

Government of the Ryazan Region

DECREE

№ 389-r of September 2, 2014

In pursuance to Edict of the President of the Russian Federation adopted 10.09.2012 N 1276 "On the evaluation of the effectiveness of the heads of federal executive authorities and senior officials (heads of the supreme executive authorities) of the Russian Federation to create beneficial investment climate", orders of the President of the Russian Federation adopted 31.01.2013 N Pr-144GS and to create an advantageous investment climate in the Ryazan region:

1. To approve the Investment strategy of the Ryazan Region, in accordance with the Appendix attached herewith.

2. To appoint the Ministry of economic development and commerce of the Ryazan Region (V.A. Larin):

- to approve the plan of the Investment strategy of the Ryazan region up to October 15, 2014;

- to submit proposals on the suitability of revising the Investment strategy of the Ryazan region annually, according to the results of socio-economic development of the Ryazan region

3. To appoint First Deputy Governor of the Ryazan Region O.E. Bulekov as the officer in charge of monitoring the enforcement of the present Decree.

Governor of the Ryazan region
O.I. Kovalev

Investment strategy of the Ryazan Region

I. Initial conditions of formation of the Investment strategy

1.1. Introduction.

The purpose of developing of the strategy is identification and prioritization of the investment policy of the Ryazan region for the period up to 2025.

The investment strategy of the Ryazan region for the period up to 2025 (hereinafter - the Strategy) has been developed in accordance with the requirements of the Standard of the executive authorities of the Russian Federation to ensure a favorable investment climate in the region, approved by the Supervisory Council of the Autonomous Nonprofit Organization "Agency of strategic initiatives of new projects promotion " May 3, 2012, and is based on the provisions of key strategic and policy documents of the Russian Federation and the Ryazan region.

1.2. Forecast scenario of development of Russian and world economy.

According to the long-term forecast of socio-economic development of the Russian Federation for the period up to 2030 developed by Ministry of Economic Development of the Russian Federation, Russian economy will be determined by the following key tendencies in the long term development:

- Adaptation to slower global economic growth and demand for hydrocarbons;
- Growing dependence of the payments balance and economic growth on the foreign capital inflows and investment climate;
- Exhaustion of available technological groundwork in a number of high-and medium-tech industries with a greater need for activation of innovation and investment components of growth;
- The need to overcome the limitations in the infrastructure sectors (electricity, transport);
- The beginning of the reduction of working age population coupled with increasing shortage of skilled workers and engineers;
- Increased competition in both domestic and foreign markets in accordance with reduction of price competitive advantages due to advancing growth of wages and energy costs.

Due to this the main options for long-term socio-economic development of the Russian Federation shall be determined by the degree of implementation of the following key factors:

- Development and implementation of the comparative advantages of the Russian economy in energy, science and education, high technology and other fields;
- The intensity of innovative renewal of manufacturing industries and the dynamics of labor productivity;
- Modernization of transport and energy infrastructure;

- The development of institutions that define the entrepreneurial and investment activity, the effectiveness of public institutions;
- The strengthening of trust in society and social justice, including the legitimacy of the property;
- The intensity of improving the quality of human capital and the formation of the middle class;
- Integration of the Eurasian Economic Space.

The difference of forecast scenarios derives from internal factors, different models of business activity and public policy of development and provision of macroeconomic balance.

Innovation and forced scenarios assume a more complex model of governance for the state and for business. The scenarios are associated with significant investment in projects to develop high technology and human capital payback parameters far beyond the existing limits of the market. Main barriers are caused by the lack of competitive, according to international criteria, professional staff, both at the corporate level and at the level of governance and ineffective coordination mechanisms of joint efforts.

II. Assessment of the economic potential and investment attractiveness of the Ryazan region

This section presents the results of the analysis of the factors that ensure the investment attractiveness of the Ryazan region, as well as constraints on the investment activity of economic entities.

Factors considered in the context of the following groups:

- Industrial and consumer markets, small and medium enterprises;
- Human capital;
- Natural resources and energy;
- Infrastructure;
- The institutional environment and the state support of investors.

2.1. Level of socio-economic development of the Ryazan region.

2.1.1. Place of the Ryazan region in the economy of the Central Federal District (hereinafter - CFD) and the Russian Federation. Modern trends in socio-economic development.

The Ryazan Region is located in the central part of the East European Plain. Area - 39,600 square kilometers. The region is bordered in the south by the Tambov and Lipetsk regions, in the west – with the Tula region, in the north-west - with the Moscow region, in the north - the Vladimir region, in the north-east - with the Nizhny Novgorod region, in the east - with the Republic of Mordovia, in the south-west - the Penza region. The permanent population of the Ryazan Region on January 1, 2014 is amounted to 1 140.8 thousand people. Population in the city is 71.1%, rural population - 28.9%. The Ryazan region is one of the well-established and densely populated regions of Russia. The average population density - 28.8 people per square kilometer. 530.3 thousand people live in the administrative center - the city of Ryazan, which is located 180 kilometers south-east of Moscow. The river Oka flows on the territory of the Ryazan region, the regional center is

situated on it. North and south of the Ryazan region differ sharply in natural conditions. Coniferous forests on podzolic soils of Mescherskaya lowland are located in northern part of the region, the southern part is represented by deciduous forests and forest-steppe on fertile gray forest soils and black soils. Compared with the subjects of the Russian Federation- members of the Central Federal District, Ryazan region ranks 11th in terms of population and the 6th largest land area. Growth of gross regional product (hereinafter - GRP) for the period 2005 to 2012 was 38%. The largest shares in GRP have industry, trade and catering, agriculture, transport and communications. While the share of value added in the Ryazan region in total value added of the Russian Federation and the Central Federal District is small and is respectively 1.4% and 0.5%. GRP per capita from 2005 to 2012 grew by 2.4 times. In terms of the volume of GDP per capita amounted to 215.6 thousand rubles per person in 2012, the Ryazan region ranks 9th among the regions of the Central Federal District. The Ryazan region is a major industrial region with developed agriculture.

Industrial complex of the Ryazan region is one of the main components of the economic potential of the region, which accounts more than a third of the GRP. According to the index of industrial production in 2013 Ryazan region was in 8th place among the regions of the CFD, and the value of the index - 103.8%, was higher than the average for the district (101.4%) and the Russian Federation in general (100.4%).

In terms of per capita industrial output the Ryazan region occupied a middle position among the regions of the CFD – 10th place in 2013. Significant place in the economy of the region occupies agriculture, because it determines the way of life, economic and social situation of about a third of the population of the Ryazan region and ensure food security of the region. The share of agriculture in the GRP has declined in recent years and is about 9%. Agricultural production produced in the Ryazan region in 2013 in the total volume of the CFD and the Russian Federation was not great and was as follows:

Name of agricultural products	The share of production,%	
	CFD	Russian Federation
Grain (weight after processing), th. tons	5,7	1,4
Sugar beet, th. tons	1,2	0,6
Potatoes, th. tons	3,8	1,2
Vegetables, th. tons	3,6	0,7
Livestock and poultry for slaughter (live weight), th. tons	1,8	0,6
Milk, th. tons	6,5	1,2
Egg, million	8,7	1,8

Agriculture of the Ryazan region is specialized in cattle breeding, in the production of milk, meat and eggs. Crop production is focused on the production of grain, vegetables (potatoes and sugar beet) and provision of livestock feed. Shaped structure of APC allows provide the processing industry with raw materials, animal husbandry - feeds, and the population - food of its own production. Surplus of agricultural products is sold in the surrounding regions. The Ryazan region has a developed structure of the transport complex. The region is located on the transit highways and railway lines linking the federal center and the south of European Russia and the Urals (the highways M5, M6, R132). 2 oil pipelines, pumping oil to Belarus and Europe are routed through the region and pipeline pumping more than 20 million tons / year.

In 2005 - 2013 years, with the exception of 2009, there was a positive trend in the development of the construction industry of the Ryazan region, increased annually by the amount of work performed on construction contracts. The share of construction products in the Ryazan region in total construction of the CFD and the Russian Federation in 2013 was 3.2% and 0.8%, respectively. The Ryazan region is on the 1st place among the regions of the CFD on the growth rate of construction works.

Analysis of the housing development in the CFD over the past few years shows certain stability in the regions. So, the leaders are the city Moscow and Moscow, Belgorod and Voronezh regions. In 2013 the proportion of these subjects was 75.5% of the total volume of housing built in the CFD. The Ryazan region in terms of housing among the subjects of the CFD traditionally ranks 8th out of 18 regions of the CFD.

One of the key indicators to measure the socio-economic development is the amount of investment in fixed assets. Between 2005 and 2013 in the Ryazan region it increased by 3.0 times at current prices and by 1.6 times in the comparable estimate, despite a decline in 2009, when, due to the global financial crisis, many investment projects have been suspended or completely stopped.

Investments of the Ryazan region in 2013 in the total volume amounted to 2.2% of the CFD, and of the Russian Federation - 0.5%. 184 investment projects with an investment of about 250 billion rubles have been implemented at the beginning of 2014 in the region. During the period from 2005 to 2013, the volume of investment per capita in the Ryazan region at current prices increased from 19.8 thousand rubles to 62.0 thousand rubles. In 2013 the Ryazan region ranked 8th among the regions of the CFD on this indicator.

Small businesses in various economic and social spheres have been dynamically developing. The annual increase in the number of small businesses is 10 - 12%. The share of small businesses engaged in the real economy is growing. Foreign trade turnover for 2005 - 2013 years has increased by 3.2 times, including imports - by 3.8 times, export - by 2.5 times.

Share of foreign trade of the Ryazan region for 9 months of 2013 in the total amount of the CFD and the Russian Federation and has been low and amounted to:

Title	The share of transactions, %	
	CFD	Russian Federation
Foreign trade turnover	0,3	0,1
Export	0,2	0,1
Import	0,4	0,2

The rate of growth of the foreign trade turnover of Ryazan region for 9 months in 2013 is better than in many regions of CFD -the 3rd place, and the value of the index - 118.8% was higher than the average for the CFA (103.9%) and the Russian Federation in general (100 , 8%).

In terms of characterizing the level of income, the Ryazan region among the regions of the CFD occupies a middle position: on the level of nominal gross wages and salaries – the 9th place, in per capita income of the population - the 12 place. Despite this these indicators in the region are lower than the average ones of the CFD and the Russian Federation. Particularly large gap in wages and per capita income between the Ryazan region and the Moscow region is more than 1.5 - 1.7 times, with Moscow - 2.8 - 2.9 times. This situation stimulates the flow of the workforce from the Ryazan region in the Moscow region.

According to the dynamics of real money incomes of population the Ryazan region's indicators in 2013 are better than the ones of the Russian Federation, taking 10th place among the regions of the CFD.

Thus, the economy of the Ryazan region is closely aggregated into the global and Russian economies. The general level of development of the region is average among the regions of the CFD.

2.2.1. The industrial potential of the region.

Industrial base of manufacturing industry is oil refining, power generation, construction materials, food products, machinery and metal. Despite the small proportion of the volume of shipped goods of own production, works and services on their own in economic activities "Mining and quarrying", "Manufacturing" and "Production and distribution of electricity, gas and water" in the region, the total shipment is 2.1% and 0.6% of the CFD and the Russian Federation respectively, there are industries that are important not only for the economy of the Ryazan region but for whole Russia in, which,.

The largest of them are:

- Ryazan Oil Refining Company - the largest processing plant, a member of JSC "NK" Rosneft ", a processing capacity of 17 million tons of oil per year. This company produces high-quality gasoline, motor oils, diesel fuel, jet fuel, fuel oil and the bitumen;

- Branch of JSC "OGK-2" - Ryazan GRES "in the town Novomichurinsk of the Ryazan Region - Europe's largest thermal power plant and one of the five largest in Russia. Installed electric power plant - 3070 MW;

- JSC "Russian leather" - an enterprise for production and processing of the

leather, produces about 35% of all the leather in Russia. In this case, 48% of production is exported. The company supplies its products to more than 100 leading companies in Russia, Europe, Asia and others.

In terms of per capita industrial output the Ryazan region in 2013 occupies a middle position among the regions of the CFD- 10 place.

The region has a powerful scientific and industrial base based on military-industrial complex, these opportunities allow design and develop new high-technology products: radar equipment, gas lasers, gas discharge switching devices, solar power plants, plasma monitors and special industrial applications, computer-aided monitoring and process control, information-analytical systems, maintenance and control of special equipment. Spare capacities and mineral resources available in the Ryazan region are of potential interest to investors.

The main problems in the development of the industry are:

- Lack of personnel, including highly qualified;
- Low rates of technical re-equipment;
- Poor implementation of innovations;
- Lack of available financing, limiting investment activity;
- The concentration of production in large cities.

2.2.2. Building materials industry.

Building materials industry is one of the fastest growing sectors in the region's economy.

Between 2005 and 2013 years the production of other non-metallic mineral products increased by 77%. The increase in production associated with the modernization of existing and construction of new enterprises.

Production volumes and quality of building materials can not only meet requirements of the building complex of the Ryazan region, but also deliver a number of construction materials outside of the area, and some types of products (waterproofing, roofing materials) to export.

Dwelling houses in 2013, peaked in 2005, the values of - 552.8 thousand. Sq. m, an increase compared with 2005 (300.6 thousand. sq.) 1.8 times.

In 2013, the injection volume of residential buildings per capita was 0.48 m. m, reaching the highest value in the last 20 years, the housing affordability index (the ratio of the average market value of the apartment with a total area of 54 square meters. m and average annual total cash income of a family of 3 persons) was 3.6 years.

Since 2009 in Ryazan operates one of Europe's largest factories for the production of flat glass using the float technology - LLC "Guardian Glass Ryazan" design capacity of 310 thousand tons of transparent glass per year.

Production of heat insulation and waterproofing, roofing materials is well represented and continues to develop. "Plant TECHNO" of corporation "TekhnoNIKOL" producing a wide range of heat-sound-insulating mineral wool basalt stone is functioning. The design capacity for the period of industrial activity has doubled and now stands at 240 thousand tons per year. Thermal insulation products of extruded polystyrene produces "Plant" Lodzhikruf. "The company has three production lines with total capacity of 525 thousand cub. meters per year.

In Michailovsky area near the Ryazan region there are two cement plants of JSC "Mikhailovcement" (holding "EUROCEMENT groups") and LLC "Serebryansky Cement Plant" (holding "BazelTsement"), the capacity of each - 1.8 million tons of cement per year.

Production volume of building materials continues to grow. The highest growth is achieved in the production of cement, roofing and waterproofing materials, concrete products, ceramic bricks.

In 2013 a new factory producing blocks of autoclaved aerated concrete production in Novomichurinsk began to work- LLC "Eko-Zoloprodukt Ryazan", where the planned output at full capacity - 143 million conventional bricks. Also a new plant of the corporation "TekhnoNIKOL" producing pieces of roofing slate "Shinglas" began its work.

There are reserves of clay for ceramic production, silica sand for the glass industry, the reserves of gypsum, limestone and other raw materials for further development of the industry in the region. Significant reserves of raw materials for the cement industry are concentrated in the Michailovsky area of the Ryazan region.

The main challenges of building complex are:

- Lack of sufficient land market, infrastructure (80% of land for the complex building is not provided with engineering, transport and social infrastructure);
- Lack of available for development areas (in some urban areas, the city of Ryazan, Kasimov);
- Remaining administrative barriers in construction (in 2013 the deadline for completion of all the procedures required to obtain a permit for the construction of the reference object of capital construction of non-production was 326 days);
- The lack of the necessary volume of investment funds (primarily low availability of credit);
- High energy consumption and outdated production technology to a number of existing construction enterprises;
- Shortage of staff.

2.2.3. Agriculture.

Agricultural production in 2013 reached 38.7 billion rubles. Despite unfavorable weather conditions for agribusiness, since 2010 the index of agricultural production in 2005 increased by 19.8%.

Agribusiness in the Ryazan region includes 328 agricultural organizations, 2538 (peasant) farms, more than 200 enterprises of food and processing industries. There are 289.5 thousand private subsidiary farming in the region.

The total agricultural land fund, organizations and individuals engaged in agricultural production is 2556.2 thousand hectares. Including farmland occupy 2328.5 thousand hectares. Arable land is 1,470.6 thousand hectares. Grasslands - 813.5 thousand hectares.

Production of grain, milk, meat and eggs is performed mainly in agricultural organizations and peasant farms, potatoes and vegetables are grown in private subsidiary farming sector.

Grain production is important for the economy of the Ryazan region. It gives 26.5% of the total commodity output and 68.7% of crop production, accumulates

nearly 30% of the total cost, taking an average of 5 years and more than half of the acreage. It is also the main source of income in crop and agriculture in general.

In the livestock sector for the period 2005 to 2013 there was a decrease of cattle by 33.3%, while in the last three years the average annual rate of decline slowed from 7.4% to 1.5%. During the same period the number of pigs has increased by 2.2 times, 1.5 times - sheep and goats.

The Ryazan region has traditionally been a major producer of milk, but in the period from 2005 to 2013 its production fell from 383.6 thousand tons to 355.9 thousand tons. At the same time dairy breeding of the region allows meet the needs of the population in dairy products. Having its own processing, the Ryazan region is a stable raw material supplier for major dairy companies from other regions.

The most urgent problems in the agricultural sector nowadays are:

- Insufficient level of profitability for the implementation of agricultural investments in the development of production and the transition to innovative development;

- Inadequate infrastructure market: the growing role of retail chains and poor development cooperation;

- Financial instability;

- Lack of sufficient investment;

- The impact of climatic factors;

- Poor development of insurance;

- Lack of resource and information support at all levels of agricultural production;

- Lack of personnel.

2.2.4. Tourism potential.

In Central Russia the Ryazan region is considered to be one of the most attractive for the development of tourism.

Rich historical and cultural potential (more than three thousand significant sites) allows you actively develop in the region cognoscible, archaeological, pilgrimage and other types of cultural tourism. At the present time, the tourism industry of the Ryazan region employs 28 thousand people. There are more than 100 travel agencies, which fully meet the demand for tourist services in Ryazan.

Five educational institutions of higher education ("Ryazan State University named by S.A. Esenin", branch of Institution "Moscow psycho-social university" in Ryazan, "Modern Technical Institute", Ryazan Institute of Economics - branch of Institution "St. Petersburg State University of Management and Economics", Ryazan Correspondence Institute (branch) of "Moscow State University of Culture and Arts") and two professional educational organizations ("Ryazan Teachers College" and "Ryazan College of Culture") prepare specialists with higher and secondary vocational education to work in the tourism industry. Skilled workers and mid-level professionals (engineers, cooks, bartenders, waiters, and others) are being prepared on the basis of the Ryazan professional educational organizations.

At the present moment there are 127 accommodation facilities with a total capacity of 7594 seats. However, most modern hotels are concentrated in the city of Ryazan. There is a lack of comfortable accommodation facilities in local areas,

and this has a negative effect on tourist visits.

During the period from 2005 to 2013, the volume of paid tourist services has grown 13 times, from 31.7 mln. rub. to 414.7 mln. rub., the amount of paid services of hotels and similar accommodation facilities increased 3.5 times, from 252.8 million rubles to 895.0 million rubles.

During the same period the number of tourists has increased by 2.2 times to 111 thousand people to 246 thousand, number of visitors by 1.2 times of 680 thousand people up to 840 thousand people.

The main impediments to the development of domestic tourism in the Ryazan region are:

- Low level of accomplishment of territories belonging to the main tourist routes in the Ryazan region;
- Insufficient number of marketing activities to promote the tourism product;
- The lack of inclusion of cultural and natural heritage in the regional tourism market.

2.2.5. The consumer market.

In recent years there has been a positive growth of wholesale and retail trade, catering and volume of consumer services.

Development takes place in terms of the development of the consumer market of the Ryazan region in 2011 - 2015 years. The amount of investments attracted is over 6.0 billion rubles out of a planned quantity of 10.3 billion rubles.

In 2013, relative to 2005, the volume turnover in wholesale trade at constant prices has increased by 20%, retail trade turnover - almost by 2 times, the turnover of public catering by 1.8 times.

The share of wholesale and retail trade is about 17% of the gross regional product and about 16% of tax revenues in the consolidated budget of the Ryazan region.

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On October 1, 2013 there were the following indicators: availability of retail space was 768 square meters per 1,000 inhabitants (104.3% of 01.01.2013), the availability of seats in the public catering in the public network - 38 beds per 1000 population (100.0% of 01.01.2013).

In this case, one of the most urgent problems of the consumer market of the Ryazan region is imbalance in the provision of urban residents and rural settlements area shopping facilities, as well as an underdeveloped transport and logistics and utility infrastructure of the village.

2.2.6. Financial sector and fiscal potential

The banking sector of the Ryazan region on April 1, 2014 is represented by four regional credit institutions, a subsidiary of Sberbank of Russia and 11 branches which parent banks are located outside the region.

Internal divisions of credit institutions operating in the territorial-administrative regions of the Ryazan region and in the city of Ryazan are presented by 134 additional offices, 87 operating offices, 15 credit-cash offices, 73 operating cash offices, three representative offices of credit institutions.

Total resources of credit institutions of the region on 01.04.2014 amounted to 119.7 billion rubles. The growth rate of the resource base of the banking sector in 2013 amounted to 106.5%.

Funds of the population (over 60.0%) play a significant role in the formation of the resource base of the banking sector in the region. Deposits of individuals have increased by 20% to 77.1 billion rubles in 2013.

The second most important source of funding of the banking sector is corporate funds (17.5%). In 2013 these funds have increased by 5.8% (in 2012 there was a decrease of 2.1%).

Between 2005 and 2013 the amount of the consolidated budget of the Ryazan region increased by 3.3 times, including their own income by 3.2 times.

Main sources of revenues of the consolidated budget of the Ryazan region are tax on personal income (37.2%), corporate income tax (21.5%), property tax (16.2%) and excise duty on excisable goods (11.1 %).

However, the consolidated budget of the Ryazan region is adverse, the revenue does not ensure the implementation of all assigned and delegated powers.

From 2005 to 2013 the expenditures of the consolidated budget of the Ryazan region have increased by 3.5 times. The expenditure budget was socially-oriented, the main costs were directed to the development of education, health and social services. However, the expenditures on the development of the economic sphere have been rising. The structure of expenditures of the consolidated budget of the Ryazan region suggests encouraging the development of human capital at the regional level.

The main problem of fiscal policy is to balance the regional budget and municipal budgets.

2.2.7. Development of small and medium-sized businesses.

According to the creation of new enterprises the Ryazan region has recently been in the top five regions. Currently, the pace has slowed significantly. Since the beginning of 2008 and the end of 2013 the number of small businesses has decreased by almost 2 times, and the number of individual entrepreneurs - by 10.2%.

The share of small enterprises in the gross regional product has increased from 10.3% in 2005 to 18% in 2013.

The infrastructure organizations of state support help the development of small businesses.

The main impediments to the development of small and medium-sized businesses in the region:

- Lack of working capital;
- A high degree of deterioration of the equipment and lack of funds for the purchase of new ones;
- Unacceptable for most small and medium-sized enterprises bank loan;
- Lack of support in the promotion of foreign countries to the markets of Russian products and intellectual property, especially in the context of WTO accession;
- Administrative barriers.

2.2.8. Mineral resources.

The Ryazan region is rich in minerals: limestone, refractory and brick clays, building sands, glass and molding, cement raw materials.

There are deposits of rock phosphate, gypsum, lignite, mineral paints, peat and organic slime.

Building sand deposits are located in all the territory of the Ryazan region with the exception for the Kadom area. The greatest number of distributed sand deposits is concentrated in the Ryazan region.

The largest deposits of limestone in the rubble located in Korablinsky, Mikhailovsky, Pronsky, Chuchkovsky and Kasimovsky areas. Deposits of limestone are explored in the territory of Kasimovsky, Mikhailovsky, Miloslavsky and Korablinsky areas.

There is a large deposit of gypsum in Skopinsky area and two forecast deposits of gypsum located in Skopinsky and Mikhailovsky areas.

Deposits of brick clay are common in almost all the territory of the Ryazan region.

Expanded clay deposits are located in Shilovsky, Ryazan and Skopinsky areas.

Large deposits of peat are available in Klepikovsky and Ryazan regions.

The Ryazan region is the only subject of the Russian Federation with cement raw materials as common minerals. Distributed and undistributed deposits of cement raw materials are located in the Mikhailovsky district.

Mining is carried out mainly with open pits, as deposits are located at a shallow depth.

Riverbed, flood and inundated sand deposits building are carried out with the dredging method.

Extraction of limestone in the rubble, lime and cement is carried out with the use of blasting.

Gypsum deposits due to depth of their occurrence are to be developed by mining method.

Developed mineral resources can not only maintain a high industrial potential of the region. Some types of mineral raw materials and products can be exported to the neighboring regions and abroad.

2.2.9. Resource endowment and availability of energy resources.

The energy potential of the Ryazan region now includes facilities generating electric energy, distribution companies and marketing companies for its implementation.

Generating capacity includes three plants with a total installed capacity of 3623 MW turbine generators, including:

- Branch of JSC "OGK - 2" Ryazan GRES. The installed capacity of 3070 MW stations (including 420 MW TPP-24). Station - the subject of the wholesale market. Volumes of supplies of 8.5 - 11 billion kWh per year;

- JSC "Quadra" - "Central generation" PP Dyagilevsky TPS. The installed power capacity of 100 MW and heat capacity - 330 Gcal / h. station - the subject of the wholesale market. Scope of supply 0.38 - 0.4 billion kWh per year;

- Ryazan branch of LLC "Novo-Ryazan TES." The installed electric power station - 425 MW thermal power - 2000 Gcal / h. The subject of the retail market.

Scope of supply 1.7 - 1.9 billion kWh per year;

- Gas turbine combined heat and power (Sasovo and Kasimov), which belongs to the group of companies of "GT-CHP Energo". The installed electric power stations - 18 MW (2 units of 9 MW) thermal power - 80 Gcal / h. The main fuel at each of the stations is natural gas.

Power grid facilities located in the territory of the Ryazan region include more than 40 thousand. Km of transmission lines, including more than 2,800 km of high-voltage 100 - 220 kV and 500 kV transmission lines stopovers included in intersystem electric networks. The installed capacity of transformers is over 5300 MW.

Complex network has the following major organizations:

- JSC "UES FGC" Priokskoe PMES - upkeep and maintenance of power lines and transformer substations belonging to the Unified Energy System (UES), 220 kV and above;

- JSC "IDGC of Center and Volga Region" branch Ryazanenergo - maintenance and service networks with voltage levels 110-0,4 kV;

- JSC "Ryazan Regional Electric Grid Company" - maintenance and service of networks 35-0,4 kV voltage level. JSC "Ryazan Regional Electric Grid Company" united a number of former municipal power grid enterprises located in the Ryazan region into one property complex.

- Municipal network organizations not included in the JSC "Ryazan Regional Electric Grid Company" - the content and maintenance of networks with voltage levels of 10-0.4 kV.

Electricity capacity allows the Ryazan region annually generate more than 14 billion kWh of electricity, while the actual consumption in the region is now around 45% of the potential output.

There are no constraints of technological connection of consumers to electric networks in the Ryazan region.

2.2.10. Development of transport infrastructure.

The Ryazan region is "South-Eastern" gate of CFD, with a great amount of the Euro-Asian transport corridors, it is crossed by several highways, railroads and waterways.

In the Ryazan region there are:

- 40 railway stations;

- 30 major railway stations;

- 30 bus stations, bus stations and cash items;

- 2 river ports.

There are all the main types of transport - rail, road, inland waterways (navigable). These modes of transport have a transverse pattern of interaction (chord structure), which allows the cross-connection of the transport of goods and cargo.

The length of roads on January 1, 2014 is as follows:

- Railways - 1514 km, public - 978 km and 536 km - access roads;

- Public roads - 14303 km, including: federal - 510.2 km, regional - 6538.2 km, local - 7254.6 km;

- Inland waterways - 739.5 km.;

Road transport.

The Ryazan region is crossed by three federal highways:

- Highway M5 "Urals";
- Highway M-6 "Caspian";
- Road P-132 "Vyazma - Yukhnov - Kaluga - Tula - Venev - Mikhailov -

Ryazan '.

Roads lead to the city of Vladimir, city Tula, Volgograd, Samara, Nizhny Novgorod, Saransk, Penza. The density of public roads with hard surface (1000 m. Kilometers of land) in the Ryazan region is 182.5 km.

In this case, there is practically no increase of the network and development of roads - 76% of regional and inter-municipal roads have been built in the 60 - 70 years of the XX century. A significant part of the network of public roads of regional significance is in need of repair, 33% of bridges are in urgent need of major repairs and 50% - preventive maintenance.

Simultaneously, the Ryazan region has the highest amount of cars in personal property in the CFD, at the beginning of 2013 it amounted to 340.2 vehicles per 1,000 inhabitants.

Railways.

In the Ryazan region there are six branches of the four railroads - the branches of JSC "Russian Railways". These are Moscow-Ryazan, Moscow-Kursk and Tula branch of the Moscow railway, Michurinskoe Department of South Eastern Railway, Penza branch of the Kuibyshev railroad and Muromskoye office of Gorky Railway.

There are many significant railway lines connecting the center of Russia and the Volga region, Ural, Siberia, Central Asia, Central Black Earth region and the European South on the territory of the Ryazan region in the east and south. There are 227 level crossings located, 94 of them are on the regional road network.

Water and air transport.

The transport sector in the region is represented by inland water transport and air transport.

Air transport infrastructure in the region is underdeveloped. Aircraft companies based in the region perform air-chemical works, control of the situation in the timber complex.

Civil aviation is in the process of regeneration.

"Sasovskoe named by hero of the Soviet Union G.A. Taran flight school of civil aviation" branch of "Ulyanovsk Higher Civil Aviation School (Institute)" provides training on a budgetary basis, with a qualification "pilot".

Open Joint Stock Company "360 Aircraft Repair Plant" - one of the few aircraft repair enterprises of Russia, capable of not only the serial repair a large range of types and modifications of aircraft, but also having an extensive experience of deep modernization and implementation of unique processes that can only be performed by powerful aircraft manufacturers.

The length of navigable inland waterways is 739.5 kilometers, 489 kilometers - the river Oka.

Mainly waterways are used for transportation of mineral building materials, transportation of passengers in the flood season and hiking trails.

Navigation conditions on the river Oka are unsatisfactory, due to intensive sand mining in the river and changes in hydrological conditions.

Thus, the main problems of the transport sector in the region are:

- Discrepancy between the level of development of highways and demand for road transport;

- Insufficient use of the water and air transport.

2.2.11. Scientific and technological potential.

The amount of enterprises engaged in technological innovation is 4.3%, the share of expenditure on the development of science in the gross regional product is about 0.5 - 0.6%.

The Ryazan region has a sufficiently high scientific and technical potential: high-tech enterprises in the region produce radar equipment, discharge devices, solar power plants, etc. There is a number of academic departments of industrial enterprises, research and development is carried out in 17 large and medium-sized organizations.

In terms of characterizing the innovation activity of enterprises, the region ranks 9th - 10th place in the CFD. According to the National Association of innovation and development of information technology the Ryazan region is a region with a moderate level of innovation activity and occupies 47th place out of 83 subjects of the Russian Federation.

The main negative trends in scientific and technical complex are: depreciation of fixed assets of industrial base, a violation of professional continuity between generations of developers (the average age of scientific and technical personnel of enterprises of the Ryazan region is more than 50 years), poor infrastructure to support innovation, to ensure the commercialization of research and innovation projects.

2.2.12. Human resources.

Vocational education system of the Ryazan region is represented by 59 professional organizations and educational institutions of higher education, including 32 professional educational organizations and 27 educational institutions of higher education. These educational institutions have different subordination: federal (15), regional (30) and there are 14 private educational institutions.

There are 27 educational institutions of higher education, including 6 state, 4 private, 8 branches of state and 9 branches of private educational institutions of higher education in the Ryazan region. Total number of students in all forms of education is more than 52.2 thousand people. Training is carried out on 136 specialties of physics and mathematics, education in the humanities, natural, social, pedagogical, medical, technical, agricultural, construction, economic and cultural areas.

The training of 4.2 thousand skilled workers and employees is performed. The number of middle ranking specialists studying is 17.9 thousand people. In general, the preparation of students is carried out with the help of 96 basic professional educational programs. Professional educational institutions train specialists for industry and construction, agriculture, health, culture, education and transport.

The number of employed in economy in 2013 is about 532.5 thousand people

(95.3% of the economically active population), in comparison with the year 2012, this index decreased by 0.8% compared with 2005 - by 8.1%.

The total number of unemployed (according to the methodology of the International Labour Organization) in 2013 amounted to 26.1 thousand people and increased in comparison with 2012 by 1.2%, compared with 2005 - decreased by 18.4%.

The economically active and able-bodied population is constantly decreasing. Decrease of population below working age, growth of older population can lead to demographic aging and labor potential decrease and growth of demographic burden on the working population.

Negative effect in the regional labor market is imbalance of supply and demand of labor on a territorial basis. About 60% of the vacancies are concentrated in the regional center - the city of Ryazan, while about 80% of the total number of unemployed people live in the various areas of the Ryazan region, with the exception for Ryazan. There is a shortage of qualified personnel in a number of blue-collar occupations and professions due to the fall of their prestige among the youth.

2.3. Institutional environment and public support of investors.

2.3.1. Institutions and measures of state support for investors.

The central executive body of state power of the Ryazan region of special competence performing the executive and administrative activities in the Ryazan region in the field of investment policy is the Ministry of economic development and commerce of the Ryazan region.

In 2009 the Council of investments of the Ryazan region was established.

In 2011 the Commission for the coordination of investment activities in the Ryazan region was established.

In 2012 the Government of the Ryazan region created the Joint Stock Company "Ryazan region corporation of development" in order to meet the challenges of creating a positive investment image of the Ryazan region and for the implementation of infrastructure development of perspective land sites in the region.

In 2013 the state program of the Ryazan region "Increasing of investment and innovation potential in 2014 - 2018" was approved.

Starting in 2013 in accordance with the independent non-profit organization "The Agency of strategic initiatives of new projects promotion" the work on the implementation of the Standard of the executive authorities of the Russian Federation has been carrying out to ensure a favorable investment climate in the region.

In accordance with the Law of the Ryazan region adopted 06.04.2009 N 33-OZ "On state support of investment activity on the territory of the Ryazan region" (hereinafter - the Law), investors are entitled to receive preferential treatment in the following forms:

- State guarantees of the Ryazan region;
- Benefits from a transfer tax on property tax and reduction of the tax rate on profits in part transferred to the regional budget;
- Subsidies from the regional budget;

- Provision of benefits and (or) the delays in the payment of rent for the use of land owned by the Ryazan region;
- Information and consultation support of investment activity;
- Support for investment projects.

2.3.2. The investment climate in the Ryazan region.

By the end of 2012 the Ryazan region ranked first in the CFD and had a leading position in Russia in general on the dynamics of investment in fixed assets (the Ryazan region - 121.2%, Russia - 106.8%).

71 billion rubles of investments in fixed assets were invested in 2013 the region's economy. There is still a positive dynamics in comparison with 2012, the volume of investments increased by 2.5%. It is also higher than the all-Russian level (99.8% in 2012).

Between 2005 and 2013 the growth rate of investment amounted to 159.0%.

During the last three years the share of private investment has grown in total to 66.2%, state participation fell up to 11.9%, share of foreign investment fell up to 4.1%, but the proportion of mixed ownership (Russian with foreign participation) increased to 71%.

In 2014 compared with 2005 the share of investment in industry has grown by 32.2%, the main increase - 21.5% is manufacturing. Investments in transport and communications, in education, in government administration have become significantly higher. Less money is sent to the wholesale and retail trade, construction, agriculture.

In 2012 the economy of the region attracted 14 times more foreign investments than in 2005.

According to the monthly report of the Ministry of Regional Development of the Russian Federation dated December 30, 2013 the Ryazan region took 19 position on the composite index of investment attractiveness, including the rate of growth:

- The volume of construction works - 9th place (124.9%);
- Regional budget revenues - 10th place (108.7%);
- Corporate profits tax - 6th place (108.4%).

In the rating "Best regions for doing business - 2013 (the magazine "Forbes") the Ryazan region ranked 24th out of the top 30 regions of the Russian Federation.

Agency "Expert RA" rating has assigned the Ryazan region "Low potential - moderate risk (3B1)", as well as the 24th place among the regions of the Russian Federation on the integral indicator of the category "investment risk" on the investment climate rating in the 2012 – 2013.

According to the Human Development Index the Ryazan region is forty sixth among the Russian regions (index - 0.806).

2.3.3. Factors hampering the attraction of investments.

Factors hampering the attraction of investments include:

- The low rate of development of investment and infrastructure;
- High level of competition for placement of investment projects with neighboring regions, especially with subjects of the CFD;
- Differentiation in the development of municipalities;
- The outflow of the working population in Moscow;

- Demographic situation restraining the growth of the population.

Regional budget does not allow provide a high rate of construction of transport, energy and engineering infrastructure on promising sites.

Overcoming of infrastructure limitations can possibly be performed by the participation in federal programs and subsidies for infrastructure investments (examples: tourism and recreation cluster "Ryazan" and "Northern passby of Ryazan"), development of public-private partnerships ("Project of pay cross-over"), accounting development projects in the approval and implementation of investment programs of network organizations ("Power supply of industrial sites" "Rybnoe - 1" and "Rybnoe - 2", "Gasification of the site of a sugar factory in the Alexandro-Nevsky area ").

In the competition for the investor the role of the "Ryazan region corporation of development" should be enhanced by consolidating the functions of investment projects coordinator involving the resources of the central executive bodies of state power of the Ryazan region and network organizations supporting infrastructure in the region.

Municipalities located in close proximity to the regional center and having the federal transportation corridors on their territory have more favorable basic conditions for attracting investments. This problem should be solved by the use of all existing competitive advantages. Example – creation of centers of processing and data storage "Yandex" in the town of Sasovo in Skopinsky area due to the availability of large reserves of transformer capacity.

Overcoming the negative effects of demographic character will be performed with the help of social policy: improving the provision of free, accessible and qualified health care with the priority for prevention, clinical examination and giving the population bases of a healthy lifestyle, encouraging employment of the population in physical education and sport (to continue the construction of sport and recreation complexes that will appear by 2017 in every major and medium-sized municipality; new objects will be built in the city of Ryazan).

Improvement of the conditions for growth of housing construction, mainly of economy class, will be continued, as well as the reduction of the cost of housing, the implementation of programs of preferential mortgage lending, subsidies for certain categories of people (young and big families, families with disabled people, public sector employees), the elimination of queues in kindergartens, providing employment of the population, including women bringing up children, the disabled people and the elderly who want to work.

2.3.4. Analysis of the strong, weak points, opportunities and threats (SWOT-analysis).

Strong points	Weak points
Convenient geographical location, proximity to Moscow; powerful industrial complex; available mineral resources; high educational potential; operating system of training highly	The outflow of the working population to Moscow; insufficient coordination among relevant authorities and organizations involved in the investment process; differentiation in the development of

qualified personnel; reserves and the availability of energy resources; developed transport infrastructure; stable financial sector	municipalities; low rate of investment infrastructure objects
Opportunities	Threats
Availability of the largest market - Moscow agglomeration; use of existing transport corridors and further development of transport infrastructure; development of the institutions of state support for investors; development and promotion of infrastructure investment; use of idle capacity; improving the investment climate in the region in general; occupancy of warehouses and logistics centers outside Moscow; increasing interest in domestic tourism; improving the quality of the living environment; targeted recruitment, forecasting of staffing requirements	Continued stagnation of the world economy; negative consequences of joining the World trade organization for companies operating in the domestic market; increase in tariffs of natural monopolies; high competition for placement of investment projects with neighboring regions, especially in the CFD; low interest of young people in working specialties

III. Goals and tasks of the investment policy of the Ryazan region for the period up to 2025

Development of investment activities, improvement of the investment climate and increase of sales of products, including export are now priorities for any Russian region.

Strategic task of the investment policy of the Ryazan region for the period until 2025 is to create the most favorable conditions for all categories of investors, to make the Ryazan region one of the most attractive regions for doing business.

The most important target parameters of investment development of the Ryazan region in the long term are calculated in accordance with the guidelines of the Ministry of Economic Development of the Russian Federation to the composition of indicators of socio-economic development of the Russian Federation.

Items	Objective value of items
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	2017 year	2020 year	2025 year
1	2	3	4
Growth in gross regional product,% by 2012	116,8	133,8	166,9
GDP per capita at current basic prices, ths. rub.	336,1	457,7	718,4
Growth of investments in fixed assets,% by 2012	129	150	182
Growth of real incomes of population,% by 2012	110,2	122,1	155,3

In accordance with the Standard of the executive authorities of the Russian Federation to ensure a favorable investment climate in the region, in order to achieve the strategic task the following key objectives should be fulfilled:

- The formation of clusters (innovation, cement, pharmaceutical, tourism and recreation, electronic, textile) and the conditions for their development, creating opportunities for promising economic specialization and diversification of the economy of municipalities of the Ryazan region;

- Ensuring the functioning mechanisms of state support and protection of investors;

- The creation and promotion of investment and innovation infrastructure: industrial special economic zone "Ryazan" in Pronsk area, industrial sites "Rybnoe - 1" and "Rybnoe - 2" in Rybnovskij area, industrial and logistics center "Gorodische" on the border of Ryazan and Rybnovskij area, innovation-industrial park "Varskie" in the Ryazan region, the business incubator of the Ryazan state Radio Engineering University, innovation park "Innograd" on the basis of JSC "Gercon-Auto";

- Use of resources of development institutions at federal and regional level;

- Creation of regional financial institutions of development;

- The introduction of public-private partnership in the implementation of socially significant and infrastructure projects;

- Staffing of the investment process;

- Creation of a positive investment image and promotion of investment opportunities and projects in the region in Russia and abroad.

In respect of certain factors affecting the investment attractiveness of the Ryazan region, the tasks of the investment policy of the Ryazan region are:

1) in the sphere of development of industry, agriculture, consumer market, small and medium-sized enterprises:

- Improving the competitiveness of existing enterprises and organizations in the region;

- Effective development of traditional types, creation of new types and diversification of production;

- Maximum use of industrial, scientific, technical and human resources, developed social infrastructure and sufficient capacity of the consumer market;
 - Increasing the share of innovation products and services, the development of high-tech industries;
 - Promotion of the development of small and medium-sized businesses and increase of its competitiveness;
 - Promotion of the brand of the Ryazan region;
- 2) in the sphere of the efficient use of natural resources and the existing tourism potential:
- Providing a favorable environment, environmental management and equitable access to natural resources for citizens, investors and businesses;
 - Formation of recreational and tourist cluster in the Ryazan region aimed at the internal and external needs;
- 3) in the sphere of infrastructure development:
- Availability of accessible infrastructure to accommodate industrial and other objects of investors;
 - Reduction of costs of technological connection to energy, engineering, transport and telecommunications infrastructure;
 - Reduction of timing and number of licensing procedures;
- 4) in the sphere of development of human capital:
- Presence of the effective system of training and retraining in the Ryazan region in the field corresponding to the needs of investors, including the system of training of relevant central executive bodies of state power of the Ryazan region and specialized organizations;
- 5) in the sphere of development of the institutional environment and improvement of the effectiveness of government support for investors:
- Ensuring the functioning of the system of state support of investment projects and the protection of investors;
 - Competent fiscal and tax policy.

As a result of implementation of the Strategy, a new image of the Ryazan region for investors will be created.

The Ryazan region is an attractive region for investment.

Due to the stable political situation, clear and understandable investment legislation, absolutely transparent and open rules of interaction between government and business, the most comfortable conditions of doing business will be guaranteed to investors, the risks of investing in the Ryazan region will be minimized.

The Ryazan region –is a place for implementation of any projects.

The Ryazan region should develop its competitive advantages: industrial, scientific and technological, innovative, infrastructure, resource, tourism and human potentials.

The Ryazan region is a reliable ally and partner.

Fulfillment of the obligations to investors is a priority for the work of the whole system of bodies of state power of the Ryazan region and local authorities of the Ryazan region. Evidence of the correctness of the chosen course to ensure stability and to improve the investment climate in the region is the fact that a

number of investors have implemented some of their projects in the region. They were convinced that the implementation of new projects in the Ryazan region had minimal risks and at the same time, these projects possessed the necessary infrastructure and human resources.

IV. Sectoral and territorial priorities of investment policy of the Ryazan region

Implementation of the objectives of the investment policy of the Ryazan region, specified in Section III "Goals and tasks of the investment policy of the Ryazan region for the period up to 2025" of this Strategy will be carried out in accordance with the following sectoral and territorial priorities of investment development.

4.1. Sectoral priorities of investment development of the Ryazan region.

In accordance with the priorities of economic modernization and technological development of Russia and sectoral peculiarities of scientific-production complex of the Ryazan region, spheres with human, technological and production backlogs are to be supported principally.

The priority areas of investment and innovation activities in the Ryazan region (in accordance with the laws of the Ryazan Region adopted 6 April, 2009 N 33-OZ "On state support of investment activity on the territory of the Ryazan region" and on November 11, 2012 N 85-OZ "On state support of innovation activity in the Ryazan region ") are:

- Electronics and instrumentation;
- Resource-saving and energy-saving technologies;
- Information, communication, and information and telecommunications systems;
- Mechanical engineering;
- Development of transport infrastructure;
- Biotechnology and medical technology;
- Construction and reconstruction of facilities for recreation and tourism;
- Manufacture of leather, leather products and footwear;
- Production and processing of agricultural products.

4.2. Cluster policy and territorial development.

Key and long-term mechanism for the implementation of the investment policy of the Ryazan region will be the use of the cluster approach in the development of existing enterprises and the planning of the deployment of new investment projects. Integral part of the infrastructural support of cluster initiatives will be the creation and development of the territories of accelerated development.

The basis of the cluster policy will be historically developed regional base area of study economics, available resource capacities, knowledge and intellectual capacity.

First of all, it will be the organizations of scientific and technical spheres, construction companies, pharmaceutical, textile, electronic companies, as well as tourism and recreation industry. The potential for development of them has recently increased significantly.

4.2.1. Innovation cluster.

Territorial core of the cluster will be innovation-industrial park "Varskie" in the Ryazan region with a total area of over 900 hectares where ecologically safe innovation enterprises and well-maintained modern low-rise village with advanced engineering, social infrastructure and recreation and entertainment business should be placed.

Land planning of the industrial park is developed. Technical solutions to ensure the future transport, engineering and energy infrastructure are ready. The project is implemented in cooperation with the Federal Fund for Housing Development.

Successful implementation of investment projects to create Russia's largest data center company "Yandex" in Sasovo of Skopinsky area and their further grown of capacity stimulates placement of software development centers of Russian and foreign companies, IT products and solutions providers, IT service providers, distributors of computer technology in the innovation-industrial park "Varskie".

Source of manpower for innovation cluster will become a federal state budget educational institution of higher education "Ryazan State Radio Engineering University", which is one of the leading technical universities in the training of competitive specialists in electronics, information and telecommunications technologies, including information security.

Total investment is more than \$ 20 billion rubles. Number of jobs created - more than 1,000. Tax revenues to the regional budget from residents of innovation cluster will be more than 500 million rubles a year.

The main forms of support for innovation cluster will be:

- The elimination of administrative barriers;
- Participation of natural monopolies in infrastructure development cluster;
- Financial incentives innovation;
- Staffing of cluster members.

4.2.2. Cement cluster.

The Ryazan region has significant amounts of stocks of cement raw materials with the main component limestone with the quantity nearly 960 million tons situated the six minefields located in Mikhailovskyl area.

These minefields are "Pronskoe" with limestone reserves of 670,700,000 tons; "Kumovogorskoe" - 41.9 million tons; "Serebryanskoye - 1" - 33.1 million tons; "Kazinka" - 128.8 million tons; "Gorenskoe-II" - 7,6 Mln. tons and "Kazinka - 2" - 79.4 million tons.

Dynamics of production of cement raw materials and cement production in the region for the latest five years is shown in the table.

Period	2008 year	2009 year	2010 year	2011 year	2012 year
The volume of production of cement raw materials, th. tons	1711	1606	2118	1729	2006
Cement production, th. tons	1194	980	1218	1115	1268

Operating enterprises:

- JSC "Mikhailovcement" belonging to holding "EUROCEMENT group";
- LLC "Serebryansky Cement Plant" holding "BazelCement."

JSC "Mikhailovcement" is one of the largest enterprises of manufacturing industry of the Russian Federation. Its production capacity is 1.8 million tons of cement per year.

In 2012, JSC "Mikhailovcement" shipped about 1.3 million tons of cement. In 2013 compared with 2012, cement production increased by 48%, the shipment of finished commodity increased by 48.5%.

The raw material base of the company is the mine "Kumovogorskoe." The user of subsurface resources is LLC "Mikhailovskoe karieroupravlenie"

LLC "Mikhailovskoe karieroupravlenie" purchased the land site of 216 hectares of agricultural land and obtained a license for the exploration of mineral resources. In the case of presence of mineral resources license for their development will be issued without an auction.

JSC "Mikhailovcement" is one of the largest taxpayers in the Ryazan region. In 2012 tax revenues to the regional budget exceeded 117 million rubles, including tax expense 83.5 million rubles, which indicates a high level of efficiency of the enterprise.

Over the past ten years, holding "EUROCEMENT group" invested in the modernization of the company more than 700 million rubles.

In 2014 - 2017 years a new line for cement production with capacity of 10 thousand tons of clinker per day is planned to be built. Construction of production and auxiliary buildings and constructions will be carried out on a new site. Advanced equipment and technology will be used in the production of cement and it will lead to a significant increase in productivity, improvement of the environmental situation in the Mikhailovsky area. The volume of investments in the project will amount to 9 billion rubles.

LLC "Serebryansky Cement Plant" is the example of successful international cooperation in order to create a modern, competitive, efficient and environmentally friendly production of world-class in Russia. The plant produces high quality cement brands CEM I 32,5 H and CEM I 42,5 H with dry process on the latest technologies. Capacity of the plant is 1.8 million tons per year. More than 10 billion rubles have been invested in its construction. The plant was commissioned in 2012. Annual tax payments to the budgets of all levels will be 1.3 billion rubles.

Furthermore, agreements on the construction are arranged for:

- Vilensky cement plant of holding Sibcement;
- Cement plant of LSR Group.

The total investment for the cement cluster projects is more than 50 billion rubles. The designed capacity is 17 million tons per year. Raw materials stock is 1 billion tons. Number of jobs created - 3230.

Furthermore, the presence of large deposits of gypsum should be a starting point for the industrial production of gypsum, cementing medium and drywall.

An important part of the further development of the industry of building materials is conduction of a geological study of resources that will facilitate the discovery of new deposits and will increase the growth of minerals- raw materials

for the production of building materials.

The main task in the production of building materials is to continue modernization of existing and creation of new energy-saving ecologically clean industries based on local raw materials with the improvement of the quality of building materials.

The main forms of support for the development of the cement cluster are:

- Participation of natural monopolies in the development of the energy infrastructure of the cluster;

- Tax incentives for investing activities of cluster members;

- Staffing of cluster members.

The core of the pharmaceutical cluster was the construction of innovation pharmaceutical manufacturing complex for the development, implementation and production of pharmaceutical products based on biotechnology and nanotechnology in the Ryazan region.

LLC "FORT" will produce a number of vital innovation medicinal products:

- Viroosomal influenza vaccine of 5th generation;

- Vaccine against tick-borne encephalitis;

- Rabies vaccine;

- Preparations for the treatment of urological diseases in the form of individual syringes.

With the phased commissioning of production facilities more than 900 jobs will be created for the highly qualified staff graduated from the State Budget Institution of Higher Professional Education "Ryazan State Medical University named after I.P. Pavlov" of the Ministry of Health of the Russian Federation. Furthermore, specialized departments of the University will participate in the implementation of scientific development and testing of the medicinal products.

The volume of investments is 5.2 billion rubles, the tax revenues to the budgets of all levels are 535 million rubles per year.

The main forms of support for the development of the pharmaceutical cluster are:

- The elimination of administrative barriers;

- Housing development with the involvement of budget financing in places of concentration of cluster objects;

- Measures of financial incentives of innovation;

- Staffing of cluster members.

4.2.4. Tourism and recreation cluster.

In the framework of the federal target program "Development of domestic tourism in the Russian Federation (2011 - 2018 years)" and the state program of the Ryazan region, "Development of domestic tourism in 2014 - 2018 years" on the principles of public-private partnerships the largest investment project in the field of tourism "Making tourism and recreation cluster" Ryazan ", Ryazan region" is being implemented.

Funds from the federal and regional budgets are directed to the construction of transport, engineering and energy infrastructure, private business performs construction and subsequent operation of commercial objects.

The project will be implemented in three phases:

Phase I (2011 - 2015 years, the Ryazan region): the creation of modern recreation infrastructure in the region will significantly increase room capacity and enter the tourist market with a new high-quality product. Furthermore, the project territory is located at the intersection of main tourist tours, and this determines the increase in attendance of cultural and historical places in the region.

Phase II (2013 - 2016 years, Rybnovskij area): the creation of the entry zone of the State Museum of S.A. Esenin will help to centralize client flow and diversify services for transit and long-term stay in the territory.

Phase III (2014 - 2016 years, Ryazan): creation of a modern hotel infrastructure with multiformat placing with modern services for tourists and sightseers.

During the period of 2011 - 2013 years in tourist and recreation cluster "Ryazansky" the water park "Gorki" and the park-hotel "Berega" started to work.

By the year 2013 compared to 2010 were achieved such results as increase in the volume of paid tourist services by 31%, increase in volume of paid services of hotels and similar accommodation by 38%, increasing the capacity of room stock by 17%, increase in the number of employees at collective placing by 22%.

The total investment in the project for tourism and recreation cluster "Ryazansky" will be more than 3.7 billion rubles, including private investments - 2.8 billion rubles. More than 1,000 workplaces will be created.

The main forms of support for the development of the cluster are:

- The preservation and protection of cultural heritage;
- The elimination of administrative barriers;
- Participation of natural monopolies in development of infrastructure cluster;
- Attraction of budget funding for the creation and development of the infrastructure of the cluster;
- Public-private partnerships;
- Development of tourism infrastructure in the framework of federal and regional programs;
- Branding of tourism products;
- Staffing cluster members.

4.2.5. Radio-electronic cluster.

Cooperation among enterprises, research institutes and universities of radio, avionics, instrument-making specifics has developed in the region historically.

The basis for the proposed establishment of the cluster are enterprises in which the approximate number of employees will be about 15,000 people, the number of employees engaged in scientific research and development will be 1,515 people, the volume of production - about 9.5 billion rub., the volume of innovation products will be 3.4 billion rubles. Products produced on those enterprises are exported to more than 20 countries. Salary is significantly higher than the average in the Ryazan region.

The largest enterprises act as developers and end producers of electronics and component systems. Universities are involved in the development of products and technologies, as well as in preparing a reserve of scientific and engineering personnel. The role of small enterprises is to develop and manufacture sub-systems and components for a variety of large enterprises or third-party companies and

self-production as well.

4.2.6. Textile cluster.

In Korablinsky area textile cluster is created, the foundation of it is LLC "Korablinskaya manufactory." The optimal solution for cluster development is the use of existing facilities with an in-depth modernization of production.

Cluster development is expected in the following areas:

- Manufacture of woven fabrics;
- Knitting production (spinning, knitting, dyeing);
- Manufacture of textile wallcoverings;
- Garment manufacturing (sewing shop, Mixing patterns and embroidery on the product);
- Production of cotton work gloves;
- Production of cotton work socks.

The project will create more than 1,000 workplaces.

Preparation of the necessary skilled workers for the cluster will be scheduled on the basis of the Regional State budget educational institution of secondary education "College of agriculture technology of Korablino."

V. Implementation of the investment strategy of the Ryazan region for the period up to 2025

Proposed forms and tools for implementation of the investment strategy correspond to the provisions of the Standard of activity for executive authorities of the Russian Federation to ensure a favorable investment climate in the region, approved by the Supervisory Board of the Autonomous Nonprofit Organization "Agency for Strategic Initiatives of new projects promotion."

5.1. Creation of favorable regulatory environment for investments.

Special investment portal of the Ryazan region <http://invest-r.ru> is created in order to supply the participants with information.

There is a Plan of the creation of investment projects and the necessary transport, energy, social and other infrastructure in the format of an interactive investment map, the work line of direct appeals, regulations of investment projects, description of the procedures and measures to support investors, a separate block is dedicated to the plans and results of meetings of Council of investment of the Ryazan region, there are reports and action plan of "Ryazan region corporation of development."

The road-maps of technological connection of consumers to electricity, gas, water supply and sanitation can be found on investment portal.

Various events will be performed to raise awareness about the investment potential of the region by providing specialized effective search on the investment portal of the Ryazan region and the website of "Ryazan Regional Corporation of development" on the key demands of investment orientation in systems "Yandex" and "Google".

The Law of the Ryazan region adopted 01.08.2013 N 40-OZ "On the commissioner for the protection of the rights of entrepreneurs in the Ryazan region," according to which the funding for activity of the commissioner is

provided, starting from 01.01.2014.

In accordance with the decree of the Governor of the Ryazan region adopted 21.10.2013 N 464-rg, with the approval of the Commissioner for the Protection of the rights of entrepreneurs in the Ryazan region, the opinion of the business community (non-profit organizations and associations in the field of entrepreneurship) is taken into consideration.

After assumption of office of the Commissioner for the Protection of the rights of entrepreneurs in the Ryazan region, public reception in the municipalities of the Ryazan region will be organized on a permanent basis.

In accordance with the resolutions of the Government of the Ryazan region adopted 23.04.2009 N 106 "On the monitoring of investment activity in the Ryazan region," and adopted 01.06.2011 N 132 "On approval of the Regulations on the support of priority investment projects" information about each project received by the central executive bodies and public authorities of the Ryazan region or local authorities of the Ryazan region, enters into the database "Interactive investment map of the Ryazan region." There is a responsible employee for each project, according to the order of the Ministry of Economic Development and Commerce of the Ryazan region. If the support of the project requires the involvement of staff from other central executive bodies of state power of the Ryazan region, a similar procedure is carried out.

The process of investment projects support and monitoring their implementation should be automatized.

The procedures of regulatory impact of adopted and being adopted legal acts affecting the business are planned to be performed, which will take into account:

- Criteria for evaluating regulations, including the criteria for appropriateness, adequacy, feasibility and effectiveness;
- Analysis of the costs and benefits of each of the options considered taking into account implementation of similar initiatives in the Ryazan region, or other regions of the Russian Federation;
- Organization of public consultation and consideration of the views of interested groups;
- The production of a recommended option regulatory decision.

5.2. Tax incentives and the formation of financial mechanisms to attract and sustain investments.

In accordance with the Law of the Ryazan region adopted 06.04.2009 N 33-OZ "On state support of investment activity on the territory of the Ryazan region" investment project can be rated as project of special importance, basic priority and major, depending on the volume of capital investments under the investment project and activities.

Project of special importance has the right to apply for the state support in everything. At the same time, investors are exempt from paying property tax and transport tax, rent for use of land sites owned by the Ryazan region, and the income tax is reduced from 20% to 15.5%.

For basic priority investment projects property tax is reduced from 2.2% to 0.6%, profit tax from 20% to 16%. There are subsidies from the regional budget and benefits to pay rent for use of land sites owned by the Ryazan region at a rate

of 50%.

For major investment projects property tax is reduced from 2.2% to 1.1%, profit tax from 20% to 18% and the rent for the use of land sites owned by the Ryazan region at 20%.

Within the framework of the Law of the Ryazan region adopted 06.04.2009 N 33-OZ "On state support of investment activity in the Ryazan region" there are concluded 11 investment agreements.

The volume of investments on them will be 31.7 billion rubles, the tax revenue in the period of state support is 8.5 billion rubles (on average - 1.1 billion rubles), the number of workplaces created is 2108.

Amendments are to be taken in the legislation in terms of stimulating the creation of investment infrastructure.

The following territories of accelerated development are planned to be developed in the Ryazan region:

- Industrial special economic zone "Ryazan" in Pronsk area (10 agreements on intentions to implement projects in the SEZ, amount of investment is 9 billion rubles, resident status hasn't been assigned yet, as the decision on the establishment of the SEZ is being coordinated by the Ministry of economic development of the Russian Federation);

- Industrial parks "Rybnoe - 1" and "Rybnoe - 2" Rybnovskij area (the first resident of "Rybnoe 1" is high-strength fasteners plant "BERVEL", its enterprise will start working in the IV quarter of 2014, starting in 2015, the park is planned to implement another project of the investor);

- Industrial and logistics center "Gorodische" on the border of the city of Ryazan and Rybnovskoe area (agreement with a the first resident the Austrian company for the production of technically complex metal constructions is under discussion);

- Innovation-industrial park "Varskie" in the Ryazan region (an area of over 900 hectares innovation enterprises and a well-maintained modern low-rise village with advanced engineering, social infrastructure and recreation and entertainment business should be placed; the project is implemented in cooperation with the Federal Fund of Housing Development);

- Business incubator of Ryazan State Radio Engineering University (there are 18 small innovation enterprises, laboratory of D-Link - a global manufacturer of networking and telecommunications equipment works);

- Innovation park "Innograd" on the basis of JSC "Gerkon-Auto" (2 residents, the amount of investments is 320 million rubles).

A draft law of the Ryazan region is developed, comprising the assignment of legal status to the territories of accelerated development and to the residents of the territories of accelerated development, as well as determining the size of the benefits on transport tax, property tax and lowering the tax rate on profits in the part transferred to the regional budget.

According to the Federal Assembly of the Russian Federation adopted December 12, 2013, the President of the Russian Federation Vladimir Putin has set the task of creating incentives for the regions that develop their economic base, "for those who find sense of their work in supporting business initiatives and the

creation of new industries and workplaces." He concluded: "If the region invests in the creation of industrial and technology parks and business incubators, than additional federal taxes which will come in three years from companies located there, will to be returned to the subject of the Federation in the form of inter-budgetary transfers within the region in order to create infrastructure for such sites."

Ministry of Economic Development of the Russian Federation has developed a draft federal law "On taking amendments to the Federal Law "On Special Economic Zones in the Russian Federation" and certain legislative acts of the Russian Federation." The proposed law is aimed at the development and improvement of the mechanism of activity of special economic zones in the Russian Federation.

Adoption of the draft federal law will ensure the expansion of the activity of a mechanism of special economic zones on the regional level, will determine the order of creation and functioning of industrial parks, technology parks, agro-industrial parks, tourist parks, will optimize the order of the regime of free customs zone, will significantly increase the investment attractiveness of the federal special economic zones, will increase the number of residents of the federal special economic zones, will reduce budget expenditures for the construction of the customs infrastructure and will improve the overall performance efficiency of the special economic zones.

5.4. Using the potential of the development institutions.

To ensure the implementation of socially oriented and major infrastructure projects potential of institutions of development at the federal level will be involved: the State Corporation "Bank for Development and Foreign Economic Affairs (Vnesheconombank)", the innovation center "Skolkovo", public companies "ROSNANO", "Russian Venture Company" "Russian investment fund for information and communication technologies" and Federal guarantee fund.

Established in 2012 specialized organization for attraction of investments "Ryazan Regional Corporation of development" should act as an effective intermediary between investors and federal development institutions.

In accordance with a complex program of socio-economic development of the Ryazan region for the period 2013 - 2017's regional investment and guaranty funds will be created in order to provide support to socially important projects for the region, including involving federal funding.

Creation of an investment fund of the Ryazan region as part of the regional budget to be used for the implementation of investment projects carried out on the basis of public-private partnership, will perform a basic condition for receiving subsidies from the Investment Fund of the Russian Federation. Subsidies will be provided for the establishment of transport, energy and engineer infrastructure necessary for the functioning of capital construction objects related to production or infrastructure facilities.

5.5. Development of public-private partnership.

The Government of the Ryazan Region considers public-private partnerships as the most effective tool to attract extra-budgetary sources of funding for the creation, modernization and maintenance of social, transport, energy and

engineering infrastructure.

In September 2011 together with the center of public-private partnership of the State Corporation "Bank for Development and Foreign Economic Affairs (Vnesheconombank)" the plan of the Government of the Ryazan region for the development of public-private partnership was approved.

In accordance with this plan the draft law of the Ryazan region was developed "Public-private partnership in the Ryazan region." Its further adjustment has been suspended due to the fact that the Government of the Russian Federation approved the draft federal law "On the basis of public-private partnership in the Russian Federation" developed by Russian Ministry of Economic Development, which has been adopted in the first reading by the State Duma of the Federal Assembly of the Russian Federation.

After entry into legal force of this Federal Law there will be a transitional period of 360 days, during which the legislation of the subjects of the Russian Federation must be brought into conformity with the Law.

Region The Government of the Ryazan supports the position of the need for a federal law, since the conclusion of today's reality in agreement on the basis of regional laws on public-private partnership is accompanied by high legal risk challenging the results of the competition for the project of public-private partnerships, retraining / use of land legislation, legislation on concession agreements or public order, as well as the risk of questioning of the regional law governing the scope of public-private partnership as a whole due to the fact that civil law referred to the jurisdiction of the Russian Federation, according to the law on public-private partnership of the Russian Federation must comply with federal civil law .

Federal law will establish a unified conceptual apparatus, and indicate the types of objects agreement, decision-making procedures to participate in projects of public-private partnerships, competition procedures, prescribe the possible forms of public-private partnerships.

The Government of the Ryazan Region supports the position of the need for a federal law, since conclusion of agreement on the basis of the regional laws on public-private partnership is accompanied with high risk of challenging the results of the competition for the project of public-private partnership, retraining / use of land legislation, legislation on concession agreements or public order, as well as the risk of questioning of the regional law regulating the scope of public-private partnership in general due to the fact that civil legislation is referred to the jurisdiction of the Russian Federation. Agreeably the law on public-private partnership of the Russian Federation must comply with the federal civil law.

Federal law will establish a unified conceptual apparatus and indicate the types of objects agreement, decision-making procedures to participate in projects of public-private partnership, competition procedures and articulate the possible forms of public-private partnership.

For effective implementation of the federal law on the regional level is necessary to develop a methodology for evaluating the effectiveness of the implementation of investment projects using public-private partnership as compared to government financing, training methodology, management and

maintenance of public-private partnership projects and the forms of model agreements.

Currently, there is a number of major projects in the field of public-private partnership in the Ryazan region is being implemented.

Russia's first railroad underbridge near the railway crossing on the road between the federal highway "M5-URAL" and the highway in the direction of Vladimir and Nizhny Novgorod was built in the city of Ryazan on the principles of public-private partnership.

After the construction of the railroad underbridge the working capacity of this section of the road has increased by several times and does not depend on the intensity of the traffic. The investment company has built the viaduct at its own expense and operates it, and after 20 years this object will be transferred to municipal ownership.

Another significant project of creation a tourism-recreation cluster "Ryazansky" is described in paragraph 4.2.4 of this Strategy.

Another project in the social sector is building of hemodialysis center in Ryazan "Fresenius Medikl Kea" (Germany).

In March 2012 an agreement was signed between the Government of the Ryazan region and LLC "Fresenius Medikl Kea Holding", according to which the construction of a dialysis center in Ryazan on 40 hemodialysis places has started, with capacity of 36 thousand procedures per year (220 patients).

Currently the State-Financed Institution of the Ryazan region "Municipal Hospital N 11" can provide services on dialysis to 92 patients, the number of patients in the queue is 76. With the introduction of the center into operation the problem of dialysis patients Ryazan will be solved.

Promising project of public-private partnership is building of clinics in the regional center. Currently, the Government of the Ryazan region is negotiating with a private investor, the interaction model is being discussed, with a choosing of a land site. It is expected that the medical services will be provided in the framework of compulsory health insurance and on commercial basis.

Furthermore, work on the following projects is being done:

- The creation of an integrated road safety system - automated speed, weight and overall control of vehicles in the Ryazan region;
- The construction of paid road sections;
- Modernization and subsequent operation of water and wastewater systems in Ryazan.

The most promising areas of implementation of public-private partnership projects are objects of transport, social and municipal infrastructure.

Before the adoption of the federal law, the Federal Law adopted 21.07.2005 N 115-FZ "On Concession Agreements" is governing the sphere of public-private partnership and the priority instrument for the implementation of such projects.

5.6. Staffing of the investment process.

In order to improve the balance between demand and supply of labor in the labor market, effective regulation of the formation and use of labor resources, the planning needs of the economy of the Ryazan region in skills training in the state of professional educational organizations and educational institutions of higher

education, Decree of the Government of the Ryazan region adopted 10.12.2013 N 565-r determines that the forecast on the needs of the economy of the Ryazan region for qualified personnel is carried out on a seven-year period.

Central executive bodies of state power of the Ryazan region in supervised areas annually form registers of enterprises and organizations of the Ryazan region for participation in the survey in forecasting of staffing requirements and conduct surveys of enterprises and organizations of the Ryazan region from the register.

Forecasted need for staff, taking into account ongoing and planned investment projects is to be considered with the participation of community councils established under central executive bodies of state power of the Ryazan region.

The Ministry of Education of the Ryazan region annually reviews the forecast on staffing needs and educational services provided by public professional educational organizations and educational institutions of higher education located in the Ryazan region in order to adjust the quotas for training of qualified personnel.

The results of forecasting are placed on the official website of the Ministry of labour and employment of the Ryazan region in the information and telecommunication network "Internet".

In addition, it is necessary to replicate the practice of projects aimed at attracting large industrial enterprises to provide training of highly skilled specialists in the region.

The implementation of the joint initiative of the Government of the Ryazan region, state budgetary institution of higher professional education "Ryazan State Radio Engineering University", Ryazan Oil Refining Company (a subsidiary of "NK" Rosneft ") has ensured the availability of specialized education for Ryazan graduates of secondary and vocational institutions. This made training in the region more practically oriented.

At the present moment 82 students study the field of "Chemical technologies" in the state budget educational institution of higher professional education "Ryazan State Radio Engineering University". The company has invested a lot in equipment of the material and technical bases of educational institutions, including two development laboratories and renovated and equipped audience for students-petrochemists. A specialized course of practical training is organized in the "Security Academy" of Ryazan Refinery Company. An additional training in the field of "Chemical technologies" is carried out in Ryazan Institute (branch) of "Moscow State Engineering University" (24 students) and "Modern Technical Institute" (31 students).

5.7. Promotion of brand of the Ryazan region.

The task of the brand development of the Ryazan region is carried out within the framework of the state program of the Ryazan region "Increasing investment and innovation potential in 2014 - 2018 years" in a number of activities which include:

- Participation in international and inter-regional investment forums, seminars, round tables, conferences;

- To assist in the participation of interested organizations in the region in specialized trade fairs and exhibitions held in the region and beyond;

- Organizing and conducting presentations of investment and economic potential of the Ryazan region in diplomatic and trade missions of foreign countries in Russia and of Russian abroad as well as in federal departments and agencies, Russian public and other organizations.

Ministry of economic development and commerce of the Ryazan region acts as an initiator, organizer and participant of exhibitions, business missions, presentations of economic and investment potential of the Ryazan region held on the territory of foreign countries, and in the territory of the Russian Federation. The interests of the Ryazan enterprises and organizations are taken in consideration the most at these events.

The central executive bodies of state power of the Ryazan region, professional associations, unions, specialized exhibition centers, enterprises and organizations of all forms of ownership are informed on passing and planned presentation events, they are given the necessary advice and information assistance on issues related to the preparation of participation in these activities. Also producers got assistance in the field of the promotion of their products, projects and proposals for inter-regional and international markets.

Participants of foreign economic activity of the Ryazan region are supported in solving the existing problems in the implementation of export-import operations, including those related to customs registration.

In cooperation with the responsible federal ministries and departments the selection will be performed to form national exhibitions abroad. These exhibitions will be funded from various sources, including the regional budget.

VI. Mechanisms for the implementation of the investment strategy of the Ryazan region for the period up to 2025

This strategy is being implemented in conjunction with the programs of socio-economic development of the Russian Federation and the Ryazan region.

Mechanisms for the implementation of this strategy are:

- Plan for implementation of the Strategy;
- Government programs of the Ryazan region and departmental target programs;

- An annual report on the implementation of the Strategy.

6.1. Plan for implementation of the Strategy.

Plan for implementation of the Strategy is approved by order of the Ministry of economic development and commerce of the Ryazan region.

Plan for implementation of the Strategy should contain:

- Events (including a description of the substance of the plan and expected results), the implementation of which will help to achieve the objectives and to ensure the achievement of target indicators (criteria) of the implementation of the Strategy;

- The consolidated list of government programs of the Ryazan Region / departmental programs and activities;

- Deadlines;

- Assessment of the resources and the required volume / funding sources

needed for the implementation of the Strategy;

- Information on people responsible for the implementation of the events.

6.2. State programs of the Ryazan region and departmental target programs.

State programs of the Ryazan region are approved by the Government of the Ryazan region and contain a set of measures linked to objectives, resources, time of implementation of projects that provide an effective solution to matters within the competence of public authorities of the Ryazan region and state authorities of the Ryazan region in various fields of development of the Ryazan region, implemented by the regional and federal budgets.

Departmental target programs are approved by the subject of budgetary planning and contain a set of interrelated activities that achieve a specific purpose and address specific tactical tasks of the subjects of budget planning for the budget of the current obligations.

Monitoring of the implementation of the Strategy and targets is performed with the use of government programs of the Ryazan region and departmental target programs.

State programs of the Ryazan region and departmental target programs are being developed, approved and implemented in accordance with the following regulatory acts:

- Resolution of the Government of the Ryazan region adopted 10.07.2013 N 189 "On the State Program of the Ryazan region";

- Resolution of the Government of the Ryazan region adopted 08.06.2011 N 145 "On approval of the Regulation on the development, approval and implementation of departmental programs of the Ryazan region."

6.3. Annual Report on the implementation of the Strategy.

Ministry of economic development and commerce of the Ryazan region prepares an annual report on the implementation of the Strategy and submit it to the Government of the Ryazan region.

The report is posted on the websites of the Government of the Ryazan Region, the Ministry of economic development and commerce of the Ryazan Region, JSC "Ryazan Regional Corporation of development" and in a specialized investment portal of the Ryazan region <http://www.invest-r.ru>.

The report must demonstrate the investment climate in the Ryazan region, description of activities, the effects of their implementation and suggestions for improving the effectiveness of the take measures.

6.4. Management of the implementation of the Strategy.

Management and monitoring of the Strategy realization is performed by the Ministry of economic development and commerce of the Ryazan region.

Scientific and educational organizations and associations of entrepreneurs are engaged as experts to decide the issues related to the implementation of this Strategy.