction of a rope park. The concept also includes the renewal of the historical route "Tyan-Shansky - Kreps" and the creation of a new tourist hiking route from the Chunozero estate and a water route from the reserve to the Khibiny National Park, which is managed by the Lapland Reserve. The issue of financing the project is yet to be resolved. The reserve hopes that they will be able to attract grants and receive support from industrial enterprises in the region. It is also necessary to solve the problem of transport accessibility. Currently, the Lapland Nature Reserve can only be reached by car. Bus excursions are carried out only from the nearest cities - Apatity, Polyarnye Zori, Monchegorsk. It seems expedient to organize one-day public bus tours from Murmansk.

In one of the northernmost botanical gardens in the world, the Polar Alpine Botanical Garden (PABSI), two ecological trails have been created to get acquainted with the local flora. The oldest ecological trail of the Kola Peninsula was laid in the mid-1930s. and is called the "Path of geographers." This educational walking route is located on the

northeastern slope of Vudyavrchorr mountain. It provides an opportunity to introduce tourists to representatives of the three altitudinal vegetation belts of the Khibiny Mountains. The ecological trail, which rises almost to the top of Mount Vudyavrchorr, runs from a mixed taiga forest, through a birch crooked forest to the bald arctic deserts on a flat top, from where you can see the beautiful panoramas of the Khibiny. Along the way, tourists get acquainted with the unique plants of the Kola North.

In the nature reserve "Seydyavr" in 2016, volunteers from different regions of Russia laid a two-kilometer ecological trail in the Seydozero area with tourist information navigation and places for recreation, and in 2017 an eco-trail for people with disabilities was equipped here. In this remote area of the Lovozero tundra, there is a hiking route popular among amateur travelers and it is constantly being improved.

Hiking enthusiasts in the Kandalaksha region can choose four diverse eco-trails: two ecological and local history trails - "Kandalaksha Shore" and "Kolvitsa", a mountain trail to the top of Volosyanaya Mountain and the city health trail. The three-kilometer walking route "Kandalaksha Shore" is popular among locals and tourists. The trail was equipped in 2021, equipped with signs and signs describing sights. The route starts at Monastyrsky Navolok, within the city, runs along the Kandalaksha Bay along the upper path of the Baryn rock and ends in the picturesque Pitkul Bay (Figure 6). Here, on the peninsula, a monument of archeology has been preserved - a stone labyrinth.



Figure 6. Kandalaksha Bay of the White Sea

In the village of Kolvitsa (28 kilometers from the city of Kandalaksha), an eco-trail to the Kolvitsa waterfalls, 2 kilometers long, is equipped for tourists. The trail starts from the bridge, then goes along the pine forest along the left bank of the Kolvitsa River to the Black Padun waterfall. On the trail there are signs with information about natural objects, steps are equipped on the slopes.

On Mount Volosyanoy there is an ancient temple, which is the largest accumulation of Saami

sacred stones - seids. There are more than two hundred of them in the Kandalaksha region. The trail starts from the snow park, three kilometers from the city, has a length of almost five kilometers, runs along the slope of Mount Volosyanaya, to its very top, from where a panorama of the bay, the city and the surroundings opens. The height of the mountain is 475 m above sea level. In the middle of the route in 2018, an innovative tourist shelter was built - DublDom with all amenities and a panoramic window, and it is constantly being

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improved. The trail is also used as a downhill mountain bike trail. Cyclists equipped the route with wooden footbridges and ski jumps, which made it popular.

The city's "health path" starts from the suspension bridge near the "Spolohi" hotel, passes through a pine forest along the left bank of the Niva River, upstream. It is a walking path-terrenkur, equipped with places for rest - benches and gazebos. Information boards and signs, wooden sculptures and sports grounds are installed on the trail. The highlight of the trail is squirrels, which can often be found. In 2014, in the Tersky district, a project was implemented to equip the ecological and local history trail "Ancient Pomeranian village Umba" with a length of 5.5 kilometers (Figure 6). The project became the winner of the all-Russian competition of projects "Cultural Mosaic of Small Towns and Villages", organized by the Elena and Gennady Timchenko Charitable Foundation in the nomination "Space of Life" and received a grant for the implementation of the idea. Along the entire walking

route, local volunteers and young ecologists installed information boards telling about the history of the Pomor settlement, traditional crafts, flora and fauna of the Tersky coast. Parking lots for tourists with an observation deck were also equipped. From 3 to 4 thousand tourists pass along the trail every year.

In the Tersky district, they also plan to equip a walking route to petroglyphs on the islands of Lake Kanozero. The Kanozero petroglyphs are located in one of the most inaccessible places in the Kola North; now you can get to them only by boat or all-terrain vehicle. The project of the open-air museum "Petroglyphs of Kanozero" - "Walking to the Stone Age" became the winner of the grant competition "Museums of the Russian North". The funds received will be used to find an investor and build an ecological trail 18–20 kilometers long from the Umba-Kandalaksha highway to the cordon on the western shore of Lake Kanozero. The trail is already available for cyclists, information boards, signs and places for rest have been installed along the route.



Figure 7. Kolvitsky waterfall

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Figure 8. Kolvitsa River



Figure 9. Old Umba

In 2019, in the city of Polyarnye Zori, in the main recreational area of the city, the national park "Our Park", with the support of the Kola NPP and the Lapland Reserve, an ecological trail was built on the shore of Lake Pinozero. In Kovdor, in the area of the Vars ski complex, on Mount Lysaya, in 2021, the arrangement of an eco-trail 5 kilometers long was completed as part of the project "Kovdor - the Capital

of Hyperborea". The pedestrian ecological route "In the footsteps of the snowy owl" passes through canyons, lakes and seids and is equipped by local enthusiasts without the use of budgetary funds. Eco trail in 2023 will be equipped with navigation and information stands.

At the moment, a three-kilometer ecological trail is being built in the city of Apatity, from the

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Belorechensky microdistrict to the Vorobina ski hill. An observation deck overlooking the city will be built on the slope of the hill. The trail can be covered with snowshoes in winter.

In the near future, it is planned to equip pedestrian tourist routes in the created protected areas: the Khibiny National Park and the nature park on the Sredny and Rybachy peninsulas (in 2021, the concept of a modern route and navigation system with a mobile visitor center will be implemented). The number of information stands, full houses, bonfires, places for garbage collection will increase in order to ensure a comfortable stay of tourists in protected areas. It is also planned to organize an ecological trail around Lake Rogozero (the city of Murmansk).

An innovative direction in the development of ecological tourism in the Kola North can be the organization of a national hiking trail. National trails are systems of amateur tourism routes that are equipped with the necessary infrastructure. We can offer to organize such a trail on the territory of the Khibiny and Lovozero tundra with a visit to the sacred lake of the Sami, Seydozero, which is especially popular among tourists, on the shore of which there is a rock with the image of the giant Kuyva. The national walking trail should be long, equipped, publicly accessible to all segments of the population and free to visit. The trail should be laid by experienced tourists and volunteers along dirt paths with entry to the most beautiful and interesting places in the region.

Director of the Lapland Reserve Sergey Shestakov proposes to revive one of the oldest ecological routes in Russia and the world - the Lapland trail from Kandalaksha to Kola. The main route is set. It can be partly overcome on foot, partly by boat, for example, from Zasheyk to Olenegorsk, or rafting along the Kola from the former portage, from Lake Pivnus, where the watershed of the White and Barents Seas passes, and where possible, move by car or off-road equipment. You can make radial exits from it: to the Tersky coast, to the Khibiny National Park, the Lapland Reserve, Murmansk, Teriberka and the Pechenga region. Sergey Shestakov believes: "The development of a strategy or program for the development of tourism in the region based on this trail would unite tour operators. At the same time, it is possible to lay investments not only for travel companies,

The idea of a unifying strategic landmark to attract tourists to the region is not new. Currently, work is underway to create an ecological trail "The Lomonosov Way", which is supposed to pass through the territory of six constituent entities of the Russian Federation (Moscow, Moscow, Yaroslavl, Vologda, Arkhangelsk regions and the Republic of Karelia).

The implementation of the Strategy is carried out by developing a plan for its implementation and state programs of the Murmansk region, ensuring the solution of problems and the achievement of the

strategic goal of the socio-economic development of the region.

The state programs of the Murmansk region are being developed in the relevant areas of the socio-economic development of the region. According to subparagraph 2 of Article 37 of the Federal Law "On Strategic Planning in the Russian Federation" and subparagraph 2 of Article 18 of the Law of the Murmansk Region "On Strategic Planning in the Murmansk Region", the list of state programs of the Murmansk Region is approved by the Government of the Murmansk Region.

At the end of 2020, 99% of the regional budget funds were distributed according to the program principle, in addition to which the implementation of the Strategy requires the attraction of financial resources from the federal budget, which implies active interaction between the executive authorities of the Murmansk region and federal executive authorities on the participation of the region in the implementation of state programs Russian Federation, federal targeted programs, federal targeted investment program, national and federal projects, as well as funds from local budgets.

The volume of financial resources (budgetary funds) required for the implementation of the second stage of the implementation of the Strategy is estimated (taking into account the budget forecast of the Murmansk region for the long-term period until 2035) at the level of at least 786.2 billion rubles.

The most important financial resource for the implementation of the Strategy is extra-budgetary funds attracted on the principles of public-private partnership (including in the social sphere and the sphere of housing and communal services), as well as within the framework of the implementation of international agreements and programs of international cross-border cooperation.

In order to stimulate the implementation of investment plans of companies, it is planned to provide state support for investment activities provided for by regional legislation, assist investors in creating the necessary energy, engineering, and transport infrastructure, as well as in staffing ongoing (planned for implementation) projects.

As part of this work, the implementation of the regional Staffing Standard for Industrial Growth will also be continued, one of the elements of which is the formation and updating of a long-term forecast for the staffing needs of the economy and social sphere of the Murmansk region. According to this forecast, the annual additional need for personnel ranges from 34.2 thousand people in 2024 to more than 30 thousand people in the medium term. This forecast will be used in determining the total volume of enrollment targets in educational organizations.

The implementation of projects for the economic development of the territory of the region, the increase in investment activity in the region and the solution of

Impact Factor:

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

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

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

the tasks set in the Strategy will be facilitated by the adoption at the federal level of measures of state support for the socio-economic development of the Arctic zone of the Russian Federation, due to the specifics of economic management and life in this macro-region, as well as the national interests of Russia in the Arctic.

In this regard, the active participation of the state authorities of the region in the improvement of the regulatory legal framework governing legal relations in the Arctic zone of the Russian Federation is

envisaged. Ensuring the consistency, balance and interconnection of strategic planning documents at the regional level, the consistency of long-term goals and objectives of municipal management with the priorities and goals of the socio-economic development of the region will contribute to increasing the efficiency of the activities of participants in strategic planning in solving problems and achieving the strategic goal.

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