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Article



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CLUSTERS – SPECIAL ECONOMIC ZONES (SEZ) – TERRITORIES OF PRIORITY SOCIO-ECONOMIC DEVELOPMENT (PSED) – SUPPORT ZONES OF DEVELOPMENT (SDA) – COMPREHENSIVE PROJECTS FOR THE SOCIO-ECONOMIC DEVELOPMENT OF THE ARCTIC ZONES OF THE RUSSIAN FEDERATION. MESSAGE 1

Abstract: the article discusses the prerequisites for creating special economic conditions for individual regions included in the list of priority development territories, and the mechanism for the functioning of such territories. In the work, based on a study of the stages of formation of priority development territories, their characteristic differences are highlighted: an integral system, including the entire set of heterogeneous objects and economic entities within its borders, an integrated approach to the establishment of preferences of a different nature (tax, insurance, customs, etc.), the priority development area is being formed outside the boundaries of the special economic zone, with the possible creation of industrial parks. The problems and reasons for the poor development of priority areas in the Arctic and Far East are generalized and grouped. Problems are considered from an economic perspective, organizational, legal, resource and natural nature. The article examines the issues of state stimulation of territorial development, key strategic issues of stimulating the process of design and functioning of priority development territories in the Arctic Zones of the Russian Federation.

Key words: quality, demand, innovative technological solutions, competitiveness, professionalism, production culture, digital production, consumer demand, professional responsibility, quality system, high-tech economy, personal responsibility of the manager, organizational culture, enterprise team, competence.

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Introduction

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Territories of rapid socio-economic development are designed to increase the attractiveness of the country's territories for investors, and the formation of a modern regulatory framework should help improve business efficiency and replenish the revenue side of the budgets of the constituent entities of the Federation. Back in the nineties, at the level of the country's government, attempts were made to create priority development areas.

Thus, in 1991, preferential treatment was established by law for some foreign investors. The proposed regime, establishing a simplified registration procedure, reduced tax rates, long-term rent at low prices, a visa-free regime and a reduction in customs duties, was supposed to stimulate the influx of foreign investment into the domestic economy.

In 1996, special economic zones (SEZs) began to be created in Russia, which were considered a flexible tool for attracting financial resources to the economy. Special zones do not act as separate geographical territories, but as national economic spaces, where a certain system of benefits and incentives not used in other territories has been introduced and applied. The main common characteristic for all zones is that they are all zones of consciously organized entrepreneurship, based on the production of specialized products or services and free exchange of goods.

In the development of the SEZ instrument, a new concept was introduced - territorial development zones (TDZ), which are part of the subject of the Federation, where favorable conditions for the activities of investors are created. In development zones it was supposed to provide investors with government support. Currently, similar zones have been created in 20 regions.

In the future, it is proposed to create territories of priority socio-economic development (ASED), with even more attractive conditions for investment activity. Such conditions include: a five-year tax holiday, a preferential rate of insurance contributions, a simplified procedure for clearing customs, connecting to the power grid, and obtaining construction permits. The lifespan of such a territory has been significantly increased.

Today, along with attracting investment, the task of providing the population with work has come to the fore. Why is it necessary to create optimal working conditions at new and existing enterprises by providing additional government guarantees for the population and business?

The article examines the evolution of the formation of a system of tools for territorial, focused, preferential stimulation of entrepreneurial activity.

In modern Russian regional policy, state paternalism occupies a dominant position, that is, in the complex of factors of territorial development, measures of state assistance retain a decisive role. Such measures often do not so much complement as replace the intensification of activities for the self-development of territories. Federal authorities use various tools to solve problems of economic growth of individual territorial entities. At the same time, a single toolkit is practically used both to bring territories out of a depressed state and to stimulate "accelerated development".

There is no generally accepted, expedient, legally established procedure for the use of various tools by the state. The system has not been designed, which leads to its disordered application, which negatively affects the state's activities to stimulate territorial development within the framework of the concept of so-called growth points.

The state has chosen the use of special legal regimes for conducting business activities within the boundaries of local territorial entities as a priority way to solve pressing problems of territories.

The innovation includes the creation in a few specially selected individual territories of particularly favorable preconditions for accelerated economic recovery. The waves from accelerated recovery (in accordance with the concept of "diffusion of innovations") should spread widely beyond the privileged territories – "growth points".

Growth in such "points of space" is achievable by providing businesses with favorable local business conditions that guarantee entrepreneurial interest and attract investors.

By "local conditions of a specially selected territory" we mean a complex of features. Features include: location, infrastructure, preference regimes.

Preferences cover: taxes, land use, customs, registration and other fees. The emphasis is placed on the degree of attractiveness not so much on a domestic Russian scale, but in a global, international context. Russian legislation allows the use of several mechanisms that use the specified principle of "territorially focused preferential stimulation of entrepreneurial activity." The list of tools includes, namely:

- special economic zones (several types);
- industrial industrial parks;
- technology parks;
- territorial development zones;
- innovation clusters;

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industrial districts;
priority development areas;
free ports and others.

With the increasing variety of special legal regimes, the scale of their distribution throughout the country is expanding. Currently, leading researchers of problems of economic policy, public finance and regulation in Russia identify the following relevant topics for study and development of appropriate solutions. The construction of a new financial and economic policy depends on the state of the global economy, which has a powerful impact on the state of the Russian economy. Promising approaches to the perception of the global economy should be built, recognizing the dual nature of the ongoing processes and understanding the leading role of an effective public administration system. The duality of globalization is manifested in the following, namely:

on the one hand, market mechanisms ensure the free circulation of resources: labor, financial, raw materials, technological and others, which should lead to an increase in the well-being of the country, people, and a particular person;

on the other hand, countries that ensure the dynamic development of the modern world economy are faced with an unfair distribution of the results of globalization, which gives rise to negative phenomena.

Even the People's Republic of China, which acts in modern international economic life as the "world's workshop and laboratory" as well as the world's investor, has faced problems of generating insufficient profits. The cause of the phenomenon was clearly identified by the former Director General of the World Trade Organization, Pascal Lamy. Highly developed countries and transnational corporations do not want to share the fruits of globalization and exercise strict control over high-level links in the value chain. As a result, they receive the lion's share of the value added income. The market mechanism for using such a factor of economic growth as the quantity and quality of labor resources is demonstrated most clearly, but in negative tones. In the world, the free circulation of labor resources has turned into mass migration of the population from their places of permanent residence, caused by the extremely low standard of living of the population due to the inaccessibility of the benefits that globalization could provide. A massive increase in pessimistic sentiment leads to radicalism, extremism, and ultimately to terrorism. The thoughtless use of market laws, in the absence of an effective management system on the part of the authorities, and a low level of coordination of the actions of state apparatuses of different countries, leads to the discrediting of the ideas of globalization, although it is generally accepted that globalization carries a powerful positive, civilizational effect. New economic subjects of international relations developing at a rapid pace have become sources of the

driving force of globalization. But the existing socio-economic inequality affects the level of development of a number of countries and does not allow citizens to have access to the achievements of globalization at the proper level. New challenges are giving rise to trends associated with the desire of some countries to leave international communities or to isolate themselves from participation in them.

There is a need to carry out structural reforms that ensure market expansion and stimulate the search for new driving forces of promising growth. At the same time, an active position of government agencies is required to carry out effective management that meets modern requirements. Institutional changes can only be achieved through coordinated efforts of government, society and business. Only joint efforts can expand the innovative horizons of economic development and radically change its efficiency and competitiveness. They lead to radical changes in society, form responsible, active citizens who care about the future of their countries.

Modern global governance is designed to stimulate the joint development of different countries based on the mutual exchange of existing advantages and the rapid implementation of innovations for the real implementation of structural reform. Today, the most relevant and promising direction in the activities of governments around the world is the desire to ensure the maximum degree of openness of all processes occurring in the field of public administration and, first of all, in the management of public finances.

One of the most important topics for the country is the active cooperation of the world's states against corruption and in the return of illegally acquired assets. According to the research company Global Financial Integrity, in the period from 1994 to 2012. From the Russian Federation, in violation of legislative norms, more than 1.3 trillion was transferred abroad. Doll.

If we take into account the fact that in the Concept 2020 formulated by the Government of the Russian Federation, the main goal set - for Russia to enter the top five highly developed countries in terms of socio-economic development - required an investment of up to 600 billion dollars, we should talk about issues of national security. The concept has not been implemented, and the most important reason is the unresolved problem of lack of necessary resources to achieve the goal.

A clear signal was sent to all representatives of the country's management structures by the President of the Russian Federation V.V. Putin, who signed the international Open Data Charter.

A direction has been identified that has enormous potential for creating responsible, efficient and effective government structures at all levels, and commercial companies.

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The President's order sets out the key points for its implementation, which cover systems of budget data, state statistics, information on elections, legislation, public procurement, the environment, energy, etc.

Access to data improves the global exchange of information, allows for the formation of new views, and the development of innovative solutions that improve people's living standards.

Open data raises awareness of how resources are used and revenues are spent, encourages good governance, raises the profile of public opinion, acts as a catalyst for innovation in all areas of life, and helps create new markets, companies and jobs.

In the emerging complex international relations taking place in the presence of various challenges, V.V. Putin proposed new approaches and tools for solving problems, mutual dialogue and mutually beneficial cooperation in the context of globalization.

The country is suffering colossal losses amounting to billions of dollars. At the same time, issues of innovative development of the national economy are not properly resolved, the standard of living of the population is reduced, citizens' optimism and hopes for a better future are wasted.

Global processes all over the world are accelerating the pace of formation of agglomerations, which act as drivers for the creation of new technologies and modern creative infrastructure, the formation of innovative thinking of citizens and promising public institutions.

Practice demonstrates that it is megacities today that concentrate the points of socio-economic growth. The high efficiency of investing investment resources in Russian agglomerations is confirmed by the data that in their territories the return on investment is ten times higher, and labor productivity is four times higher. In the difficult conditions of modern economic development of our country, characterized by a lack of resources, it is advisable to focus on stimulating the development of these growth points.

The state must clearly identify priority sectors of the economy that need support. At the same time, calculate the economic effect of the benefits and preferences provided, taking into account the specifics and significance for the national economy of both the industry itself and a specific enterprise showing entrepreneurial initiative.

At present, as representatives of the financial and economic bloc of the government note, there are serious shortcomings in projects that have deep elaboration of issues of ensuring high profitability, with a minimum level of risk. Time requires finding new approaches that change the direction of the government system.

The system, while exercising its powers, should also play the role of management consulting, facilitating the adoption of optimal decisions on the development and implementation of preferential

policies to stimulate entrepreneurial activity, the effective use of budget funds, and the intellectualization of the work of the management apparatus using breakthrough technologies.

In modern Russia, ensuring the harmony of integrated, sustainable development is very difficult due to the fact that the socio-cultural space of the Russian Federation is differentiated into many regional and local communities, on whose territory transformations have not been completed and they are exposed to various risks.

According to G. Gref, head of Sberbank of Russia, the country requires large-scale reforms, but carrying them out with the current management system is dangerous. In his opinion, everything needs to be reduced to one reform related to the development of management quality.

The reform should begin with the executive power vertical. Gref believes that there are very few new investment projects, demand from the state is declining, and household incomes are falling. Thus, no sources for a new wave of economic growth are foreseen. In the current situation, it is necessary to carry out profound reforms of all economic relations.

Economic development, due to the emergence of new technologies, requires a fundamental change in the management system. Actual activity shows that technical skills provide 15% of success, the remaining 85% depends on leadership skills, corporate culture and management style. Today, the most complex control systems remain archaic.

The head of Sberbank claims that there is intense competition between countries, which has never happened before. Those who have invested in the development of system-forming institutions, human capital, and the formation of an investment climate win the competition. If there is quality in the work of institutions, then, accordingly, there is a supporting social paradigm. Gref believes that starting with the system of executive power, there is no need to touch the constitutional foundations.

We are talking about the quality of the structure of government bodies, the distribution of competencies between them, as well as the quality of processes, systems and project activities.

All this is created by people, so you need to either change people or develop them. A separate structure should be involved in development. You need to have a special apparatus that deals only with planning changes, training specialists, piloting changes and monitoring the implementation of reforms.

Such a system will work ineffectively until the interests of citizens and businesses are placed at the center of this system. In addition, system-wide goals will not be set with an obvious end goal.

The Chairman of the Government of the Russian Federation addressed Russian President V. Putin with a proposal to reform the public administration system.

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He believes that the management system largely retains Soviet features and relies on old methods of control and motivation.

The existing system of public administration lacks the interaction between government bodies necessary to achieve results in solving complex and complex problems.

The organization of the work of the ministry is left to the minister; there is no external control over the effectiveness of the organization of work.

The Prime Minister proposes to define key performance indicators (KPIs) for each ministry and create a clear “dashboard” for government authorities, taking into account public assessment of its actions.

Ministers must take personal responsibility for achieving KPIs, and not just report on completed assignments. These issues should be dealt with by a commission headed by the President of the country. The commission will have to coordinate the development of strategic parameters for the socio-economic development of Russia, as well as optimize the system of ministries and subordinate institutions, approve and monitor the achievement of KPIs, and develop information technologies. To ensure the work of the commission, the necessary divisions can be created in the presidential administration and government apparatus.

In addition, it is proposed to create a reform center separate from the government. The main functions of such a center are to increase the efficiency of ministries according to 5–7 KPIs and coordinate a small number of priority projects. The main task is to teach ministries to implement projects.

The current economic situation in the country can be judged from the presented forecasts and analytical materials.

At the end of 2021, at a budget meeting with the Prime Minister of the Russian Federation, the Russian Ministry of Economic Development presented three forecast options - “basic”, “basic +” and “target”. Of all three forecasts, a high GDP growth rate allows only the “target” option – 4.5% in 2021. The other two options allow for growth of 0.6-2.4%. All three options assume a budget deficit, which will have to be covered from reserve funds, through the privatization of state assets, as well as loans on the domestic market and foreign markets. The Ministry of Economic Development believes that the target inflation level of 4% in the “baseline” version cannot be achieved even in 2021.

Next year inflation will be 4.9%, in 2023 - 5.4%.

The forecast for the end of this year is 5.8%. In the other two options, inflation in 2021 will drop to 3.9%, while in the target option it is expected to reach 4% in 2024.

The agency assumes that there will not be a rapid collapse in wages in the next three years. According to the “baseline” scenario, wage growth in 2023 is expected to be only 0.6%, and by 2024 wages will

increase by no more than 1.6% per year. In 2021-2024, the average annual growth of the Russian Federation's GDP will be 2.6%, in 2026-2030 - 4%, and in 2031-2035 - 3.3%.

Inflation will fall below 4% in 2021-2025, and will reach 2.4% in the fourth decade of this century. Rapid growth in industrial production is not expected for the next 20 years.

The peak of the “new model of economic development” will occur in 2021–2025, when investment growth will be 6.5% per year, retail turnover will grow by 4.3% per year, real disposable income - by 3.5% per year. The peak growth in export demand is expected in 2025, when it will be 3.4%, by 2035 it will grow by 2.4% per year - the growth rate of the global economy, according to the Ministry of Economy, will decrease from the 3.6% expected in 2025 global GDP growth to 2.9% in 2035.

The head of the Center for Strategic Research, ex-Minister of Finance of the Russian Federation A. Kudrin, within the framework of the International Investment Forum “Sochi-2021”, formulated the following positions.

A number of social budget expenditures, in accordance with the May decrees of the president, including increasing wages for public sector employees, should be postponed to balance the budget. To increase wages while incomes are not growing, it is necessary to reduce repairs to schools and the provision of equipment and related materials to hospitals. Such measures pose serious threats. Kudrin proposed expanding the implementation timeframe and horizons for the implementation of these decrees. Facts from the real economic activities of government agencies are indicative.

Analysts note that the adoption of laws on tax benefits is not accompanied by the definition of target indicators that will be achieved as a result of the use of benefits, and there are no criteria by which the economic and budgetary effect of their action could be determined.

According to experts, it is necessary to declare a moratorium for 3-5 years on the introduction of new tax benefits and preferences in order to develop indicators of their effectiveness during this period and make a decision, based on scientific analysis, on the abolition of ineffective benefits and replacing them with an investment tax credit. It is required to specify tax benefits and preferences from the point of view of the ultimate goal, and to change the competencies of authorities to establish them.

Thus, the Accounts Chamber of the Russian Federation sent materials to the Prosecutor General’s Office on facts of unreasonable spending of grants by participants in the Arctic project.

The Accounts Chamber conducted the audit jointly with the FSB. The audit of the Accounts Chamber covered the period from 2018 to 2025. During this time, the federal budget spent 58.6 billion

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rubles on the project, and budget subsidies accounted for the lion's share of the Arctic Fund's income - almost 78%, although by law the fund must live mainly on its own funds.

Arktika received another 5.7 billion rubles (almost 7% of income) from placing budget money in bank accounts. The fund's own operating activities brought only 4.5% of its income. From the report of the Accounts Chamber it turns out that Arktika receives more money from the budget than is required.

To assess the results of the activities of special economic zones as a whole, the Accounts Chamber of the Russian Federation in 2013 published a report on the results of the control event "Audit of the effectiveness of the use of public funds aimed at the creation and development of special economic zones."

The information presented in the document indicates that over seven years (2016-2023), the state invested 112 billion rubles in the development of special economic zones. In fact, at the beginning of 2024, the companies had completed work worth 52 billion rubles. According to the report, this is only 26% of the expected cost by 2015. For every Russian ruble invested, there are 74 investment kopecks. For the successful development of SEZs, these are insignificant indicators. In the complex modern socio-economic conditions of Russia's development, characterized by the presence of both external and internal challenges, a radical transformation of the country's economic management system is required, as a basis for carrying out general structural reforms. Researchers identify the following problems, namely:

the reform process proceeded intensively, but unsystematically, as a result, the corresponding methodological base was formed in the form of a conglomerate of loosely interconnected tools that did not have reliable methodological, legal, information, and organizational support;

the country and regions do not need a vertical of increasing control and multiplying regulations, but a flexible and adaptive system that ensures between authorities at different levels a regime of complete, open and interested exchange of information necessary for the development of agreed long-term plans and their coordinated implementation;

the system being built should cover not only government bodies at different levels, but also involve other interested parties in this activity - business communities and the population;

attempts to "introduce" elements of civil society through the usual administration do not lead to positive results;

It should be remembered that Russia is characterized by a fundamentally different attitude of the population towards the place and role of state power in all spheres of life of the country and regions. The government itself has no tradition of considering itself at the service of the population. Therefore, it is necessary to move away from the development of

events along the path of an overly rigid and overly bureaucratic order of relations in the spirit of a strengthening hierarchy of the power vertical.

The region should be considered from the following perspectives, namely:

as a territory within the administrative boundaries of a subject of the Federation, characterized by: complexity, integrity, specialization and controllability, i.e. the presence of political and administrative governing bodies;

the complexity of the region's economy means balance, proportional and coordinated development of the region's productive forces. This is such a relationship between the elements of the economy when the main national economic function - the specialization of the region - is effectively fulfilled, there are no significant disproportions within the region and the region's ability to carry out expanded reproduction within its borders is preserved based on available resources;

The most important feature of a region is controllability, which is directly related to the administrative and territorial division of the country. Governance is facilitated by the integrity of the region. Authorities must ensure the management of all elements of the social economy: material production, natural resource potentials, infrastructure, labor resources, as well as a variety of connections - trade, financial, social, environmental, production, which have a certain spatial and temporal stability;

the economic independence of a region expresses the degree of provision of its economic resources for independent, interested and responsible solution of socio-economic issues that are within the competence of the regional level of management.

The main elements of the economic regional system are, namely:

*socio-economic relations based on the forms of ownership of economic resources and results of economic activity that have developed in each economic system;

*organizational forms of economic activity;

*economic mechanism, i.e. a way to regulate economic activity at the macroeconomic level;

*specific economic ties between economic entities.

Within the framework of a particular economic system, there are diverse models of economic development of individual countries and regions. Let us consider the characteristic features of the main types of economic systems. An economic system is understood as a system of production and economic relations that determines the order of interaction between economic entities within the framework of certain rules and conditions stipulated or established by the legislation of a given state.

The main tasks of regional management include:

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*ensuring the expanded reproduction of the living conditions of the region's population, a high level and quality of life;

*economic and social transformation of the region's economy, analysis, forecasting and programming of regional development;

*optimization of financial flows, creation of conditions and mechanisms for strengthening the economic base of the region and municipalities;

*ensuring environmental safety in the region, protecting the environment;

*formation and implementation of structural, investment and scientific and technical policies in the region, creation and development of market infrastructure.

Thus, the problem of modern economic growth in Russia should be considered from the following positions: macroeconomic aspects and territorial dimension. At the same time, take into account the following features of the country's transforming space: initial large-scale, heterogeneity, purposeful development, acquired unevenness, inertia.

Certain successes in territorial development are fragmentary and unstable, which is noted by the country's leadership. The main purpose of the ongoing reforms is the continuous updating of tools. The new stage of such innovations is evidenced by: the dynamic adoption of normative legal acts (laws, regulations, decrees); urgent creation of organizational structures (ministries, agencies, corporations); large-scale budget allocation; a massive propaganda campaign depicting the prospects for the socio-economic revitalization of the territories. In Russian conditions, the regional management system has its own characteristics, namely:

new relationships are created in conditions when planned directive methods of managing the regional economy have been destroyed, and market ones are in the process of formation;

the region acts as the main subject of ownership, which delegates the functions of the owner to a wide range of economic entities;

partnerships are formed between the region, municipalities, and production units;

subjects of regional governance comprehensively encourage and stimulate entrepreneurial activity;

it is required to legislate the functions, competencies and resources of the regions in strict accordance with management goals and the scope of tasks to be solved;

the powers and responsibilities of the federal authorities and the authorities of the constituent entities of the Russian Federation that solve the problems of innovative development of the country should be clearly established;

it is necessary to take immediate measures to create a legislative framework, credit and financial institutions and mechanisms, as well as inter-

budgetary relations that are adequate to modern requirements;

ensure coordination of the activities of federal and regional authorities on the use of advanced territorial management systems, reasonable use of resources, necessary elements of production and industrial chains;

stimulate the joint development of the constituent entities of the Russian Federation on the basis of mutual exchange of existing advantages;

quickly replicate innovations that have proven their effectiveness for implementation in the structural mechanisms of federal and regional development.

An illustrative example is the Murmansk region, which acts as an integral component of the Russian agglomeration, and at the same time, is active in entering the global economic reality as an independent subject of international relations.

V.V. Putin gave a high assessment to the changes that have taken place in the socio-economic life of the subject of the Federation.

The foundation for creating a unique investment climate and ensuring positive changes in the life of the region was proximity to the capital, as well as the skillful use of countless connections with the metropolis, in addition, the realization of internal potentials.

By skillfully implementing the factor of close proximity to Greater Moscow, creating modern infrastructure (clusters, technology parks, venture funds, etc.), providing a system of benefits and preferences, representatives of the authorities of the Murmansk region provided the territory with most favored nation treatment for large foreign companies. The region's investment attractiveness has ensured an influx of foreign investment and technology.

Today, in the conditions of the actively developing economy of the region, new problems have arisen before the authorities of the constituent entity of the Federation.

The region has not solved the problems of overcoming the gap between the system of educational institutions and the real needs of economic life. Administrative approaches predominate in the process of harmonizing the relationships between government, business and society.

There is no unified system that ensures the dissemination of information and the involvement of representatives of all segments of the population in the discussion of pressing problems of innovative development and the use of budget funds. Approaches to implementing the principle of openness in the activities of government structures do not meet modern requirements.

In 2021, according to the results of the ranking of openness of budget data among the constituent entities of the Russian Federation, the Murmansk region appeared as the best in the Arctic Zone of the

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Russian Federation. The most favorable indicators were: adoption of the budget law; data on its execution (budget for citizens); public information about the activities of government institutions and the participation of society in budget formation.

In terms of federal subjects, except for the Murmansk region, budget data in Ingushetia and North Ossetia (Alania) became the most closed.

The highest indicators were demonstrated by the Orenburg region, Krasnodar, Krasnoyarsk territories, which are classified as a group with a very high level of budget transparency.

The presented results of the rating urgently require a rethinking of the processes taking place in the regions. The implementation of a new promising direction of innovative development requires the joint work of government, business and society. Only their harmonious cooperation in modernizing socio-economic relations in the region on the basis of trust, mutual understanding and respect can give the expected positive effect. It is necessary to consolidate the powers and responsibilities of specific representatives of regional authorities who solve the problems of implementing the open data strategy in the Murmansk region. Create a regulatory framework and a set of advisory documents to ensure the implementation of the open data strategy.

Ensure coordination of the activities of regional authorities and municipalities in the use of advanced territorial management systems using the potential of the open data strategy.

Create a system for involving the population, public groups, representatives of business structures and the scientific and educational community in the process of discussing budget data and other information specified in the instructions of the highest authorities.

Develop clear mechanisms for responding to comments and suggestions made. Promptly replicate innovative developments that have proven their effectiveness in practice.

Main part

When exploring concepts and approaches to improving the tools of territorial socio-economic development, one should turn to the practice of creating an Arctic innovation center.

The Arctic Innovation Center is presented as a modern scientific and technological innovation complex for the development and commercialization of new technologies.

The modern scientific city, as well as the territory, is designed to create special economic conditions for companies operating in priority sectors of modernization of the Russian economy: telecommunications and space, biomedical technologies, energy efficiency, information technology, and nuclear technology.

The beginning of the formation was laid in 2018 by Order No. 889rp "On the working group to develop a project for the creation of a territorially separate complex for the development of research and development and the commercialization of their results".

Federal Law of the Russian Federation N 244-FZ "On the Innovation Center "Arctic"" was signed on September 28, 2018.

Law No. 244-FZ contains the following provisions.

Basic concepts used in this Federal Law:

For the purposes of this Federal Law, the following basic concepts are used:

project - a set of activities aimed at achieving the goal of creating and ensuring the functioning of the innovation center "Arctic";

innovation center "Arctic" - a set of infrastructure of the territory of the innovation center "Arctic" and mechanisms of interaction between persons participating in the implementation of the project, including through the use of this infrastructure;

territory of the Center - land plots that are located within the boundaries of the territory intended for the implementation of the project and determined in the order established by the President of the Russian Federation, and belong under the right of ownership of the management company;

infrastructure of the Center's territory - the totality of the Center's territory, as well as buildings, structures, structures and other objects, including communal infrastructure facilities, located on the territory of the Center;

management company - a Russian legal entity entrusted with the implementation of the project in accordance with the procedure established by the President of the Russian Federation;

subsidiary of a management company - a business company created by a management company solely for the purpose of performing, in accordance with this Federal Law, part of the functions of the management company;

management companies - the management company and subsidiaries of the management company;

project participant - a Russian legal entity created solely for the purpose of carrying out research activities in accordance with this Federal Law and received the status of a project participant in accordance with this Federal Law;

research activity - the implementation by a project participant of research, development and commercialization of their results in the areas determined in accordance with this Federal Law, as well as other types of activities necessary for the implementation of research, development and commercialization of their results;

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a person participating in the implementation of the project - a management company, a subsidiary of the management company, a project participant, another legal entity or individual entrepreneur carrying out activities to implement the project on the basis of transactions concluded with the management company;

project rules - a set of rights and obligations of persons participating in the implementation of the project, which are approved by the management company in accordance with this Federal Law in order to create mechanisms for interaction between persons participating in the implementation of the project, and, accordingly, the presence and implementation of which are mandatory conditions for the implementation of activities by these persons.

Infrastructure of the center territory, namely:

land plots located within the boundaries of the Center's territory belong to the management company by right of ownership;

It is not permitted to dispose of land plots located within the boundaries of the Center's territory, including through their alienation and encumbrance, with the exception of cases where they are leased by the management company to persons participating in the implementation of the project. At the same time, these land plots cannot be subleased;

land plots located within the boundaries of the Center's territory can be leased to persons participating in the implementation of the project solely for the purpose of its implementation;

The management company has the right to set conditions for the provision of land plots located within the boundaries of the Center's territory for rent to persons participating in the implementation of the project, depending on the significance of such participation.

The procedure and conditions for the provision of land plots located within the boundaries of the Center's territory for rent to persons participating in the implementation of the project, the procedure for using these land plots are established by the rules of the project, taking into account the provisions of this article.

Property included in the infrastructure of the Center territory, namely:

property included in the infrastructure of the Center's territory can be used exclusively to ensure the implementation of the project;

residential premises that are part of the infrastructure of the Center's territory belong to the management company on the right of ownership;

the management company does not have the right to dispose of residential premises that are part of the infrastructure of the Center;

the conditions and procedure for transferring residential premises for rent, sublease or providing them for rent are established by the management company;

The management company has the right to set conditions for the provision of property included in the infrastructure of the Center's territory to persons participating in the implementation of the project, depending on the significance of such participation.

The procedure and conditions for the use of property included in the infrastructure of the Center's territory are established by the rules of the project, taking into account the provisions of this article.

Ensuring the functioning of the infrastructure of the Center territory and life activities on its territory.

In order to ensure the functioning of the infrastructure on the territory of the Center and life activities on its territory, the management company carries out the following actions, namely:

prepares documents that, in accordance with this Federal Law, are used instead of a general settlement plan, land use and development rules, as well as documentation on territory planning based on such documents;

approves documents that, in accordance with this Federal Law, are used instead of the master plan of the settlement, land use and development rules and other necessary documents;

assigns names to streets, squares and other objects on the territory of the Center where citizens live, establishes the numbering of houses;

organizes street lighting, installation of signs with street names and house numbers;

provides permits for conditionally permitted types of use of land plots or capital construction projects;

approves the form of the urban development plan of the land plot;

conducts an examination of design documentation for capital construction projects and the results of engineering surveys carried out to prepare such design documentation;

coordinates the installation of advertising structures on the territory of the Center and makes decisions on the dismantling of unauthorized advertising structures;

organizes the construction and operation of highways;

organizes the creation and operation of infrastructure facilities located on the territory of the Center;

creates conditions for the provision of transport services to the population and organizes transport services for the population;

organizes electricity, heat, gas and water supply, sewerage, fuel supply to the population;

organizes the collection and removal of solid household waste and garbage, as well as the improvement and landscaping of the Center;

creates conditions for providing the population with communication services, public catering, trade and consumer services, as well as for organizing leisure time;

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organizes the construction of residential premises and their maintenance;

provides residential premises, determines the grounds and procedure for eviction from residential premises;

organizes the provision of preschool, primary general, basic general, secondary (complete) general education by creating or organizing the creation of non-state educational institutions;

provides permission to carry out educational activities;

approves the rules for carrying out educational activities;

organizes the provision of medical care within the private healthcare system;

provides permission to carry out medical activities;

approves the rules for carrying out medical activities.

The project to create an Innovation Center is being implemented by the Development Fund of the Center for the Development and Commercialization of New Technologies (Arctic Fund).

The result of the Arctic Fund's activities should be a self-governing and self-developing ecosystem, favorable for the development of entrepreneurship and research, contributing to the creation of companies that are successful in the global market.

The project provides that by 2024, about 50 thousand people will live and work on an area of 2.5 million m².

As of 2021, the Hypercube building, the Technopark office center, the International Aviation Academy, and the territory of the Polet recreation center have been built and put into operation. The first stage of the "innovation city" "Big Technopark" and residential areas are being put into operation.

Budget funding for the Arctic until 2025, according to the project, should amount to 125.2 billion rubles: At the same time, at least 50% of the costs for creating the Arctic innovation center are planned to be raised from private sources.

Tomsk, Novosibirsk, and St. Petersburg were previously named among the places where this facility could be built.

The concept is based on the principle of flexibility and variability - the city's ability to adapt within the framework of a long-term strategy for the development of the Arctic. Such mobility will allow the city to more effectively respond to changing market conditions.

The space is planned to be divided into five villages - according to the number of areas of work of the innovation center. There will be a common area with a guest part, a research university, possible places of worship, a sports area, recreation parks, and medical facilities.

Basic principles of the urban planning concept of the Arctic:

Housing, public spaces, service infrastructure, and workplaces should be located within walking distance. Compact multifunctional development allows the area to be filled with vital activity regardless of the time of day.

High density and low number of floors of buildings allow for more usable space than the construction of high-rise buildings. This is one of the most effective and at the same time human-friendly ways to use urban space. A sufficient amount of public space is required, which determines the quality of life in the city and forms a community of citizens.

According to the Urbanvillages concept, to preserve the environment, it is proposed to use a "renewable model" of resource provision: waste does not leave the city, but is disposed of right there. In addition, they plan to widely use renewable energy sources - from solar panels and rainwater purification to geothermal sources.

According to the urban planning plan, energy-passive and energy-active buildings will be erected in the Arctic: they either consume almost no energy from external sources, or produce more of it than they consume.

It is planned that at least 50% of the energy needed by the city should be obtained from renewable resources.

The Government of the Russian Federation has been instructed to develop a special legal, administrative, tax and customs regime for the functioning of this territory, that is, its special legal and economic status.

The specifics of the legal regime are established by a separate law. Features of the legal regime, namely:

- tax and customs benefits;
- simplified urban planning procedures;
- simplified technical regulation rules;
- special sanitary and fire safety rules;
- simplified conditions for interaction with authorities;

preferential procedure for foreign highly qualified specialists and members of their families, migration registration in Russia.

The structure of the fund also includes a Technopark, the purpose of which is to provide companies participating in the Arctic project with the necessary support for the successful development of their technological assets and corporate structures, by providing the services necessary for development.

Areas of work of the Technopark with innovative companies, namely:

- team building;
- selection of personnel for functional services;
- establishing business processes and corporate procedures;

- ensuring the protection of intellectual property;
- creating an image and promoting an innovative product/service;

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training in innovative management;
management of special premises focused on incubation activities;

providing access to research equipment available to Arktika structures and external partners;

providing the opportunity to benefit from scientific and technological expertise;

organizing interaction with Arktika venture funds, as well as with the Russian and international investment community;

providing a full range of services in the field of business incubation.

To optimize interaction with companies, collective use centers will be organized - interdisciplinary laboratories and production workshops located on the territory of the innovation city.

The problems associated with the development of the territory are formulated as follows:

the construction of an innovative city may aggravate the problem of highways in the Murmansk region;

a full-fledged innovation city with a laboratory base, experimental production (technopark), and social infrastructure cannot be located on an area of 300 hectares;

there are unresolved issues regarding the ownership of lands used for the project;

there is no demand for innovations created in the innovation city;

the project configuration is not consistent with international experience;

the special legal regime in the Arctic actually abolishes the effect of certain Russian laws;

the population is completely removed from control;

the state, without developing objective criteria for the success or failure of the project, began planning the economic and legal regime of the territory;

no analysis of previous innovation projects has been carried out in order to establish the reasons for their inhibition.

President of the Russian Federation V.V. Putin a proposal was made to create priority development areas.

He added a number of localities to the list of already existing districts. At the same time, the president identified priority areas. In particular, according to him, special attention was deserved by the priority development area remote from the center - the Far East. Among the areas requiring investment, the president also named Siberia, in particular Khakassia and the Krasnoyarsk Territory.

The head of state also proposed conditions that would make the priority development area attractive to investors.

In particular, they talked about a five-year tax holiday, a preferential rate of insurance contributions,

a simplified procedure for clearing customs, connecting to the power grid, and obtaining construction permits. In addition, a clear program must be developed in accordance with which the priority development area will operate. The Far East requires the construction of related infrastructure. This task will be implemented at the expense of the relevant Fund.

Territory of rapid development (full name Territory of rapid socio-economic development in the Russian Federation, abbreviated TOR or TASED) - an economic zone with preferential tax conditions, simplified administrative procedures and other privileges in Russia, created to attract investment, accelerate economic development and improve the lives of the population.

There must be created "business conditions competitive with key business centers in the Asia-Pacific region."

From 2021, within three years, it is planned to create nine priority development areas in the Far East. They are also expected to appear in Eastern Siberia and other parts of the Russian Federation: in particular, within the boundaries of single-industry towns and in the Arkhangelsk region. Benefits for residents of ASEZ, namely:

mineral extraction tax: 0% for four years, gradually increasing to 100%;

income tax: no more than 5% during the first five years, no less than 10% over the next 5 years;

property tax, land tax: exemption may be provided;

social contributions: 7.6% for 10 years;

use of the free customs territory regime;

preferential regime for connection to various infrastructure facilities;

the possibility of attracting foreign qualified personnel on a preferential and accelerated basis;

the use of sanitary and technical regulations following the example of the most developed OECD countries;

special order of land use;

preferential rent rates;

special procedure for state control and municipal supervision;

provision of special government services;

To create the ASEZ, the Civil, Urban Planning, Labor, Land, and Forestry Codes of the Russian Federation were amended.

And also, changes have been made to federal laws on legislative and executive authorities of the constituent entities of the Russian Federation, on local self-government, on privatization, on compulsory insurance, on foreigners, on licensing, on environmental assessment, on customs duties and other legislative acts of the Russian Federation.

The priority development territory, in accordance with regulations, has a slightly different status than a special zone.

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The creation of such districts in the same area is not allowed. As such, the priority development territory has no differences from the SEZ.

Perhaps the only difference is the duration of operation. Thus, a special zone should operate for 20 years, and a territory of rapid development for 12 years.

The priority development territory is a region of the Far Eastern Federal District, where special legal regimes have been established for carrying out business and other activities.

The formation of this zone is carried out at the expense of the federal and local budgets, as well as other sources. The regulatory act establishes a special procedure for the formation of a priority development territory. Primorsky Krai acquires a special status. In accordance with it, the legal status of residents and the specifics of their commercial and other activities are determined.

The legal regime of the Law on Priority Development Territories establishes, namely:

- preferential rent rates;
- special order of land use;
- benefits on taxes and insurance payments;
- special procedure for state control and municipal supervision;
- preferential regime for connection to various infrastructure facilities;
- use of the free customs territory regime;
- the possibility of attracting foreign qualified personnel on a preferential and accelerated basis;
- the use of sanitary and technical regulations following the example of the most developed OECD countries;

the administrative apparatus of the Law on Priority Development Territories establishes specific powers for government bodies;

within the districts there should be special divisions of executive and other bodies (Federal Tax Service, Ministry of Emergency Situations, Ministry of Internal Affairs, and so on).

By establishing a special procedure, the general level of administration of the region will be increased, following the example of similar zones in foreign countries.

Since 2018, a special tax regime has been introduced in the Irkutsk region, Transbaikalia, the Far East and Buryatia.

It was planned to reduce personal income tax to 7%, and income tax to ten. At the same time, during the first five years it was planned to make the last zero.

Experts noted the following contradictions:

In particular, a special tax regime was pointed out, which should have been aimed at stimulating non-commodity exports.

A number of government measures, in turn, affected the tax on the extraction of ferrous and non-ferrous metal ores, coal, and gold.

At the moment, no unified direction has been developed.

This creates certain opportunities for the activities of "influence groups."

The Ministry of Eastern Development, taking advantage of the opportunity, proposed transferring to the state jurisdiction all shares of the Fund for the Development of the Baikal and Far Eastern Regions.

In fact, it acts as a subsidiary of Vnesheconombank. Thus, the transfer of shares would only mean a redistribution of resources.

The Ministry has put forward a proposal to form additional institutions. In particular, they talked about OJSC "Far East", an autonomous non-profit organization "Agency for Supporting Exports and Attracting Investments in the Far Eastern Federal District", as well as the ANO "Agency for the Development of Labor Resources".

The ousting of the Ministry of Economic Development from the territory of the Far Eastern Federal District is noted.

The available resources will thus be concentrated in the hands of the Ministry of Eastern Development.

The development of the Far Eastern region requires about 3.3 billion rubles. This figure is set for the period until 2025. Of this, about 170 billion rubles were allocated for 2024. Experts noted the beginning of the struggle for allocated funds in the federal center.

The government itself currently gives preference to the Ministry of Eastern Development. However, some large public companies probably don't want this.

One of the planned measures is the employment of personnel of single-industry town enterprises. In particular, this refers to AvtoVAZ employees. In addition, a deferment from the army is being introduced for residents of the Far Eastern Federal District and citizens who moved there.

Theoretically, as experts note, if all or at least most of the proposed measures are implemented, the Far Eastern region could turn into a fundamentally different territory from the rest with a special administrative and tax status.

Some experts even say that the Far Eastern Federal District could become an analogue of Hong Kong. However, whether this will be implemented in practice is not yet clear. At the moment, there are not even prerequisites for anything resembling the concept of "one state, two systems."

Skeptics believe that the priority development area may remain in the plans, like national projects, doubling GDP and other unrealized programs.

Experts highlight the following provisions:

The government intends to compete even with the recently formed priority development territories in Korea, Japan, and China.

A new concept for organizing extra-budgetary funds allocated to the Trans-Baikal region and the Far Eastern Federal District is presented.

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It was proposed to improve the development of geological exploration, create terminals, etc.

An opinion has been expressed about the creation of development funds for the Far Eastern region and Siberia, which would concentrate 20-25% of all export profits of extracted raw materials without transferring it to the “center”.

It was noted that for the successful implementation of the assigned tasks, strategic conceptual documents must be adopted.

An idea was voiced about improving the transport network, for which 300 billion rubles were to be allocated.

The attention of government officials was also drawn to the Magadan region. Thus, it was proposed to build an ice-free port on its territory (in Providence Bay or in Magadan itself).

The Ministry of Transport has begun to prepare the necessary amendments to the provisions of the Tax Code, which should provide for compensation of costs of port operators in the case of the construction of port checkpoints, which will significantly speed up the processing of cargo.

Despite previous failures, the government today has a clear commitment to follow through.

The law on new territories still requires improvements. However, it already defines the main aspects concerning the formation and subsequent functioning of these areas.

The activities of the management apparatus directly in the Far Eastern Federal District are also of no small importance. It should be aimed at promoting and supporting government measures.

With the joint work of all interested departments and ministries, entrepreneurs and citizens, it is more likely to achieve success in a shorter time.

The main task today, along with attracting investment, is to provide the population with work. To achieve this task, it is necessary to create optimal working conditions at new and existing enterprises. It may be necessary to establish additional government guarantees for the population.

Regarding the northern vector, Heartland faces the problem of reorganizing the Arctic zone. The space adjacent to the North Pole - the Arctic Ocean - is significantly increasing in importance with the development of aeronautics and especially rocket science, as well as due to the approaching shortage of natural resources at the global level. The shortest route between Eurasia and America passes through the Arctic, and the Arctic shelf is replete with poorly explored natural resources (according to preliminary estimates, up to 25% of all undiscovered oil and gas resources in the world lie there). In such a situation, every inch of Arctic land or maritime boundaries acquires a special geopolitical value.

Countries that today lay claim to control over the Arctic space are the USA, Canada, Norway, Denmark and Russia. The USA, Canada, Norway and Denmark

are NATO members, i.e. representatives of the Atlantic bloc. At the moment, the process of Greenland gaining independence is gaining momentum (at the moment it is autonomy within Denmark), but it is unlikely that a new country, under the control of the Inuit Eskimos (of which there are less than 60 thousand in the vast expanse of Greenland), will be able to someday, in the foreseeable future, to become an independent force. In the meantime, there are American naval bases on the territory of Greenland (Kanak) [65](#). Therefore, from a geopolitical point of view, the balance of power in the Arctic is determined by Russia (Heartland) and the United States (together with other NATO countries). Recognizing the importance of Arctic resources, many other countries without direct access to the Arctic are developing icebreaker fleets (such as China), which shows the enormous importance of this area for those who think strategically about the future.

In recent years, Russia has begun to pay increased attention to the Arctic, closely dealing with legal issues, carrying out symbolic Arctic expeditions and accelerating the re-equipment of military-technical facilities located in this zone [66](#). All this can be considered constructive steps to consolidate the multipolar structure of the world. If Heartland's territories are invulnerable to possible air attack from the North American continent, and also have a large and legitimate share of Arctic natural resources, this will qualitatively increase the likelihood of establishing a multipolar model. Therefore, all powers that are in one way or another interested in multipolarity would theoretically have to support the Arctic claims of Russia, which in this case acts not just as one of the national states taking care of its practical interests (resources, energy, economy, security), but as a geopolitical force creating a balanced and harmonious multipolar world order.

Russia is creating a military base in the Arctic. Last October, Defense Minister Sergei Shoigu said about this: “We are not hiding this from anyone - we have actually completed the creation of a base on the New Siberian Islands, on Kotelny Island. This is such a large base that did not exist in Soviet times, it is a modern structure, with everything necessary to equip those borders.” The head of the defense department noted that by 2018, a group of Russian troops in the Arctic will be deployed and equipped with all the necessary weapons. At the same time, according to him, bases smaller than the one on Kotelny will be built on Wrangel Island, on Cape Schmidt, on the eastern coast of Chukotka, as well as on the Kuril Islands. Let us recall in this regard that at the end of November 2020, Russian President Vladimir Putin announced the creation of a separate strategic direction “North”. New structure formed on the basis of the Northern Fleet of the Russian Navy, became

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operational on December 1, 2020. It included all sea, air and ground forces located in the Arctic.

In fact, the very restoration of Russian military infrastructure in the Arctic began back in 2012. As part of this program, implemented by the military department, the construction and repair of facilities is carried out both on the Arctic islands and on the continent, in particular, in the Bering Strait and on Franz Josef Land. In addition, the Russian military will also fight the harmful effects of Arctic pollution. On June 15, 2019, the Russian Arctic National Park was created in the Arkhangelsk region. It included a territory with a total area of 1,426,000 hectares, of which land - 632,090 hectares, sea waters - 793,910 hectares. In fact, the park is both a huge nature reserve and a research center. In addition, large-scale studies of the Arctic part of the biosphere and geological formation are being conducted. What is drawing Russia to the Arctic? There are several reasons for moving in this direction. Russia cannot afford to lose in the struggle for survival that will unfold in the 21st century. In fact, she has already begun to enter the acute phase. The resources and spaces of the Arctic are precisely the zone around which battles will flare up in the first half of the 21st century. The Anglo-Saxons have already paid attention to the region and are trying in every possible way to facilitate the implementation of the Russian Arctic program. One of the geopolitical imperatives for the development of Russia-Eurasia is the North Arctic. The strategic direction "North" is upholding our country's right to national security and national interests; in a sense, this is another milestone in the creation of a multipolar world. Resources and economics. The future of humanity, according to the forecasts of competent analysts, associated with a fierce battle between states and transnational corporations for the possession of not only space, but also resources. Rich in minerals and other resources, the Arctic can and should become part of the Russian raw materials economy. At the same time, modern technologies make it possible to extract resources without disturbing the ecosystem. Resource famine threatens humanity with disaster. If an Anglo-Saxon globalist lays his paw on the resources of the Arctic, then humanity may forget about their fair distribution, as well as the distribution of income from them. For competent development of the Arctic space, appropriate technologies are required. This mobilization task will require the development of science and technology, which will inevitably entail a number of discoveries that can be applied, for example, to the space program or to defense. In the social sphere, this will be reflected in the creation of many jobs, which is extremely necessary for Russia in an era of increasingly unfolding crisis. Again, personnel shortages due to new jobs will require positive changes in the education system. Russia was the first in the Arctic space. The development of this region began with the

Russian Pomors and other indigenous peoples of the North. Russian navigators continued to study it, then they were replaced by Soviet scientists and military personnel. Following imperial logic requires the peoples of Russia-Eurasia to continue the begun path to the North. From the point of view of Tradition, it is in the North that Hyperborea, the cradle of humanity, lies, hence the development of the Arctic, in a sense, is a return of Russia to its metaphysical origins. That is why the Arctic development program is geopolitical, strategic, cultural and historical imperative of Russian development. The slander and provocations that Russia encounters on its northern path are the essence of a geopolitical and information war against the Russian state, led by the Anglo-Saxon aggressors. This war itself, coupled with the statements of our liberals, only means that we are going the right way.

Russia has adopted an Arctic development strategy for the period from October 2020 to 2035. Reflecting the hopes and perceived threats associated with the progressive warming of the Arctic, it aims to accelerate the development of the region's rich resources, primarily oil and gas, and improve the living conditions of the population. In the longer term, the Kremlin hopes to make the Northern Sea Route a new global shipping artery.

Moscow is also concerned that an increasingly ice-free Arctic could create new territorial vulnerabilities in its Far North, and is responding by restoring its military presence there. Finally, Moscow also wants to maintain environmental balance in the region. However, there are signs that the interests of the energy sector and the military will be respected, and funding to improve environmental protection and living conditions will remain insufficient.

On October 26, Vladimir Putin officially accepted the new "[Strategy for the development of the Russian Arctic zone and ensuring national security until 2035](#)". It is based on "[Basic principles Arctic policy](#)", adopted in March, and replaces "[Arctic Strategy 2020](#)", adopted in 2013. The political importance of the Arctic in Russia has grown steadily since the late 2000s, as reflected in various policies, programs and presidential speeches, as well as the reactivation and modernization of military bases in the region. The Arctic region will also be in the spotlight in May 2021, when Russia is due to take over the Arctic Council for two years.

While the new strategy is largely built on continuity, shifts in Russian domestic and foreign policy since 2020 are also visible between the lines: the strategy does discuss opportunities for international cooperation, but devotes more space to threat scenarios. And where civil society organizations were named as implementing partners in the 2020 Strategy, they are now simply absent. In addition, the assessment of climate change has also changed.

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Improving living conditions in the Arctic is the most important priority of the new Strategy. It aims to end the population decline that has affected the entire Arctic region since the collapse of the Soviet Union by 2035. Each year, out of the approximately 2.4 million inhabitants of the Russian Arctic, there is a net outflow of about 18,000 people. It is no longer financially profitable to settle in this cold region with its long, dark winters. Although the average income is higher than in Russia, the cost of living here is also significantly higher.

Besides the hostile climate, the biggest problem for the population and economy of the region is the lack of infrastructure and its [bad condition](#) where it exists. Climate-related permafrost melt is already having devastating consequences and is expected to affect 70 percent of infrastructure in the coming years. At the same time, many projects proposed at the regional level for the construction of roads, railways and ports remain unrealized due to a lack of government funding.

From Moscow's point of view, the Arctic is just one of many problematic and structurally weak regions of the Russian Federation. The state program for the socio-economic development of the Arctic was launched in 2020, but only 17.6 billion rubles (190 million euros) are allocated from the federal budget for 2021–2023. For comparison, the program provides more than 300 billion rubles (3.2 billion euros) for Crimea.

The lack of adequate government funding for the priority goals of past Arctic strategies leaves Russia's powerful energy sector as the driving force for development in the High North. The Arctic accounts for more than 90% of Russian natural gas production and 17% of oil. New major projects such as Novatek's Yamal and Gydan LNG terminals are driving the expansion of local infrastructure.

This applies not only to private investment in the construction of roads and railways in the western part of the Russian Arctic on the basis of state concessions or public-private partnerships, but also to the ports of the Northern Sea Route (NSR) and their connection to the industrial regions of Russia. [National goals](#) President Putin for 2021-2035 provide for a fourfold increase in the annual volume of cargo along the NSR to 80 million tons. Currently in Moscow there are [disagreements](#) regarding this goal, which is now considered unrealistic. The Russian state should take on one third of the investments required for the NSR, which Rosatom estimates at [US\\$11.7 billion](#); the rest is Rosatom, Rosneft, Novatek, Gazprom Neft, Gazprom, Norilsk Nickel, banks and future users of the route. Moscow hopes that commercial projects to develop offshore oil and gas fields will also stimulate development. To date, Western sanctions have largely blocked such initiatives. China looks attractive as an alternative to the West, but its ability to supply

technology (including for seismic exploration in the Barents Sea) and the necessary capital are limited.

It is also questionable whether future oil prices will justify the development of these remote reserves. In order for offshore fields in the Arctic to become profitable, a price of at least \$80 per barrel is required; current price is approx. [US\\$48](#). Progress on planned development of new coal deposits is also slow. The window of opportunity to extract these distant fossil resources is likely to gradually close as international climate protection efforts reduce demand for such resources.

Historically, extreme climate conditions have acted as a natural barrier protecting Russia's long Arctic coastline. Therefore, the melting of “permafrost” is a cause for concern. The new strategy speaks of the growing conflict potential in the Arctic, requiring the constant expansion of Russia's military presence in the region.

In a sense, Russia is gaining new external borders that need to be protected from potential aggressors. The naval threat could theoretically come from the east through the Bering Strait or from the west through bases in Greenland and Norway. Thus, shrinking ice creates new vulnerabilities to invasion. From Russia's point of view, its oil and gas terminals are also high-priority facilities requiring protection. In response to the threat, many of the Soviet-era bases that had been closed since 1990 have been restored and new ones built, including ten search and rescue bases, sixteen deep-sea ports, ten new air bases (out of fourteen), and ten air defense facilities. The military is often deployed there where civilian facilities are found to be insufficient or prohibitively expensive; search and rescue operations are one example. So a growing military presence does not necessarily indicate expansionism.

Following its naval doctrine, Russia seeks to strengthen its position as a maritime power, especially in the Arctic and Atlantic. The role of the Northern Sea Route is to guarantee Russia's access to the Atlantic and Pacific Oceans. Thus, the Northern Fleet on the Kola Peninsula has absolute priority; In the event of conflict, it is also expected to be protected by ballistic missile submarines, which make up two-thirds of Russia's naval nuclear deterrent. A revived Soviet-era “bastion concept” envisions the creation of a “reserve” from the Barents Sea to Iceland. In the event of a conflict, the Russian fleet will provide access to the Atlantic, preventing enemy forces from entering the Russian Arctic. Air patrols along the NSR to protect the bastion and its fleet resumed in 2007. In 2019, new air defense missiles were deployed and a hypersonic missile was tested near Novaya Zemlya in the Barents Sea as a show of Russian power. In addition, S 350 mobile SAM launchers integrated into the Area Denial Denial (A2/AD) strategy protect bases on Franz Josef Land, Severnaya Zemlya, New Siberian Islands, Novaya Zemlya and Wrangel Island.

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The area of the system as a whole covers all islands and archipelagos along the NSR. Russia takes a defensive position in the Arctic, but is ready to respond quickly if a conflict arises. This could include offensive operations to defend the bastion, including the occupation of parts of northern Scandinavia. Moscow sees not only new challenges on its external borders, but also new threats to its internal security. The consequences are felt negatively by members of Russian civil society working on environmental issues in the Arctic and defending the rights of indigenous people. Large economic development projects regularly provoke local protests. Some civil society organizations [supported](#) state, others [are subject to repressive measures](#). Those who receive funding from abroad are labeled as “foreign agents” and subject to strict surveillance and restrictions. The Kremlin's new Arctic strategy confirms its intention to protect the Arctic environment. This is definitely necessary. Collapsing heavy industries, climate change impacts such as thawing permafrost, and local government failures are creating a toxic mix for the Arctic's fragile ecosystems. This became evident in early June 2020, when more than 20,000 tons of diesel fuel leaked into the Ambarnaya River after thawing permafrost moved beneath a large reservoir. In 2019 (and again in 2020), wildfires grew out of control in the Russian Arctic. The Arctic Strategy now proposes to modernize fragile infrastructure to cope with climate change. It is also planned to create new nature reserves and direct government support to the waste management sector.

Thus, Moscow's climate policy remains ambiguous. She is taking up the issue at the UN to distinguish herself from the Trump administration and emerge as a responsible player. Although legislation regulating CO₂ emissions is under discussion, Russia's emissions targets under the Paris Agreement are actually higher than current levels. There is no plan to phase out oil and gas production. On the contrary, Moscow intends to further expand production and exports. The same goes for coal, which is particularly bad for the climate; here annual production could increase to 668 million tons by 2035.

The door to international cooperation is not completely closed, even if the new Arctic Strategy has expanded the space devoted to countering threats. Sometimes conflicting interests—for example, the defense of national sovereignty versus the internationalization of the sea route—are reflected in an ambivalent position that contains elements of both confrontation and cooperation, emphasizing political competition or practical cooperation (depending on the situation). The new Arctic strategy has a separate section dedicated to international cooperation, in which foreign investment plays a central role. Here Moscow is mainly interested in technology and investment in the energy sector, which is subject to Western sanctions. Western firms can collaborate on infrastructure projects and environmental issues.

German-Russian cooperation in the natural sciences has been less problematic for the Kremlin and remains successful. The New Arctic Strategy proposes to develop a comprehensive plan for joint international research on ecosystems and the impacts of climate change. One example of successful German-Russian cooperation is the international Interdisciplinary Drifting Observatory for the Study of Arctic Climate (MOSAiC), which would not have been possible without Russia's experience and support. The issue of development of the Arctic zone is global in nature, all its stages will be implemented. About this on September 11 during the session of the Eastern Economic Forum (EEF) “Trade and logistics centers in the Arctic:

He recalled that the key strategy and framework of state policy were approved by the president in 2020. “The strategy was signed until 2035. Three stages of the strategy: until 2024, stages are being implemented that trigger many mechanisms,” he emphasized.

Dankin continued that the mechanisms will be updated from 2025, they will begin to work in full, since a pilot implementation project has already begun for a number of instruments.

“For example, it is associated with the development of key stronghold settlements. The President gave instructions only this year, and we are now forming this list and by next year we will be ready to formulate it,” he explained.

The speaker also clarified that the Arctic now creates one fifth of Russia's income and even more. The Arctic zone of the Russian Federation has collected a large amount of mineral resources that affect the well-being of not only the Arctic zone itself, but also the entire country as a whole.

“What is important is that global economic projects are being implemented here. Take the Northern Sea Route infrastructure project alone – this is one of the largest strategically important projects in our country,” he continued.

The authorities will try to launch those mechanisms that improve the quality of life of northerners and the local population, Dankin concluded.

Earlier at the EEF, the special representative of the President of the Russian Federation on environmental issues, ecology and transport, Sergei Ivanov, at the session “World Transport Northern Route” indicated that [the role of the Northern Sea Route \(NSR\)](#) for the population of the Russian Federation is huge, but there is still a lot of work to be done in this direction. He clarified that a climate change monitoring system is being created and climate testing sites are being constructed.

Earlier, on August 24, 2023, the President of Russia [Vladimir Putin](#) instructed the government to set a rate of 2% for young families purchasing housing in the Arctic zone. He announced the extension of preferential mortgage conditions to the Arctic zone

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back in July during a meeting on the development of closed administrative-territorial entities and Arctic cities.

The President indicated that [The Arctic zone is strategically important for the Russian Federation](#) from a defense and security point of view. In modern conditions of formation of an effective and competitive economy in Russia, the development of high-tech industrial sectors is the main priority for the development of a particular region. In this regard, the strategy for the formation of territories of rapid socio-economic development should be the main task of the state.

Currently, the issue of creating and developing priority development territories in the Russian Federation is most pressing and is one of the current topics in order to ensure the development of geostrategic territories, which is carried out by stimulating the economic system with various tools and using effective mechanisms for regulating and managing the activities of economic entities based on data territories.

The main problem of this study is the problem of the development of territories remote from the economic center that do not have sufficient resources for effective functioning, namely the territories of the Far East.

Effective and sustainable development of a territory in a modern market economy is mainly based on dynamic balance and development of all spheres and levels of social life. Many modern scientists reveal the concept of "territory" from the point of view of social and economic analysis of its components.

This concept does not mean so much a geographical space that has certain boundaries, but rather the diversity, efficiency and organization of forms of economic exchange that interact with the environment.

Over time, the content of the concept of sustainable development has expanded significantly. The understanding of sustainable development has begun to include not only economic and environmental issues, but also financial, social, institutional and demographic aspects. Doctor of Economic Sciences, Professor of Kazan Federal University, E.V. Fakhruddinova believes that "taking into account the role of human and social capital, socially sustainable economic development means not just achieving high and sustainable rates of economic growth, but also expanded reproduction of human potential based on investments in its accumulation, accompanied by an increase in well-being and an increase in the quality of human resources (health, level of education, etc.) with a fair distribution of production results and mutual respect for the social responsibility of the population and the state." In other words, this approach is based on human potential, the qualitative improvement of which becomes the basis for establishing not only the socially sustainable

development of the territory, but also the economic one.

However, there are other points of view on this problem. Many scientists believe that sustainable development of a territory can only be ensured through the effective integration of all resource systems within its boundaries with the aim of developing society and the ecological system of our planet. It is also necessary to develop criteria based on various aspects of the economic activity of the territory (economic, social, environmental, managerial, etc.).

The concept of sustainability in economic theory is considered as the basis of the concept of economic equilibrium, according to which achieving an equilibrium state and its further maintenance are one of the main macroeconomic tasks of the state. However, in order to maintain the achieved equilibrium state, it is necessary to take into account not only external factors affecting the system (conditions of a changing environment), but also internal ones that can qualitatively change the structure of its elements (shifts and transformation of the structure of the model).

In practice, sustainable development of territories ensures the dynamic functioning of all spheres of life and improves the quality and standard of living of the population, in particular, through effective economic reproduction.

At the present stage of development, one of the main problems of the Russian Federation is the interregional difference not only in the level and quality of life of the population, but also in the significant economic lag of a number of subjects. In accordance with this, donor regions and subsidized regions appear that are unable to independently ensure their functioning and development, which contributes to the emergence of disproportions among subjects.

As a result, in order to bring lagging regions out of a "crisis" situation, the state must first of all minimize their negative impact on other regions and compensate for real and potential damage. This problem can be solved with the help of such an economic instrument as the special status of the territory, which provides for the establishment within its borders of special legal regimes regulating various business sectors, and mechanisms for stimulating entrepreneurial activity, and as a consequence of the investment attractiveness of the region. This policy can not only eliminate economic lag, but also create conditions for further sustainable economic development of territories that can take the country's economy to a new level.

The initiative to create special territories that stimulate economic growth and entrepreneurial activity within its borders was not new for domestic practice, since such territories were first discussed back in the XX century.

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At the moment, more than one and a half thousand special economic zones of various types and orientations operate effectively all over the world. However, in 2019, when it came to the creation of priority development territories in the Russian Federation, active debate arose in scientific circles about the feasibility of creating such territories. The fact is that in our country in the 90s, 17 special economic zones were created, of which only 6 functioned quite effectively and significantly influenced the development of the national economy.

It is worth noting that the economy of the Russian Federation in 2010–2012, reached unprecedented economic indicators. GDP growth averaged 4.4%, and investment was recorded at a record level of \$370 billion a year for the first time in 20 years. However, in 2019, structural problems and a decrease in investment activity were identified, as a result of which Russia's economic growth began to decline sharply. These problems continued smoothly into 2020: GDP grew by only 0.7%, inflation rates increased to 11.4%, and capital outflow amounted to a record \$151.5 billion, which is 2.5 times more compared to 2019. The most depressive period for Russia was December 2020, when a number of phenomena occurred that critically affected the state of the economy. Among them were the fall of the ruble, which resulted in a currency crisis, the decline in world oil prices, which entailed the creation of a socio-economic crisis, as well as the introduction of sanctions in connection with the events in Ukraine.

The first nine priority development territories were created mainly in the east of the country, in the Far Eastern Federal District. Their main task was to attract investment to this territory by creating new urban and rural settlements and developing entrepreneurship. For a general understanding of the category "territory of advanced development", three basic concepts should be identified, without which its activities cannot be characterized.

The fundamental concept is the territory of priority development itself. This is a certain limited territory of a constituent entity of the Russian Federation, in which, in accordance with the decision of the Government of the Russian Federation, a special legal regime for carrying out business and other activities is in force in order to create a favorable investment climate that ensures the growth of not only economic indicators, but also the level and quality of life of the population.

However, these territories will not achieve their main goals without persons interested in carrying out their activities within such zones. Residents of the priority development territory are entrepreneurs and legal entities who have entered into special agreements with government authorities of the Russian Federation and have passed state registration in the priority development territory and are included

in the register of residents carrying out their economic activities within this territory.

The most important, in our opinion, is the third concept, without which the creation and functioning of priority development areas is impossible. It is an authorized federal body, vested with its rights by the Government of the Russian Federation, to create such territories and regulate any business activity within their borders.

Having analyzed the Federal laws on special economic zones and priority development territories (hereinafter referred to as TOR), we can highlight a number of characteristic differences, namely:

firstly, the activity of a priority development area is impossible without such a concept as infrastructure, which includes not only industrial and production facilities, but also recreational areas and places of residence of residents, creating all the conditions for the effective functioning of life. In other words, the territory of rapid development is an integral system that includes the entire set of heterogeneous objects and economic entities within its borders;

secondly, in contrast to special economic zones in the ASEZ, the state, when establishing support measures, adheres to an integrated approach, which implies the establishment of various types of preferences for participants in such relations (tax, insurance, customs, etc.);

thirdly, the priority development area is being formed outside the boundaries of the special economic zone, with the possible creation of industrial parks.

Based on the above differences, we can conclude that these territories have a common goal and the nature of the direction of their activities, but their regulation and functioning occurs according to completely different development scenarios. Currently, the functioning of the priority development territory is regulated by Federal Law No. 473 "On territories of priority socio-economic development in the Russian Federation" dated December 29, 2020.

According to Article 3, priority development areas are created by decision of the Government of the Russian Federation in the form of a resolution for a period of 70 years, but it can be extended or, conversely, reduced due to the recorded ineffectiveness of their functioning within three years from the date of creation or if it is necessary to protect the life and health of citizens, the environment or to ensure the safety of the territory. This document determines the preferential types of economic sectors within which the activities of economic entities will be carried out under a special legal regime. The minimum volumes of capital investments of residents, the conditions for the functioning of a free customs zone, borders and special conditions for residents are also indicated.

Further, within thirty days from the date of the decision by the Government of the Russian Federation, the authorized federal body and executive

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bodies of regional and local levels of government must enter into an agreement on the creation of a priority development territory, providing for the establishment of obligations to transfer the powers to manage the priority development area to the management company, as well as the powers to manage and dispose land plots and other infrastructure facilities located in this territory. It also determines the procedure for urban planning activities, reconstruction and operation of infrastructure facilities and the establishment of tax benefits for residents.

To ensure the placement of infrastructure facilities in the priority development area, funding is provided both from the federal budget and from the budgets of the subjects within which the priority development area is located and local budgets of municipalities.

Any legal entity or individual entrepreneur who is not a participant in a regional investment project and (or) who does not have branches outside the ASEZ can become a resident of a territory with this special status. All interested persons (applicants) who satisfy the above conditions submit an application to the management company to conclude an agreement on the implementation of their activities. To conclude an agreement, you must provide a document confirming the registration of a legal entity or individual entrepreneur, a business plan and a copy of the certificate of registration with the tax authority. An important condition for the valid conclusion of an agreement is the mandatory place of residence of the individual entrepreneur or the location of the legal entity in the priority development territory.

In accordance with Article 17 of this Federal Law, a special legal regime for carrying out business activities provides for the establishment of various types of benefits (rent, tax and customs), priority connection to infrastructure facilities and the provision of public services. Also, residents may be completely exempt from paying taxes and fees provided by law.

Within the territories of rapid development, authorized federal executive authorities, executive authorities of a constituent entity of the Russian Federation and local government bodies carry out control and supervisory measures in relation to residents. The law stipulates that inspections can be carried out both scheduled and unscheduled. If the specified bodies identify violations by residents of the legislation or the requirements specified in the agreement, an order is issued to eliminate the violations. Failure to comply with this requirement may result in the agreement to carry out economic activities being terminated, as a result of which the resident may lose his or her status.

According to the Ministry of the Russian Federation for the Development of the Far East, in 2019, there are 18 priority development areas operating in the Far East and 331 residents are

registered. The total volume of investments amounted to more than 2 trillion. rubles, about 55 thousand jobs were also created. The main investors in these territories are Russia, China and Japan, with Korea, Lithuania, Australia, Singapore and Cyprus also represented. In a more advantageous position are the territories of rapid development, mainly the Amur Region, Khabarovsk and Primorsky Territories, which are located near the Trans-Siberian Railway and international transport corridors, which allows increasing the speed of delivery and transportation of goods.

Each priority development territory has its own specialization due to the prevailing historical circumstances, location and “wealth” of the territory. The main sectors represented are mining, shipbuilding and ship repair, livestock and crop production, fishing, as well as manufacturing and transport and logistics enterprises.

All priority development territories located in the Far East operate under the leadership of the management company JSC Far East Development Corporation (KRDV), a company with 100% participation of the Government of the Russian Federation.

All registered residents of the Far East ASEZ are provided with the following tax benefits, namely:

0% – corporate income tax (during the first 5 years); 12% (next 5 years); the benefit for the regional part of the tax is established by the constituent entity of the Russian Federation. With the exception of the Kamchatka ASEZ, where the income tax in the first 5 years is 5%;

0% – land tax (for the first 5 years); the benefit is established by the municipality;

0% – property tax (during the first 5 years); no more.

2.2% (next 5 years); the benefit is established by the subject of the Russian Federation;

7.6% – single social tax; insurance contributions to the Russian Pension Fund, Social Insurance Fund, Federal Compulsory Medical Insurance Fund.

Residents are also provided with administrative preferences that facilitate more efficient and unhindered economic activities. They are the provision of a land plot for the location of production, protection by the management company in court, quick deadlines for obtaining all necessary documents and expedited inspections, the functioning of a free customs zone, as well as a simplified regime for attracting foreign labor. The Federal Law “On Territories of Rapid Socio-Economic Development in the Russian Federation” devotes an entire chapter to the management mechanism, defining the entities that coordinate and control the activities of priority development areas, and also describes the conditions for ownership, use and disposal of infrastructure. Chapter eight is devoted directly to the territories of advanced development of the Far East. It describes the

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main features of the institutions being created that stimulate the development of entrepreneurial activity, as well as government support measures.

For more effective management of the priority development territory and monitoring its activities, a special supervisory board is created, which coordinates the activities of economic entities and controls them in order to monitor the fulfillment of the obligations established by the agreement, also assists in the implementation of projects, evaluates the efficiency of operation and approves the territory development plan. This council includes representatives of all levels of government and trade unions who participate in the process of attracting foreign specialists.

The authorized federal body actually carries out organizational activities, which consist in issuing land plots in federal ownership and permits for the construction of infrastructure facilities, approving the territorial planning scheme of a constituent entity of the Russian Federation and the priority development territory, approving the procedure for registering residents and the composition of documents required for it. Also, exercising control over the activities of residents and their fulfillment of obligations stipulated by the agreement, and the management company. For the Far East, the authorized federal body is the Ministry of the Russian Federation for the Development of the Far East and the Arctic.

A management company is also created, which in fact is the executor of orders received from the authorized body. It ensures the activities of events created in these territories: it builds infrastructure facilities, ensures their functioning, maintains a register of residents, and is also a multifunctional center for providing them with various services necessary for carrying out a particular activity. Every year, the management company is obliged to publish the results of its activities on the official website as part of the open data program. In order to stimulate entrepreneurial activity and, as a result, attract investment, the Government of the Russian Federation is creating development institutions (commercial or non-profit organizations) in the Far East, which provide financial support not only for economic projects implemented in the territory of the priority development area, but also for social ones aimed at improving the quality of life of the population. At the moment, two development institutions have been created: the Development Fund for the Far East and the Baikal Region and the Agency for the Development of Human Capital in the Far East. The main task of the Far East Development Fund is to search and implement projects that can comprehensively develop territories in all public spheres. To ensure this, the fund cooperates primarily with foreign partners who have the necessary professional competence - leading companies in the

Asia-Pacific countries, primarily China, Japan and the Republic of Korea.

There are certain criteria for selecting projects initiated by residents. A company that is a potential recipient of financial support from the Fund must be located in the Far Eastern Federal District and the Baikal region, as well as be financially stable with proven industry experience and have production efficiency. The total cost of the project, including the fund's investments, must be at least 500 million rubles. The planned return should be 5% per annum at the time the investment decision is made. Also, the project must be recognized as a priority for implementation in accordance with the Methodology for Selection of Investment Projects, approved by Decree of the Government of the Russian Federation of October 16, 2020 No. 1055. In addition to the established Far East Development Fund, there is another development institution - the Agency for the Development of Human Capital in the Far East. This agency provides residents of the ASEZ, the Free Port of Vladivostok and investment projects with qualified personnel, and is also responsible for information and methodological support of the Far Eastern Hectare program.

The above-mentioned management structures for priority development territories are the leadership of each of the listed development institutions: the supervisory board manages the Agency for the Development of Human Capital in the Far East, the management company is a separate independent development institution. The Far East Development Fund, in turn, cooperates with authorized bodies and the Government of the Russian Federation.

Currently, the Ministry of Development of the Far East, together with federal authorities, is developing a system for monitoring the effectiveness of the functioning of priority development territories. This system highlights the main general performance indicators, such as the ratio of private and budget investments, the cost of creating one job at the enterprise of a resident of a priority development area, the degree of fulfillment of obligations stipulated by the concluded agreement, the amount of added value created by residents of a priority development area per one ruble of budget investments, and others. These activities will help not only quickly and accurately monitor the results of activities of residents of the ASEZ, but also improve the process of data monitoring by creating special programs and methods for collecting, recording and analyzing information.

At the moment, the Far East is demonstrating strong indicators of socio-economic development. The index of industrial production, gross regional product, and investment in fixed assets are growing at rates higher than the national average.

Moreover, there is a positive dynamics of investments in almost all enterprises in priority areas and the Free Port of Vladivostok. New enterprises

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appear, new jobs are created, regions receive more taxes. New economic regimes are in demand: every year more and more enterprises will be introduced, more money will flow into the regional economy. At the moment, it is stated that in 2025, 118 thousand jobs will be created and 1000 enterprises declared in the plan will be opened. It is also worth noting that in

2019 there was a record increase in the volume of investments, and currently it continues to increase, which indicates the confident development of priority development areas in the Far East and contributes to the development of the economy of the territory as a whole (Table 1).

Table 1. Statistics on the creation and functioning of priority development areas in the Far East

Index	2015	2018	2023	2025
Number of TORs	9	14	18	18
Number of residents of ASEZ	21	111	204	331
Jobs created	7666	22256	39772	56813
Volume of investments, billion rubles.	187	450	2175	2337

In February, Deputy Prime Minister of the Russian Federation, Yuri Trutnev, and Minister for Development of the Far East and Arctic, Alexander Kozlov, summed up the development of the Far East. It was revealed that the overall economic growth rate was 4.4% in 2018 compared to 2017, and it is expected that this year they will grow to 6% due to the signing of federal laws and acts that help improve the investment climate Far East.

The industrial production index in 2018 was 104.4%, which indicates an increase of 1.5 times the average for Russia as a whole (Figure 1). More than 320 billion rubles. was attracted to the priority development areas of the Far East, as a result of which almost 30 thousand jobs were created and 183 enterprises were put into operation.

Today, more than 1,480 projects are in the design and implementation stage: the most promising and profitable of which are expected to be the Verkhne-

Munskoye diamond mining enterprise in Yakutia, two agro-industrial complexes and a mini-LNG plant on Sakhalin, two large logistics complexes in the Primorsky Territory, a mining and processing complex " Denisovsky." By 2019, an increase in the number of new projects is also expected after they are finalized and the necessary infrastructure is created to effectively support activities.

It is also worth noting that not all priority development territories located in the constituent entities of the Far East show positive dynamics in terms of investment in fixed capital (Table 2). This can be attributed to various reasons: a lack of private funds, low profit levels of some enterprises, the unattractiveness of a particular industry for some investors, or a small number of residents who are unable to attract investment from outside.

Table 2. Investments in fixed assets for 2016–2018, million rubles.

Subject of the Far Eastern Federal District	2016	2017	2018
Amur region	102214	129816	186624
Jewish Autonomous Region	12012	12929	10455
Kamchatka Krai	22850	37298	37111
Magadan Region	60666	41798	44184
Primorsky Krai	139208	130500	125700
The Republic of Sakha (Yakutia)	198032	275576	384853

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Sakhalin region	241464	240011	299467
Khabarovsk region	114008	120091	117192
Chukotka Autonomous Okrug	14633	12757	11770

According to the data presented, it is clear that a significant increase is observed only in Yakutia and the Amur region, and a slight increase in the Magadan and Sakhalin regions. This can be explained by the fact that self-sufficient profitable enterprises operate on the territory of these subjects due to the established historical and geographical capabilities of the territory: Yakutia is famous for the extraction of minerals and their processing; The Trans-Siberian Railway and international transport corridors pass through the Amur Region, which contributes to the efficient functioning of logistics and transport companies; The Sakhalin region borders the Sea of Japan, which allows it to engage not only in the fishing industry, but also in tourism; The Magadan region is famous for its mining and energy industries.

Analysis of the volume of investments in fixed capital and development indicators of priority development areas allows us to conclude that not all priority development areas function effectively due to certain local and individual problems.

In most ASEZs, it is not private investments that predominate, but those coming from outside. This can be attributed to the fact that many investors most often become bankrupt because they do not have a complete sufficient package of information that would allow them to accurately determine all the risks and the expected level of profit in the current economic and political situation in the country. Moreover, not all enterprises operate so efficiently that they have surplus profits that could be invested either in their own enterprise or in someone else's. This problem is mainly dealt with by companies that play a significant role in the industry in which they specialize, or are engaged in a rather expensive and profitable business. In relation to the Far East ASEZs, these are the ASEZs "Svobodny" (gas chemical industry), "Petrochemical" (petrochemical focus), "Bolshoy Kamen" (shipbuilding), "Priamurskaya" (transport and logistics focus), "Mikhailovsky" (livestock farming, crop production, food production), which currently have a significantly high rate of private investment compared to other territories of rapid development of the Far East. Despite the low volume of private investment, a slight increase in investment in fixed assets was recorded in the Sakhalin and Magadan regions. These changes must be supported for their further increase and the formation of a favorable investment climate in these regions. At the moment, such a policy can be ensured by the livestock complex of Green Agro-Sakhalin LLC, built in 2018, with

modern modernized and innovative equipment, which will allow increasing production twice as quickly. Also in the Mountain Air ASEZ, the construction of skiing, engineering and transport infrastructure for residents continues, which will increase the number of arriving tourists. In 2018, the Aqua City water sports complex was put into operation.

The authorities of the Magadan region have focused on creating certain mechanisms to increase the amount of investment. Since 2019, this region has seen an increase in GRP. To maintain this pace, a plan for the socio-economic development of the region was developed, providing for all enterprises to reach full capacity, as well as the creation of advanced enterprises capable of bringing low-profit industries to a new frontier until 2024.

The main task facing the Magadan region is to attract investment into the region after the Kolyma ASEZ comes into operation in the coming year. Their volume must be at least 2.8%. In 2019, this figure was recorded at 14%. As a result of these achievements, the Magadan region plans to enter the TOP 30 in the National Investment Climate Ranking. To do this, the authorities must ensure a reduction in the administrative burden and the application of a risk-oriented approach to small and medium-sized businesses, taking into account the implementation of government policy, which will strengthen this sector, which occupies a significant place in the regional economy. To stimulate the entrepreneurial activity of small and medium-sized businesses, a special "My Business" center will be created for those who want to open their own business. Also, the development program for this sector is currently being adjusted, including the provision of guarantees to entrepreneurs in the amount of 307 million rubles. per year, preferential lending and expansion of services provided to small and medium-sized businesses. At the moment, the authorities of the Primorsky Territory intend to expand the priority development areas located within its borders in order to attract new residents and implement already accepted investment projects. In April of this year, the Petrochemical ASEZ was expanded to implement the Eastern Petrochemical Company project, which involves expanding the production of mineral fertilizers. In accordance with the concluded agreement between the investor and the management company, about 1.5 thousand jobs will be created, and total revenues to budgets of all levels until 2027.

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The ASEZs operating in the Khabarovsk Territory in mid-2021 showed disappointing dynamics. To attract investment, the territory of the Komsomolsk ASEZ was expanded in order to implement a project to build a wood processing plant. This measure will create more than four hundred jobs and attract more than 3.4 billion rubles. private investment. Also, an auxiliary enterprise will be created in the Khabarovsk ASEZ, providing residents with transport and logistics services on preferential terms. General Director of JSC "KRDV" Denis Tikhonov noted that the main strategy of the management company is to provide the widest range of services for residents in order to increase the efficiency of their functioning and provide support to investors in cooperation for the sale of manufactured products.

Currently, the Kamchatka Territory is entering a trajectory of stable development and investment in fixed assets. In the territory of rapid development of this subject, the largest number of residents is registered, allowing the region within one ASEZ to establish stable economic growth and development of industries, for which they have all the necessary resources, both biological and material. Tourism and recreational activities are actively developing on the territory of the Kamchatka ASEZ. New resort and tourist zones are being created, which in the coming years will ensure an increase in the tourist flow to 100 thousand people per year. The maritime industry is also developing due to the fact that Kamchatka fishermen supply about 25% of the all-Russian catch to the market. However, one of the main problems the authorities highlight is transport logistics in Kamchatka.

Despite the fact that there is only one priority development area on the territory of the Jewish Autonomous Region, experts give confident forecasts for increasing the investment attractiveness of this region. The reason for this is that the Amuro-Khinganskaya ASEZ is located on the territory of several municipalities at once, which contributes to the creation of growth points throughout the region within the framework of the Spatial Development Strategy until 2025. Special successes in the development of the economy of the Jewish Autonomous Region have already been noticeable: projects have been unfrozen for which there were previously insufficient funds; new advanced industrial production facilities have been created; a completely new promising concept for the development of the region is presented within the framework of the development of the Far East.

Meanwhile, significant changes have occurred with the Beringovsky ASEZ, located on the territory of the Chukotka Autonomous Okrug. By decree of the Government of the Russian Federation, the boundaries of this ASEZ were expanded and the name was changed to ASEZ "Chukotka" due to the fact that

it has now gone beyond the Bering coal basin. The resolution also expands the range of specialization and economic activity in the territory of the Chukotka ASEZ, under which a special legal regime for entrepreneurial activity will apply. We are talking about the architectural industry, engineering design, technical testing, research and analysis. These industries are a kind of innovative innovation for the region, since not a single ASEZ represents this specialization.

In November 2018, two new directions for the development of the Far Eastern territory emerged as a result of the annexation of the Trans-Baikal Territory and the Republic of Buryatia to the Far Eastern Federal District. The application sent to the Ministry of Eastern Development for the creation of the Transbaikalia ASEZ was approved, and 15 of the 18 submitted projects were also approved. By 2028, it is expected to attract about 235 billion rubles. investments and creation of more than 12 thousand jobs. The ASEZ will begin its operation with the development of the Noyon-Tologoi polymetallic ore deposit with the production of lead and zinc concentrates; a waste sorting complex will also be created with deep processing of waste and production of products from recyclable materials in Chita.

At the end of March 2019, a decision was also made to create the Buryatia ASEZ. Two sites have already begun work: Selenginsk, where construction of a poultry farm will begin, and Naushki, on whose territory a customs and logistics complex will be located. Projects for the construction of greenhouses and the production of three-layer cardboard are also being approved. For the development of the above projects, Buryatia received 6 billion rubles. within the framework of a "single" Far Eastern subsidy.

During 2022 and 10 months of 2023, 27 territories of rapid socio-economic development were created in the country in single-profile municipalities, 1 PSEDA in the Sarov Closed Administrative Unit and 18 in the Far Eastern Federal District. The key word in the definition of "territory of advanced socio-economic development" is "advanced". An emphasis on proactiveness is included in the target function of the new development institution - using state preferences, creating a special legal regime for doing business, favorable conditions should be created in the territories to attract investments, accelerated socio-economic development and create comfortable conditions to ensure the livelihoods of the population.

A key question arises: what is it about these territories or about the special conditions provided to residents of TASED that they are assigned the role of triggering the rapid development of the country? Currently, researchers see the potential for rapid development of Russia in different ways. So, A.S. Glazyev believes that a breakthrough in the socio-economic development of Russia lies in the accelerated formation of basic production of a new

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technological structure in the Russian economy and its speedy entry into the long wave of economic growth associated with it. O.S. Sukharev considers advanced development as a type of catch-up development strategy. At the same time, a country can get ahead by implementing an accelerated development strategy only if it opens a truly new market in the world, in which there are currently no players, and will show the necessity and benefit of using the product or technology it creates for all countries. A.N. Moskalenko invests in the concept of advanced development, along with advanced development of industries of the future, namely:

- advance in the quality of public administration (macroeconomic management);
- rapid development of civil society;
- advanced development of human potential and advanced inclusion of human capital in the process of economic development;
- advance in the degree of maturity of social institutions;
- the institutional ability of the economic system to develop at a faster pace, while preventing the emergence of negative forms (outside the “system of rules”) of deviant, irrational behavior of economic agents and social institutions.

Unlike researchers who view the country’s rapid development through the prism of the development and promotion of innovative technologies and products, A.V. Buzgalin prioritizes the development of the creative sphere. Its main subspaces are well known: education (including not only training, but also upbringing) throughout a person’s life (from nursery to postgraduate education and advanced training); science in all its diversity and engineering and technical creativity, including the activities of innovators and inventors; art (including the entire network of cultural institutions - museums and various art spaces, libraries, etc.) and interpersonal communication; healthcare, public sports and all other institutions for promoting a healthy lifestyle; environmental activities; recreation of society (cleansing society of “social dirt” by creating social elevators and supporting the self-organization of the precariat) plus the creation of a humane human environment; social creativity and management, etc.

In our research opinion, the transition to the trend of advanced development is possible in territories where a favorable environment has been created for the professional implementation and residence of innovators. Which, in principle,

combines the above approaches to the concept of advanced development. To achieve the goals set for the development of special territories, at the first stage of the project it is necessary to calculate the coordinates of advanced development with the development of road maps for achieving results. In government documents on the formation of PSEDA, the corresponding parameters are not specified. The recent history of Russia’s development is characterized by a situation where project documents are approved without convincing theoretical justification and detailed calculations of project target indicators, which may be one of the reasons for their ineffective implementation.

The lead at the first approximation is considered in time and space coordinates through a comparison of quantitative indicators. In time coordinates: if, when compared with a similar period in the past, the parameters of the socio-economic development of a territory in the present have increased by tens of percent, then a conclusion is drawn about breakthrough, advanced development. In spatial coordinates: comparison of indicators is carried out with data, as a rule, of nearby territories or territories with a similar structure of production, population, etc. In this case, as a rule, statistical quantitative indicators are considered: gross territorial product, index of physical production volume, number of jobs, amount of tax revenues, etc.

At the initial stage of creating PSEDAs, it is necessary to consider the existing development potential of these territories - to identify those resources, quantitative and qualitative, that will make it possible to radically change the existing trend of development/degradation of the country.

Through the analysis of statistical indicators of socio-economic development, it is possible to form the current image of territories that have received the status of PSEDA and determine the quantitative characteristics of the potential for accelerated development. Initial information was taken from the website of the Federal State Statistics Service (annual collections, bulletins, database of municipal indicators) for 2018-2022. It is important to note that in the database for municipalities the information for some cities is not presented in full, which did not make it possible to study indicators for the full sample.

The regional profile of the created PSEDAs (Table 2) showed the unevenness of their location in the coordinates of the national space.

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Table 2. List of created territories of rapid socio-economic development by territorial breakdown

№	Регион/ федеральный округ	Численность населения региона, на 1.08.2017, тыс. чел.	Количество ТОСЭР на 1.11.2017	ТОСЭР
1	Дальний Восток	6171	18	
1.1	Амурская обл.	801	3	Белогорск, Приамурская, Свободный
1.2	Еврейская автономная обл.	163	1	Амуро-Хинганская
1.3	Камчатский край	315	1	Камчатка
1.4	Магаданская область	146	0	
1.5	Приморский край	1916	4	Большой Камень, Михайловский, Надеждинская, Нефтехимический
1.6	Республики Саха (Якутия)	965	2	Индустриальный парк «Кангаласья», Южная Якутия
1.7	Сахалинская обл.	489	3	Горный воздух, Курилы, Южная
1.8	Хабаровский край	1327	3	Комсомольск, Николаевск, Хабаровск
1.9	Чукотский автономный округ	49	1	Беринговский
2	Центральный	39254	2	Дорогобуж, Тутаев – 50,4 тыс. чел.
3	Приволжский	29579	12	Белебей, Вятские Поляны, Димитровград, Кумертау, Набережные Челны, Новотроицк, Петровск, Рузаевка, Сарапул, Тольятти, Чусовой, ЗАТО «Саров» =1911,0 тыс. чел.
4	Сибирский	19301	6	Абазя, Анжеро-Судженск, Краснокаменск, Селенгинск, Усолье-Сибирское, Юрга –313,7 тыс. чел.
5	Южный	14110	1	Гуково – 66,3 тыс. чел.
6	Северо-Западный	13919	4	Емва, Кировск, Надвоицы, Череповец=366,1 тыс. чел.
7	Уральский	12352	2	Бакал, Краснотурьинск –82,2 тыс. чел.
8	Северо-Кавказский	12125	1	Каспийск=113,3 тыс. чел.
	ИТОГО по 7 федеральным округам	140640	28	В 28 ТОСЭР, созданных в моногородах и ЗАТО, проживает 2903 тыс. чел.

PSEDA are most actively being created in the Far Eastern, Volga and Siberian federal districts. It is in these districts that annual population decline is observed (Table 3).

An analysis of the results of the socio-economic development of territories that received the status of PSEDA revealed a number of alarming symptoms, namely:

- reduction in the number of employees;
- decrease in industrial production volumes;

low share of manufacturing industries in the total volume of industrial production of Far Eastern PSEDAs;

- decrease in the population of the territory;
 - growth of the dependency ratio;
 - reduction in the share of own income in the revenue side of local budgets;
 - low wages;
- There are territories where wage arrears are recorded (Gukovo, Yurga).

Table 3. Change in population for 2021 and 7 months of 2022, thousand people.

	Численность на		Прирост, убыль (-) населения	в т. ч. прирост, убыль (-)		Справочно: Имененные численности населения (прирост за год, %)							
	1.01.2016	1.08.2017		Естественный	Миграционный	2005	2010	2011	2012	2013	2014	2015	
РОССИЙСКАЯ ФЕДЕРАЦИЯ	146545	146819	265	117	382	-0,4	0,02	0,1	0,2	0,2	0,2	0,2	0,2
Центральный федеральный округ	39104	39254	150	-134	284	0,2	0,3	0,2	0,4	0,4	0,3	0,4	
Северо-Западный федеральный округ	13854	13919	65	-26	91	-0,6	0,2	0,3	0,4	0,6	0,3	0,1	
Южный федеральный округ	14045	14110	65	-44	109	-0,2	-0,02	0,2	0,2	0,4	0,3	0,3	
Северо-Кавказский федеральный округ	12041	12125	84	116	-32	0,5	0,9	0,6	0,5	0,5	0,7	0,6	
Приволжский федеральный округ	29674	29579	-95	-65	-31	-0,7	-0,4	-0,2	-0,1	-0,1	-0,1	-0,1	
Уральский федеральный округ	12308	12352	44	26	18	-0,6	-0,01	0,5	0,4	0,3	0,3	0,3	
Сибирский федеральный округ	19324	19301	-23	6	-29	-0,9	-0,2	0,05	0,1	0,1	0,1	0,1	
Дальневосточный федеральный округ	6195	6170	-25	4	-29	-1,2	-0,6	-0,3	-0,2	-0,4	-0,3	-0,3	

The first two indicators characterize mono-cities as territories with the most difficult socio-economic

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situation. In 2021, only in such single-industry towns was it possible to create a PSEDA. From 2022, any single-industry city can apply for special status.

Currently, out of 27 PSEDA created in single-profile municipalities, only 4 cities (Ruzaevka, Petrovsk, Tutaev, Sarapul) are included in the second group of mono-cities (there are risks of deterioration in the socio-economic situation).

Among the 27 PSEDA created in single-industry towns and in ZATO "Sarov", the specialization of 5 territories is mining, the rest are manufacturing industries.

In the Far East, the situation is the opposite: out of 18 PSEDA, only 7 are declared as production and logistics, the rest are aimed at the extraction and processing of minerals (5), processing of aquatic biological resources (2), agricultural development (3), and tourism development (1).

At the same time, over the past 10 years, the share of manufacturing industries in the total volume of industrial production in the Far Eastern regions has decreased from 29% to 19%.

In territories that received the status of PSEDA, the decrease in population occurred both due to a decrease in natural growth and due to a negative balance of migration. If in general for the Russian Federation since 2011 the annual population growth has been 0.2%, then in the Far East the population during the analyzed period decreased annually by 0.3% (an average of 18.0 thousand people per year). Since the release of the resolutions on the creation of the first PSEDA, this trend has continued. Over the past two years, natural population growth in the Republic of Sakha (Yakutia) and in the Sakhalin region has covered the negative balance of migration, but in other Far Eastern regions the population continues to decline.

Among the TASEDs created in single-industry towns, only Naberezhnye Chelny, Kaspiysk, Cherepovets and ZATO Sarov grew in population. During the analyzed period, natural population growth was observed in the years. Naberezhnye Chelny, Tolyatti, Kaspiysk, Belebey, Tutaev. A positive migration balance was detected only in the cities of Cherepovets, Kaspiysk, Yurga, Gukovo, and ZATO Sarov. At the same time, in the strategic documents for the development of territories it was noted that the youth leaving to get an education and the most promising category of the working population leaving in search of high-paying jobs are being replaced by workers from neighboring countries and rural areas who do not have the necessary qualifications for the needs of modern industries.

Migration processes and the results of the natural movement of the population significantly influenced the age structure of residents: the share of the working-age population decreased and the shares of the population older and younger than the working-age population increased. On average in Russia, as of January 1, 2021, there are 576 residents of non-working age per 1,000 people of working age. For comparison, this figure in TASED "Gukovo" is 855 people, TASED "Usolye-Sibirskoye" – 823 people, TASED "Krasnokamensk" – 809 people, TASED "Kumertau" – 795 people. That is, the dependency ratio (the number of people older and younger than working age per 1000 people of working age) is significantly higher than the Russian average.

The growth of the demographic burden, on the one hand, entails the expansion of social infrastructure and, accordingly, increases the need to attract investment in the construction of new facilities and increase the costs of maintaining social facilities; on the other hand, the decrease in the share of the working-age population affects the filling of the revenue side of local budgets.

The decline in the own income of local budgets of single-industry towns is also affected by the fall in production volumes at the city-forming enterprise (this is one of the indicators of classifying a city into the group of single-industry towns with a difficult socio-economic situation). The share of own income in the revenue side of local budgets has decreased significantly in the majority of single-industry towns that received the status of PSEDA. For example, if in the city of Naberezhnye Chelny this figure was 82.1% in 2019, now it is 69.5%.

In the coming years, most new enterprises will strive to implement business projects as residents of TASED, and, accordingly, will have at least 10 years of preferences on taxes to the local budget (land, property taxes). Replenishment of the local budget is possible by increasing the personal income tax. According to the law, each resident is required to create at least 20 new jobs (in Naberezhnye Chelny - 30 jobs), investing 5 million rubles in the first year of the business project. investments. At the same time, TASED residents have reduced the level of insurance contributions to state extra-budgetary funds from 30% to 7.6% of the wage fund. Replenishment of the local budget under the personal income tax item also depends on the wage indicator. Its level in most of the studied single-industry towns is lower than in Russia as a whole (Table 3).

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Table 3. Comparison of average monthly wages in single-industry towns that received TASED status with all-Russian indicators

No.	Indicators	Average monthly salary			Comparison with the all-Russian level, %	
		2015	2016	2016 to 2015, %	2015	2016
1	Average mineral extraction in the Russian Federation	63695.0	69936.0	109.8	100.0	100.0
1.1	Gukovo	19878.0	24014.7	120.8	31.2	34.3
1.2	Anzhero-Sudzhensk	23199.5	24364.2	105.0	36.4	34.8
1.3	Abaza	26118.4	24535.5	93.9	41.0	35.1
2	Manufacturing industries on average in the Russian Federation	31910.0	34592.0	108.4	100.0	100.0
2.1	Naberezhnye Chelny	29896.2	33498.4	112.0	93.7	96.8
2.2	Usolye-Sibirskoye	20297.9	21779.4	107.3	63.6	63.0
2.3	Yurga	19377.6	21853.3	112.8	60.7	63.2
2.4	Krasnoturinsk	32701.9	37498.6	114.7	102.5	108.4
2.5	Tolyatti	32414.8	33155.5	102.3	101.6	95.8
2.6	Kumertau	21864.7	25695.1	117.5	68.5	74.3
2.7	Belebey	21177.5	23655.3	111.7	66.4	68.4
2.8	Kirovsk	54538.8	62944.3	115.4	170.9	182.0
2.9	Kaspiysk	16942.7	21525.5	127.0	53.1	62.2
2.10	Dimitrovgrad	22762.6	22578.7	99.2	71.3	65.3
2.11	Novotroitsk	33831.9	35071.8	103.7	106.0	101.4
2.12	Cherepovets	47583.7	53707.7	112.9	149.1	155.3
2.13	Sarapul	30375.5	32422.1	106.7	95.2	93.7

Analysis of the main static indicators of development of PSEDA did not reveal the potential for a natural transition of the development trend of these territories to an advanced trajectory. First of all, the negative balance of population migration is alarming - people are leaving places where they do not see prospects for development. At the same time, it is relatively easy to ensure a high growth rate of a territory: it is necessary to accumulate available resources in individual territories. But at the same time, the quality of life of the population may deteriorate, for example, due to the opening of “dirty” industries. Often, in the pursuit of indicators, they forget that statistics are a reflection of life. But life cannot be fuel for the beauty of statistics. Moreover, a

comparison of the key provisions for the creation of PSEDA and “catch-up” development (Table 4) shows that the implementation of this state project is based on the concept of “catch-up” development.

Conclusion

Theoretically, as experts note, if all or at least most of the proposed measures are implemented, the Far Eastern region could turn into a fundamentally different territory from the rest with a special administrative and tax status.

Some experts even say that the Far Eastern Federal District could become an analogue of Hong Kong. However, whether this will be implemented in practice is not yet clear. At the moment, there are not

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even prerequisites for anything resembling the concept of “one state, two systems.”

Skeptics believe that the priority development area may remain in the plans, like national projects, doubling GDP and other unrealized programs. Experts highlight the following provisions, namely:

- *the government intends to compete even with the recently formed priority development territories in Korea, Japan, and China;

- *presented a new concept for organizing extra-budgetary funds allocated to the Trans-Baikal region and the Far Eastern Federal District;

- *it was proposed to improve the development of geological exploration, create terminals, etc.;

- *an opinion is expressed about the creation of development funds for the Far Eastern region and Siberia, which would concentrate 20-25% of all export profits of extracted raw materials without transferring it to the “center”;

- *noted that for the successful implementation of the assigned tasks, strategic conceptual documents must be adopted.

An idea was voiced about improving the transport network, for which 300 billion rubles were to be allocated. The attention of government officials was also drawn to the Magadan region. Thus, it was proposed to build an ice-free port on its territory (in Providence Bay or in Magadan itself).

The Ministry of Transport has begun to prepare the necessary amendments to the provisions of the Tax Code, which should provide for compensation of costs of port operators in the case of the construction of port checkpoints, which will significantly speed up the processing of cargo.

Despite previous failures, the government today has a clear commitment to follow through.

The law on new territories still requires improvements. However, it already defines the main aspects concerning the formation and subsequent functioning of these areas.

The activities of the management apparatus directly in the Far Eastern Federal District are also of no small importance. It should be aimed at promoting and supporting government measures.

With the joint work of all interested departments and ministries, entrepreneurs and citizens, it is more likely to achieve success in a shorter time.

The main task today, along with attracting investment, is to provide the population with work. To achieve this task, it is necessary to create optimal working conditions at new and existing enterprises. It may be necessary to establish additional government guarantees for the population.

The creation of priority development areas in these regions will allow them to enter a trajectory of stable economic growth and its strengthening among other constituent entities of the Russian Federation, which will not only improve the investment attractiveness of the Far East and attract investors and

labor there, but will also generally increase Russia’s chances in the world trading arena¹⁰.

The analysis of the indicators revealed that almost all the territories of advanced development in Dalny have high potential, which allows this macroregion to remain a leader in the rate of economic development and growth compared to the average level of economic development in Russia. We can also name several driver regions of the Far East, on whose territory the most promising and profitable priority development areas are located, allowing the implementation of this policy, namely Yakutia, Amur, Sakhalin and Magadan regions, as well as Primorsky and Khabarovsk Territories.

However, the fact that many priority development areas show positive development dynamics does not mean that they do not have problems in their functioning. The reasons for this may be:

- *external (unstable political situation in the world, negative attitude towards Russia, imposed sanctions and bans);

- *internal (arising directly within the region in which the priority development area is located);

- *production (lack of personal funds, outdated equipment or facilities, unprofitability of some enterprises);

- *administrative (inconsistency of the regulatory framework with modern conditions and the needs of newly created innovative enterprises, high administrative barriers);

- *budgetary (lack of allocated budgetary resources at all levels of government due to its deficit and the inability for this reason to provide full financing of investment projects in the regions, which hinders the development of priority development areas).

All of the above problems, in the worst case, will lead to a gradual outflow of investors from the Far East, as they begin to invest their funds either in other more reliable and profitable investment projects outside the Far East in Russia, or invest in foreign projects in partner countries.

Stimulating entrepreneurial activity in priority development areas should occur through the creation of special advanced business centers to provide all the necessary services for the implementation of their activities. New auxiliary infrastructure enterprises, the main goal of which is to fully support and coordinate the work of entrepreneurs and their enterprises, should ensure uninterrupted business development in such regions. For newly created priority development areas, a completely different and new specialization must be defined that is not present in any of the existing priority development areas. This suggests that each region should be developed along an individual path, which will ensure not only the diversity of the represented sectors of the economy and production,

Table 4. Key provisions of the concept of “catch-up” development and creation of PSEDA

No.	“Catch-up” development	TASED
1	Foreign direct investment accompanied by modern management	Focus on investments by residents and foreign companies
2	Transfer of standards from industrialized countries to developing countries	When creating PSEDA, we were guided by the Chinese model of creating growth points
3	Import-substituting model of economic development	The country has announced a state import substitution program
4	Dependence on uncontrollable external factors	Constantly changing geopolitical conditions, “rules of the game” in the national space
5	Predominant reliance on raw materials and cheap labor	The competitive advantage of most PSEDAs created in the Far East and in single-industry towns is the availability of raw materials. In the country as a whole and in TASED in particular, there is a low level of wages
6	Active state regulation of economic processes	The principle of federal management of PSEDA is being implemented. The Government of the Russian Federation reviews and approves the status of the territory based on a proposal initiated by the regional authority
7	The obvious one-sidedness of industrial development	Permitted activities of residents are primarily focused on industrial production
8	The predominance of extensive development factors	Targets – amount of attracted investments, number of jobs created
9	Dependence on the export of own products - concepts of orientation towards foreign markets	This is especially typical for Far Eastern PSEDAs
10	Absolute technological, intellectual and cultural dependence on post-industrial countries	Focus on foreign technologies and equipment
11	Underconsumption of the population – low level of material well-being	The ratio of income level to the cost of living is lower than the average for Russia and surrounding areas
12	Historically short period of transformation	The design period of PSEDA in single-industry towns is 10 years, in the Far East - 70 years (the option of reducing the period is currently being considered)

The lack of a system of approved indicators that formalize the image of the future of each PSEDA does not allow, in the management process, to quickly identify, analyze and evaluate key gaps in strategic development, namely gaps, namely:

*between the dynamics of development of the external environment and the trend of development of the territory;

*between planning and the actual implementation of plans in reality;

*between the planned effect and the effect that actually occurs.

Developing an image of the future through a system of indicators will allow, in the process of forming PSEDA, to timely monitor gaps and implement proactive management decisions. Management decisions aimed at reducing gaps are

Impact Factor:

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

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

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

formed by designing and organizing feedback loops in the system (self-organization). Positive feedback, being the most important element of developing systems, adequately and timely adjusts the course of development, taking into account changes in the external environment and reducing gaps, and includes

mechanisms, tools, levers, institutions for system development (synergetic self-organization). Negative feedback, which contains mechanisms, tools, levers, stabilization institutions, provides cybernetic self-regulation in short periods of time.

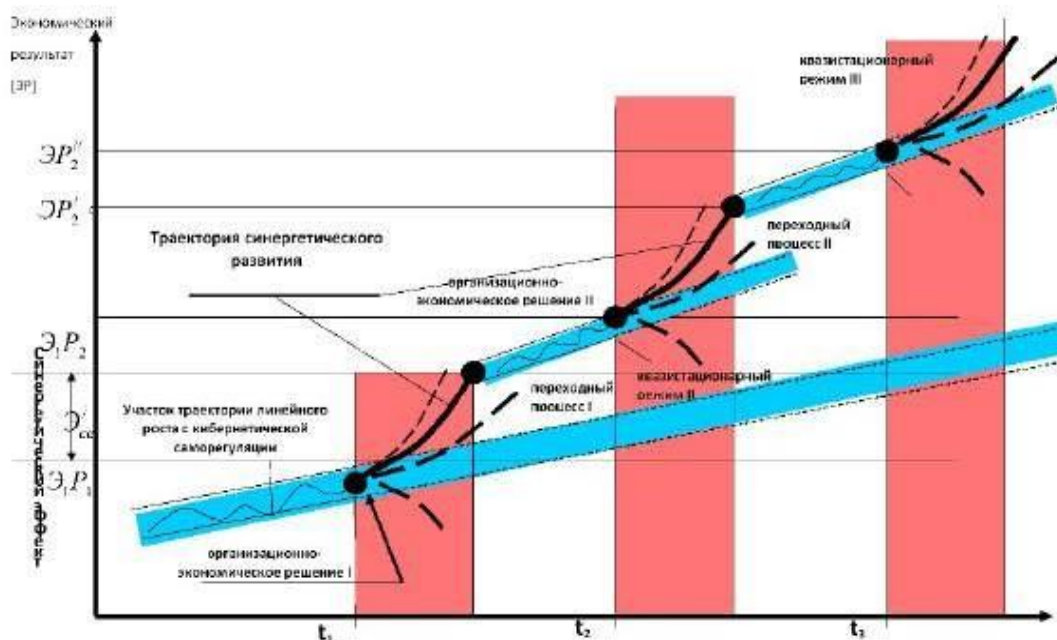


Figure 1 – Formation of a trend of advanced development

In the tasks of managing the development of a territory, it is necessary to create a self-organizing management system, the main goals of which are the inclusion of institutions and development mechanisms “at the right time in the right place”, the inclusion of synergetic management tools (“injecting” into trigger points - points of particular sensitivity) and obtaining synergetic effects. A synergetic effect is an economic category to designate a phenomenon when the result of the functioning of a system (output) is not in adequate proportion to the costs of obtaining this result (input to the system), including when a weak signal at the input may be met by an inadequate signal at the output. It includes not only quantitative, but also qualitative changes in the system, including changes caused by the redistribution of interactions in the system, combinatorics of horizontal and vertical

connections in the system, phase and structural transitions. The formation of synergetic effects in the development of the territory is the mission of the project team, focused on breakthrough, leadership and forms the core of the rapid development of the territory.

We propose to characterize the image of the desired future of each TASED through a system of indicators, which includes indicators of the quality of life of the population, the level of knowledge intensity of residents' production; labor productivity; wages; energy intensity of production; environmental parameters of ongoing projects. Having projected the desired image of the future, you can assess the quality of the existing development potential of the territory and begin to generate potential resources for the rapid development of the territory.

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