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ЗАРУБЕЖНЫЙ ОПЫТ СТРАТЕГИЧЕСКОГО ПЛАНИРОВАНИЯ СОЦИАЛЬНО-ЭКОНОМИЧЕСКОГО РАЗВИТИЯ МАЛЫХ И СРЕДНИХ ГОРОДОВ

Данная статья рассматривает стратегии планирования социально-экономического развития городов на основе мирового опыта. Авторы подробно анализируют зарубежный опыт в данной сфере и приводят рекомендации, как улучшить систему и стратегию развития городов в Российской Федерации. Авторы приходят к выводу, что планирование должно строиться на основе творческого осмысления отечественного и зарубежного опыта с учетом российской специфики.

Ключевые слова: социально-экономическое развитие, стратегия, планирование, зарубежный опыт, инвестиции, государственные программы.

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FOREIGN EXPERIENCE OF STRATEGIC PLANNING OF SOCIO- ECONOMIC DEVELOPMENT OF SMALL AND MEDIUM-SIZED CITIES

This article examines strategies for planning the socio-economic development of cities based on international experience. The authors analyze in detail foreign experience in this field and provide recommendations on how to improve the system and strategy of urban development in the Russian Federation. The authors come to the conclusion that planning should be based on the creative understanding of domestic and foreign experience, taking into account the Russian specifics.

Keywords: social and economic development, strategy, planning, foreign experience, investments, state programs.

The era of globalization, which is characterized by many different phenomena, such as the spread of information technologies and means of communication, the interdependence of financial markets and the unification of their participants, migration, the formation of a universal culture, etc., almost all developed countries have formed a system of developing strategies for regional economic development. [3, p. 20].

The strategic planning of the socio-economic development of small and medium-sized cities as one of the leading functions of city management is aimed not only at managing the development of the social and economic environment of the city, but also at improving the process of this management. In addition, one of the important components of planning is the problem of preservation of cultural heritage. Attention to this area is due to the trend of uniting the world under the influence of globalization processes and the transition to the informatization of society, which adversely affects the formation and maintenance of national and cultural characteristics [5, p.31]. The main purpose of planning strategic development of cities is to competently and correctly anticipate the strategic objectives of the city, to predict the conditions of its socio-economic development, and on the basis of this constantly and systematically develop integrated management strategies. Planning strategic socio-economic development of cities is a special type of management activity consisting in the development of strategic decisions involving the nomination of such goals and strategies, the implementation of which ensures their effective functioning in the long term, rapid adaptation to changing environmental conditions. Socio-economic development plans are also divided according such criteria as time,

object and scale. If we consider the mechanisms for achieving the goals, then the investment breakthrough will be one of the main conditions for Russia for the next ten years, which can help solve many problems. This mechanism involves investment assistance and support in some important sectors, investment growth and investment filling [2].

Planning forms are divided into three types: long-term, medium-term and short-term. With local self-government, the main applicable form of planning is long-term, which determines the strategic development of the municipality and gives an opportunity to discuss the decisions taken with all participants in financial planning and come to an agreement. There are several types of planning: a policy plan, an indicative plan and a strategic plan. Each of them has its own characteristics and methods of application. The policy plan is a mandatory administrative and administrative document (law or regulation). The indicative plan has conceptual, predictable and planned regulatory parts. The strategic plan addresses the goals and implications of making economic decisions, which are the main solutions for problems. Speaking about local government in Russia, there are three types of the planning of socio-economic development at the municipal level: budget, territorial and socio-economic planning.

To move to a modern market, one has to face the problem of choosing between the attainability of the expected effect and the speed of execution. For Russia, an important criterion is to base the development strategy on high and worthy long-term goals that can be achieved. For example, the transformation of Russia into a developing power with good dynamics, which can be provided based on business initiative and intensive work. The main driving force in the development of cities should be small business, an integral part of the market economy. In their development, small enterprises are constantly faced with problems associated with growing competition, high investment levels, long payback period and lack of resources [4, p.170].

Speaking about foreign experience, I would like to consider the countries of the European Union and their methods and development strategies. In the EU, there are

two main and distinct elements. This is a system of national legislation that covers the national, regional, municipal and sectoral levels of government. This system determines the goals, directions and parameters of the structural and financial policies of the EU states. Its main goal is inclusive growth and the creation of conditions for the sustainable development of the EU countries. It also focuses on increasing employment, investing in research and development, improving education, fighting poverty, and climate change. To achieve these goals, it is envisaged to strengthen the management of the economies of the European Union, assist the participating States in solving these issues, and develop generally accepted principles for each goal and direction. It also provides guidelines for states to achieve these goals.

There are no strategic plans for economic development in the USA. The country focuses on the methods of centralized management of budget expenditures and market mechanisms of public procurement. Special agencies forecast economic development based on contract-based orders — programs for the country's economic development. Expert groups analyze the threats and risks of the sustainable development of the country of its regions. The country is guided by the reports of the head of state. There is a tendency to reduce government intervention in the management of socio-economic development [1].

China's state strategic planning for economic development relies on a combination of public and private sectors of the economy. There are mandatory plans for the implementation of economic development strategies, and the implementation of state planning indicators is strictly controlled. State planning is based on five-year and annual plans for the development of industries and regions.

In Japan, the strategic planning of socio-economic development is clearly defined by law and in the form of separate state programs.

After examining and analyzing the experience of strategic planning of socio-economic development in the European Union, the United States, China and Japan, it can be noted that they differ significantly from each other. For Russia, the relevant mechanism for improving state activity are: investment assistance and support for the most important sectors of the country's economy; systemic regulation of the budget

expenditures process; strengthening cooperation between regions of the country; legislative consolidation of state development programs; a combination of public and private sectors of the economy; tight control of the implementation of planned economic indicators.

Based on the above, we can draw a conclusion that the methods and algorithm for making planning decisions, approaches to organizing strategic planning of economic development can differ in the degree of compliance with the needs of economic development, the number and composition of subjects, the level of aggregation of planning and analytical information, the degree of coordination of its structural components and the whole a number of other parameters. The improvement of these mechanisms should be based on the creative understanding of domestic and foreign experience, taking into account Russian specifics.

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