

IMPLEMENTATION AND FEATURES OF SOCIAL PROJECTS IN THE REGION'S MUNICIPALITIES

T. A. Bondarskaya

Doctor of Economic Sciences, Associate Professor, Head of the Department of Economic Security and Quality, Tambov State Technical University, Tambov, Russia, e-mail: bta_tgtu@mail.ru

Abstract

The socio-economic development of territories is a multifaceted process that includes the interaction of various factors influencing the quality of life of the population, the sustainability of the economy and the sustainability of the environmental situation. Social projects and initiatives are a key tool for the sustainable development of cities and regions, improving people's lives, and solving pressing social problems. In modern Russia, where regions face population decline, uneven distribution of resources, and the need to upgrade social infrastructure, their role is especially important.

The purpose of the study was to analyze existing social projects in urban municipal centers of the Tambov region and identify key factors influencing their success and complete implementation, as an important vector in the development of high-quality services for the region's population.

The objectives of the study were, firstly, to analyze existing social projects in the region's urban municipal centers; secondly, to identify the causes and problems associated with their complete failure to implement.

Thirdly, to develop recommendations for improving the mechanisms for implementing social projects in municipalities.

To achieve the stated goal, the objects of the study were selected municipal urban territories of the Tambov region. This is the regional center of the region – Tambov, as well as the Science City of the region – Michurinsk and the historical center – a small town of the region – the city of Morshansk.

Studying these projects allows us to evaluate their effectiveness, highlight successful examples, and identify factors that hinder their effective implementation. Particular attention will be paid to the specifics of the social sphere in the municipalities of the Tambov region, priority areas for its development, and problems arising in the implementation of social initiatives.

Based on the data obtained, recommendations will be developed to improve existing programs and create new strategies for the social development of cities in the region.

Keywords: Tambov Oblast, municipal urban territories, social projects, realities and prospects.

РЕАЛИЗАЦИЯ И ОСОБЕННОСТИ СОЦИАЛЬНЫХ ПРОЕКТОВ В МУНИЦИПАЛЬНЫХ ОБРАЗОВАНИЯХ РЕГИОНА

Т. А. Бондарская

Реферат

Социально-экономическое развитие территорий представляет собой многогранный процесс, включающий в себя взаимодействие различных факторов, влияющих на качество жизни населения, устойчивость экономики и устойчивость экологической ситуации.

Социальные проекты и инициативы – ключевой инструмент для устойчивого развития городов и районов, улучшения жизни людей и решения насущных социальных проблем. В современной России, где регионы сталкиваются с сокращением населения, неравномерным распределением ресурсов и необходимостью обновления социальной инфраструктуры, их роль особенно важна.

Цель исследования: проанализировать действующие социальные проекты в городских муниципальных центрах Тамбовской области и определить ключевые факторы, влияющие на их успешность и полноту реализации, как важного вектора в развитии качественных услуг для населения региона.

Задачами исследования стали, во-первых, анализ действующих социальных проектов в городских муниципальных центрах региона; во-вторых, установление причин и проблем, связанные с их неполной реализацией; в-третьих, определение приоритетов муниципальной власти в развитии социальной сферы муниципальных территорий; в-четвертых, выработка рекомендаций по улучшению механизмов реализации социальных проектов в исследуемых муниципальных образованиях.

Для реализации поставленной цели, объектами исследования были выбраны муниципальные городские территории Тамбовской области. Это областной центр региона – Тамбов, Наукоград региона – Мичуринск и исторический центр – малый город региона – город Моршанск.

Изучение этих проектов позволяет оценить их действенность, выделить успешные примеры и выявить факторы, препятствующие их эффективному осуществлению. Особое внимание будет уделено специфике социальной сферы в муниципалитетах Тамбовской области, приоритетным направлениям ее развития и проблемам, возникающим при реализации социальных инициатив. На основе полученных данных будут разработаны рекомендации по улучшению существующих программ и созданию новых стратегий социального развития городов региона.

Ключевые слова: Тамбовская область, муниципальные городские территории, социальные проекты, реалии и перспективы.

Introduction

In the context of constant social, economic, and environmental change, the relevance of studying regional socioeconomic development strategies is growing. A strategic approach to the formulation and implementation of regional development programs allows not only to identify priority areas but also to effectively allocate resources to achieve these goals [1].

In the Tambov region, where urban municipal centers are key focal points for social activity and management resources, studying successful practices and challenges in implementing social projects is a pressing and crucial task.

The Tambov region, located in the center of European Russia, possesses significant economic potential, a rich history, and cultural heritage.

However, the specifics of its socioeconomic development require targeted analysis and assessment, both of its current status and prospects. A study of the substantive approach to formulating a regional socioeconomic development strategy, as an important element of state social and regional policy, allows us to identify key mechanisms for improving quality of life and the sustainability of the local economy.

Materials and methods

A significant contribution to the development of the theory and practice of regional management of the national economy and its territorial complexes was made by such scientists as S. S. Artobolevsky, M. K. Bandman, T. A. Bondarskaya, O. V. Bondarskaya, P. I. Burak,

L. B. Vardomsky, O. A. Zolotareva, M. G. Ganopolsky, A. L. Gaponenko, S. Yu. Glazyev, A. G. Granberg, V. A. Tsvetkov, A. A. Khachaturyan and others [8, 25].

In solving theoretical and applied problems in the study, general scientific methods of system and comparative analysis, descriptive statistics, economic and mathematical methods, methods of strategic planning and management, and others were used.

The research information base contains federal and regional regulatory legal acts, analytical and statistical materials presented in open official Internet resources of the Government of the Russian Federation and the Government of the Tambov Region, strategies for the socio-economic development of municipalities, national projects of the country and municipal projects of the region.

Many scientific papers have summarized existing experience, but these methods for organizing and conducting analytical analysis require adaptation to Russian realities [2]. This suggests that the research potential of the topic defined by the dissertation has not yet been fully exhausted, providing an opportunity to conduct research on the stated topic in municipal areas of our great country.

Research results

Tambov Oblast, as one of the central regions, has accumulated significant experience in implementing social programs at various levels [18, 20].

Currently, it is important to note the regional government's important role in developing the social sphere in the Tambov Region, which involves developing and implementing a set of measures aimed at improving the quality of life of the region's residents. The fundamental document for this purpose is the Strategy for Socioeconomic Development of the Tambov Region until 2035 [14]. It includes programs for the development of education, healthcare, culture, housing construction, mass physical education and sports, the labor market, family support, and other areas. The key areas of focus include: stabilizing the population and reducing the rate of natural decline; ensuring migration influx; and improving the quality of life for all residents of the region.

For our study, we identified three municipal centers of the Tambov region: Morshansk, Michurinsk and Tambov.

In collaboration with the Administration, representatives of business, the public, and the expert community of the Sreda Urban Technologies Academy, key priorities for the city of Tambov were identified: human capital development and conditions for personal growth; a harmonious and safe urban environment; modern engineering infrastructure and comfortable housing; an adaptive economy; and effective administrative technologies.

Let us highlight the key areas of social development for the city of Morshansk in the Tambov Region. Based on the results of a strategic analysis and taking into account the stated strategic goals, the key priority areas for the city's socio-economic development have been identified. These include: a new quality of life and demographic development encompassing such areas as education, culture, sports, housing and utilities, demography, and others; innovative development and modernization of the economy encompassing such areas as economics, entrepreneurship, transport and road infrastructure, energy conservation, and the provision of municipal services; and effective municipal governance aimed at addressing issues of budget policy, effective management and disposal of municipal property, and the implementation of mechanisms for information openness, transparency, and digitalization of local government bodies [3-5].

We would also like to highlight the key areas of social development for the municipality of Michurinsk in Tambov Oblast, outlined in the action plan based on the regional socioeconomic development strategy until 2030. The district's strategic development priorities include: improving the standard of living and quality of life; advancing the development of the agro-industrial complex, industrial, and processing industries; preserving cultural and historical heritage and realizing tourism and recreational potential; and achieving balanced spatial development [11].

Sector priorities, it is necessary to highlight the key areas in each of the territories under study, namely, the city of Morshansk. The stated priorities are: creating conditions for improving citizens' well-being; maintaining and improving children's health; creating favorable conditions for children's rest and recreation; and creating a comprehensive system of

temporary employment and additional financial support for minors aged 14 to 18 during their free time during the summer holidays.

In reviewing the key priorities of the Science City in Michurinsk within the framework of the socio-economic development strategy until 2030, we highlight key priorities, including: modernization of enterprises and infrastructure renovation; reconstruction of social facilities; digitalization of the city and building effective feedback with the population [10]. The key areas of social development have been identified as poverty reduction through the development of targeted forms of social support for families and individuals with incomes below the established subsistence minimum; creating conditions for the participation of socially vulnerable citizens in the life of the city and society as a whole; supporting senior citizens in solving life's problems, realizing their own potential to overcome difficult life situations, and meeting their needs for leisure activities.

As part of our research, we identified some very interesting social initiatives being implemented in the Tambov region [7, 9, 12, 17].

1. "Routes to the Future" is a project by Pigment JSC that introduces visitors to the region to the company's history. One of the former workshops now houses an exhibition hall, a panoramic cinema, chemical laboratories, an experimental space, and other areas.

2. "I'm in Agro." A project by JSC Rosselkhozbank that helps students from agricultural colleges and universities find advanced training programs, internships, and jobs in the agricultural industry.

3. "Chemistry Olympiad. Modern Materials and Technologies." The project was organized by JSC Pigment. Every year, schoolchildren from the Tambov Region participate in the Olympiad, solving problems related to real-life production processes.

4. The creation of a community of mothers of SVO participants, "SVO Consultants," and a school for social coordinators. These projects aim to improve the quality of life of the population, with a focus on supporting SVO participants and their families.

5. Establishing a "Social Taxi" service for transporting bedridden disabled people. A project by Dina Zhelnovakova, the regional service commissioner for the Tambov region. Took second place based on the expert assessment.

Interesting social initiatives implemented in the municipal areas we identified as study sites, such as the city of Morshansk in the Tambov Region, include the installation of playground equipment in the city park. Swings, a carousel, a slide, and a sandbox were installed, along with trash cans and benches, and the trees were tidied up. New bus shelters were installed, and the Pushkin City Garden was restored. Pedestrian areas were created in the garden, along with hardscape elements, and much more was added to enhance the quality of life for residents.

For comparison, consider social initiatives implemented in the city of Michurinsk in the Tambov Region, such as the creation of a landscaped embankment park [15, 16, 19]. The project was completed in 2022, with a total cost of 270.7 million rubles. This was a victory in the All-Russian Competition of Urban Development Strategies. In 2022, the Michurinsk development project won the "Best Flagship Project" category.

Implementation of national projects. Michurinsk implemented projects in the areas of education, culture, healthcare, demography, housing and urban environment, small and medium-sized businesses and support for individual entrepreneurship, and road safety. This included participation in the federal project "Cultural Environment." The city's Literary and Musical Museum received new museum, exhibition, and interactive equipment. This also included participation in the national project "Road Safety." Michurinsk installed and replaced road signs, applied road markings, and carried out pothole repairs.

To effectively manage cities and improve living standards, it is necessary to carefully analyze socioeconomic indicators. They reflect the state of the economy, the social sphere, and the overall well-being of residents. In this chapter, we will conduct a detailed study of the socioeconomic status of Tambov, Morshansk, and Michurinsk, three cities in the Tambov region with different economic structures and potential. This comparative analysis will help identify common challenges and opportunities, as well as develop practical recommendations for improving the governance of these municipalities, developing their economies, and enhancing the quality of life.

Let us analyze the main socio-economic indicators of the standard of living of the population of the Tambov region.

Table 1 – Main socio-economic indicators of the standard of living of the population of the Tambov region [22–24]

	2020	2021	2022	2023	2024
Average per capita cash income (per month), rubles	27924	30290	34783	39229	46133
Real cash income, as a % of the previous year	94,3	99,1	98,7	104,7	113,3
Average monthly nominal accrued wages per employee, rubles	31062,7	34437,8	39345,7	45742,1	54130,1
Real accrued wages per employee, in % previous year	104,1	102,7	99,5	109,5	110,2
Average size of assigned monthly pensions, rubles	14136,90	15169,45	17362,77	17497,1	18769,6
Real pension size, as a percentage of the previous year	99,2	97,4	101,6	103,0	100,1

An analysis of key socioeconomic indicators of living standards in the Tambov Region indicates that, despite some success in increasing wages and pensions, the socioeconomic situation in the Tambov Region remains ambiguous. Unemployment (Figure 1) and significant income inequality have the potential to negatively impact the lives of the population.

Let's consider the average monthly salary of employees of large and medium-sized enterprises in the municipal territories of the Tambov region.

An analysis of average monthly nominal wages of employees at large and medium-sized enterprises in the Tambov Region (Tambov, Morshansk, and Michurinsk) for the period 2020–2024 reveals significant differences. Tambov has the highest wages, which correlates with a more developed industrial sector. Lower rates in Morshansk and Michurinsk are likely due to economic structure and limited job supply. Despite the overall upward trend in wages, achieving a more balanced income distribution requires targeted support for economic development and job creation in less developed municipalities.

We will assess the level of officially registered unemployment in the cities of Tambov, Morshansk and Michurinsk.

An analysis of registered unemployment trends in the urban districts of Tambov Oblast (Tambov, Morshansk, and Michurinsk) from 2020 to 2024 allows us to assess the state and resilience of their labor markets. Minor differences were identified: Tambov and Morshansk exhibit higher unem-

ployment rates, which may indicate limited employment opportunities and structural problems. In contrast, Michurinsk's more developed economy and diversified employment structure contribute to maintaining low unemployment. Despite the short-term negative impact of economic crises and the COVID-19 pandemic, the overall trend during the study period is a decline in unemployment in most cities, indicating economic recovery.

We will analyze the provision of educational institutions in the urban districts of the Tambov region, with a particular focus on the cities of Tambov, Morshansk and Michurinsk.

Table 2 – Average monthly nominal wages of employees of large and medium-sized enterprises in the cities of Tambov, Morshansk and Michurinsk [6, 22, 23]

	2020	2021	2022	2023	2024
Total for the region (thousand rubles)	33321,5	36360,3	41106,4	47624,3	56900,3
Tambov	35998,3	39557,1	43565,1	44706,0	64709,7
Morshansk	30305,4	33086,5	39753,6	41757,0	58097,5
Michurinsk	32956,9	35585,2	41473,4	51947,0	61100,8

**Figure 1** – The level of officially registered unemployment in urban districts of the Tambov region (using the example of the city of Tambov, Morshansk and Michurinsk) for 2020–2024 [22]

A study of the educational infrastructure of urban districts in the Tambov Region (using Tambov, Morshansk and Michurinsk as examples) identified the presence of a variety of educational institutions (schools, gymnasiums, colleges, and universities) in each of the cities [13]. Tambov's numerical superiority stems from its status as the administrative center and its more developed infrastructure. Morshansk and Michurinsk, despite having fewer institutions, provide access to high-quality education for the local population. The present-

ed data confirm the importance of educational infrastructure for regional development and demonstrate the spatial distribution of institutions, which can be used as a basis for further research in education and social policy.

Let's look at the main healthcare indicators using the Tambov region as an example.

Tambov Oblast is participating in the federal project "Development of the Primary Health Care System" and currently there are results (Table 3).

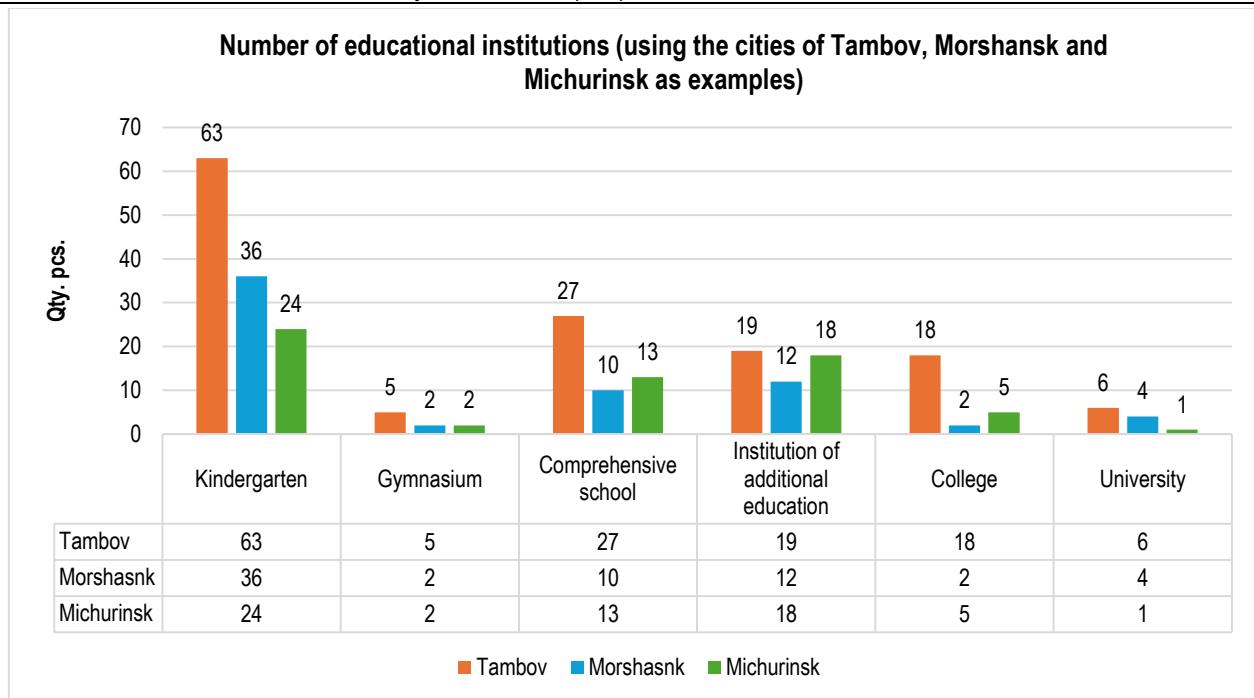


Figure 2 – Number of educational institutions in urban districts of the Tambov region (using the example of the city of Tambov, Morshansk and Michurinsk) [21, 22]

Table 3 – Participation of the Tambov region in the federal project "Development of the primary health care system" [26]

Main events	Expected results		Implementation deadlines
	across the Russian Federation	in the Tambov region	
Creation of new feldsher, feldsher-midwife stations, and medical outpatient clinics	350 objects	3 objects	2018–2019
Replacement of feldsher, feldsher-midwife stations, and medical outpatient clinics	1200 objects	31 objects	December 31, 2020
Purchase of mobile medical units	1300	12	December 31, 2020
Participation in the creation and dissemination of the "New Model of a Medical Organization Providing Primary Health Care"	54,5 % honey. organizations	65 % honey. organizations	2019–2024
Development of a regional strategy for the development of air ambulance services	+	+	July 1, 2020
Construction of helipads	78	5	November 27, 2020
Carrying out air ambulance flights	12500 departures	1000 hours	2020–2024

The Tambov Region's participation in the federal project "Development of the Primary Health Care System" is improving the accessibility and quality of medical services in the region. The project is implementing important initiatives, including the development of air ambulance services and the modernization of the primary healthcare network (paramedic stations, outpatient clinics). As a result, residents of the Tambov Region receive higher-quality and more accessible medical care.

Conclusion

To summarize the analysis, we note that the regional executive authorities are making significant progress in implementing social projects, in each individual municipality.

However, there are common problems and obstacles that we would like to highlight.

– Financial constraints. A lack of public funds and difficulties in attracting private capital and sponsorship. The city budget cannot always cover all needs, so projects are forced to seek additional funding sources, including through non-profit organizations. This makes social initiatives dependent on volunteer work, which negatively impacts their quality and sustainability.

– Management and control issues. Non-transparent use of resources and a lack of proper oversight of budget expenditures create fertile ground for corruption.

– A talent shortage. A shortage of specialists with experience in social sciences, project management, and social initiative design. Many projects require social service specialists capable of effectively managing programs and interacting with the public. The lack of such specialists leads to a decline in the quality of project implementation and, consequently, to citizen dissatisfaction.

– Weak public relations. Insufficient citizen engagement in the discussion and development of social projects, which reduces their relevance and support. Low awareness. Another serious problem is the lack of public awareness of existing social projects. It is necessary to raise public awareness using various communication channels, such as social media, local media, and public events, to encourage civic participation.

– Cooperation issues. Cooperation between government agencies and non-profit organizations leaves much to be desired, which also hinders the implementation of social projects. Clear coordination is often lacking, leading to duplication of efforts and blurred responsibilities. For example, projects developed and implemented by NGOs may be ignored by local authorities, as was the case with a social rehabilitation project for people with addictions, which received no support from the city administration.

– Lack of coordination. Another major problem is the lack of clear coordination between various agencies and organizations involved in the social sector. Duplication of efforts is often observed, with several organizations developing similar projects without taking existing initiatives into

account. This leads to bureaucratic complications and inefficient use of resources.

Thus, the successful implementation of these initiatives requires a comprehensive approach that includes improved cooperation, active citizen engagement and the development of effective financing mechanisms.

The implementation of social projects in urban municipal centers plays a vital role in the region's development, contributing to improved quality of life, infrastructure development, and social support, all of which enables residents to live comfortably in their beloved homelands.

References

1. Komanda Akademii «Sreda» razrabotala Strategiyu social'no-ekonomicheskogo razvitiya Tambova do 2036 goda. – URL: <https://sreda-academy.ru/news/komanda-akademii-sreda-razrabotala-strategiyu-sotsialno-ekonomicheskogo-razvitiya-tambova-do-2036-go> (data obrashcheniya: 04.10.2025).
2. Bondarskaya, T. A. Marketing v upravlenii i razvitiu territorii malogo goroda: perspektivy povysheniya kachestva zhizni naseleniya / T. A. Bondarskaya, O. V. Bondarskaya. – URL: <https://clck.ru/3M84JJ> (data obrashcheniya: 10.10.2025).
3. Blagoustroennye parki i novye ostanovki: v Morshanske zavershili realizaciju «Narodnoj iniciativy». – URL: <https://vestitambov.ru/news/blagoustroennye-parki-i-novye-ostanovki-v-morshanske-zavershili-realizaciju-narodnoj-iniciativy> (data obrashcheniya: 12.10.2025).
4. V nauchnom gorode byla predstavlena strategiya razvitiya Michurinska. – URL: <https://michurinsk-naukograd.rf/news/2023-07-14/strategiyu-razvitiya-michurinska-prezentovali-v-naukograde> (data obrashcheniya: 15.10.2025).
5. Informaciya o hode realizacii programm // Gorod-naukograd Michurinsk. – URL: <https://michurinsk-r68.gosweb.gosuslugi.ru/deyatelnost/proekty-i-programmy/info> (data obrashcheniya: 15.10.2025).
6. Itogi social'no-ekonomicheskogo razvitiya goroda Michurinska Tambovskoj oblasti za 2024 god. – URL: <https://clck.ru/3M8GvA> (data obrashcheniya: 24.10.2025).
7. Social'noe proektirovanie: ot idei do proekta / Institut razvitiya strategicheskikh iniciativ. – URL: <https://clck.ru/3M9f8G> (data obrashcheniya: 14.10.2025).
8. Metodologicheskie osnovy social'nogo proektirovaniya. – URL: http://www.kdobrau.ru/netcat_files/171/143/Metodologija_SP.pdf (data obrashcheniya: 17.11.2025).
9. Michurinsk pobedil na Vserossijskom konkurse strategij razvitiya gorodov. – URL: <https://top68.ru/news/society/2022-11-01/michurinsk-pobedil-na-vserossijskom-konkurse-strategij-razvitiya-gorodov-142472> (data obrashcheniya: 16.11.2025).
10. V naukograde realizuyut 7 nacional'nyh proektorov // Michurinskaya pravda. – URL: <https://michpravda.ru/news/society/2022-07-22/v-naukograde-realizuyut-7-natsionalnyh-proektorov-136426> (data obrashcheniya: 16.11.2025).
11. Strategiyu razvitiya do 2030 goda prezentovali v Michurinskem municipal'nom okruse // Michurinskaya pravda. – URL: <https://michpravda.ru/news/economy/2023-11-03/strategiyu-razvitiya-do-2030-goda-prezentovali-v-michurinskem-munitsipalnom-okruse-209781> (data obrashcheniya: 16.11.2025).
12. Municipal'nye programmy / Gorod Morshansk Tambovskoj oblasti. – URL: <https://morshansk-r68.gosweb.gosuslugi.ru/deyatelnost/munitsipalnye-programmy> (data obrashcheniya: 18.11.2025).
13. Kirilyuk, O. G. Obshchestvenno znachimye proekty v reshenii problem municipal'nyh obrazovanij v usloviyah menyayushchihysa kontekstov / O. G. Kirilyuk // Lichnost': resursy i potencial. – 2024. – № 4 (24). – URL: <https://journal.foir-gspm.ru/issues/2024/4/424202406.pdf> (data obrashcheniya: 18.11.2025).
14. Plan meropriyatij po realizacii Strategii social'no-ekonomicheskogo razvitiya goroda Morshansk Tambovskoj oblasti na period do 2030 goda. – URL: https://promorshansk.ru/images/December2017/plan_strateg.pdf (data obrashcheniya: 20.11.2025).
15. V etom godu tambovchane smogli realizovat' 540 proektorov blagodarya «Narodnoj iniciative» // Pravitel'stvo Tambovskoj oblasti. – URL: <https://www.tambov.gov.ru/news/archive/v-etom-godu-tambovchane-smogli-realizovat-540-proektorov-blagodarya-narodnoj-iniciative.html> (data obrashcheniya: 22.11.2025).
16. Opyt Tambovskoj oblasti – odin iz luchshih v realizacii Nacional'noj social'noj iniciativy // Pravitel'stvo Tambovskoj oblasti. – URL: <https://www.tambov.gov.ru/news/0pyt-tambovskoj-oblasti-v-chisle-luchshih-po-itogam-vnedreniya-nacionalnoj-socialnoj-iniciativy.html> (data obrashcheniya: 24.11.2025).
17. Social'nye proekty – vozmozhnosti i perspektivy. – URL: <https://ecodomstroy.ru/sotsialnie-proekti> (data obrashcheniya: 26.11.2025).
18. Strategicheskie podhody k social'no-ekonomicheskemu progressu municipaliteta: vektry razvitiya // Ekonomicheskie issledovaniya i razrabotki. – URL: <http://edrj.ru/article/18-03-24> (data obrashcheniya: 26.11.2025).
19. Strategiya razvitiya Michurinska pobedila na Vserossijskom konkurse // Tambovskaya zhizn'. – URL: <https://tamlife.ru/news/society/2022-11-01/strategiya-razvitiya-michurinska-pobedila-na-vserossijskom-konkurse-186879> (data obrashcheniya: 02.12.2025).
20. Territorial'nye osobennosti i problemy razvitiya social'nogo kompleksa Rossii. – URL: <https://eee-region.ru/article/7708> (data obrashcheniya: 02.12.2025).
21. Naselenie // Territorial'nyj organ Federal'noj sluzhby gosudarstvennoj statistiki po Tambovskoj oblasti. – URL: <https://68.rosstat.gov.ru/folder/33717> (data obrashcheniya: 03.12.2025).
22. Tambovskaya oblast' v cifrah. 2024: Kratkij statisticheskij sbornik / Tambovstat. – URL: <https://clck.ru/3M8Ab6> (data obrashcheniya: 03.12.2025).
23. Denezhnye dohody i raskhody naseleniya Tambovskoj oblasti v yanvare-iyune 2023 goda // Territorial'nyj organ Federal'noj sluzhby gosudarstvennoj statistiki po Tambovskoj oblasti. – URL: <https://68.rosstat.gov.ru/folder/163829/document/217687> (data obrashcheniya: 03.12.2025).
24. Dinamika srednemesyachnoj nachislennoj nominal'noj i real'noj zarabotnoj platy rabotnikov predpriatij i organizacij Tambovskoj oblasti v 2024–2025 gg. // Territorial'nyj organ Federal'noj sluzhby gosudarstvennoj statistiki po Tambovskoj oblasti. – URL: https://68.rosstat.gov.ru/storage/mediabank/din_zp_rab_org_300420_25.xlsx (data obrashcheniya: 03.12.2025).
25. Tipologiya social'nyh proektorov. – URL: <https://infourok.ru/statya-tipologiya-socialnih-proektorov-1842423.html> (data obrashcheniya: 03.12.2025).
26. Development of healthcare in the Tambov region. – URL: <http://publication.pravo.gov.ru/file/pdf?eoNumber=680020251225000> (data obrashcheniya: 26.11.2025).

Список цитированных источников

1. Команда Академии «Среда» разработала Стратегию социально-экономического развития Тамбова до 2036 года. – URL: <https://sreda-academy.ru/news/komanda-akademii-sreda-razrabotala-strategiyu-sotsialno-ekonomicheskogo-razvitiya-tambova-do-2036-go> (дата обращения: 04.10.2025).
2. Бондарская, Т. А. Маркетинг в управлении и развитии территории малого города: перспективы повышения качества жизни населения / Т. А. Бондарская, О. В. Бондарская. – URL: <https://clck.ru/3M84JJ> (дата обращения: 10.10.2025).
3. Благоустроенные парки и новые остановки: в Моршанске завершили реализацию «Народной инициативы». – URL: <https://vestitambov.ru/news/blagoustroennye-parki-i-novye-ostanovki-v-morshanske-zavershili-realizaciju-narodnoj-iniciativy> (дата обращения: 12.10.2025).
4. В научном городе была представлена стратегия развития Мичуринска. – URL: <https://michurinsk-naukograd.rf/news/2023-07-14/strategiyu-razvitiya-michurinska-prezentovali-v-naukograde> (дата обращения: 15.10.2025).
5. Информация о ходе реализации программ // Город-наукоград Мичуринск. – URL: <https://michurinsk-r68.gosweb.gosuslugi.ru/deyatelnost/proekty-i-programmy/info> (дата обращения: 15.10.2025).
6. Итоги социально-экономического развития города Мичуринска Тамбовской области за 2024 год. – URL: <https://clck.ru/3M8GvA> (дата обращения: 24.10.2025).
7. Социальное проектирование: от идеи до проекта / Институт развития стратегических инициатив. – URL: <https://clck.ru/3M9f8G> (дата обращения: 14.10.2025).

8. Методологические основы социального проектирования. – URL: http://www.kdobru.ru/netcat_files/171/143/Metodologija_SP.pdf (дата обращения: 17.11.2025).
9. Мичуринск победил на Всероссийском конкурсе стратегий развития городов. – URL: <https://top68.ru/news/society/2022-11-01/michurinsk-pobedil-na-vserossiyskom-konkurse-strategij-razvitiya-gorodov-142472> (дата обращения: 16.11.2025).
10. В наукограде реализуют 7 национальных проектов // Мичуринская правда. – URL: <https://michpravda.ru/news/society/2022-07-22/v-naukograde-realizuyut-7-natsionalnyh-proektov-136426> (дата обращения: 16.11.2025).
11. Стратегию развития до 2030 года презентовали в Мичуринском муниципальном округе // Мичуринская правда. – URL: <https://michpravda.ru/news/economy/2023-11-03/strategiju-razvitiya-do-2030-goda-prezentovali-v-michurinskem-munitsipalnom-okruse-209781> (дата обращения: 16.11.2025).
12. Муниципальные программы / Город Моршанск Тамбовской области. – URL: <https://morshansk-r68.gosweb.gosuslugi.ru/deyatelnost/munitsipalnye-programmy> (дата обращения: 18.11.2025).
13. Кирилюк, О. Г. Общественно значимые проекты в решении проблем муниципальных образований в условиях меняющихся контекстов / О. Г. Кирилюк // Личность: ресурсы и потенциал. – 2024. – № 4 (24). – URL: <https://journal.foir-gsppm.ru/issues/2024/4/424202406.pdf> (дата обращения: 18.11.2025).
14. План мероприятий по реализации Стратегии социально-экономического развития города Моршанска Тамбовской области на период до 2030 года. – URL: https://promorshansk.ru/images/December2017/plan_strateg.pdf (дата обращения: 20.11.2025).
15. В этом году тамбовчане смогли реализовать 540 проектов благодаря «Народной инициативе» // Правительство Тамбовской области. – URL: <https://www.tambov.gov.ru/news/archive/v-etom-godu-tambovchane-smogli-realizovat-540-proektov-blagodarya-narodnoj-iniciative.html> (дата обращения: 22.11.2025).
16. Опыт Тамбовской области – один из лучших в реализации Национальной социальной инициативы // Правительство Тамбовской области. – URL: <https://www.tambov.gov.ru/news/opyt-tambovskoj-oblasti-v-chisle-luchshih-po-itogam-vnedreniya-nacionalnoj-socialnoj-iniciativy.html> (дата обращения: 24.11.2025).
17. Социальные проекты – возможности и перспективы. – URL: <https://ecodomstroi.ru/sotsialnie-proekti> (дата обращения: 26.11.2025).
18. Стратегические подходы к социально-экономическому прогрессу муниципалитета: векторы развития // Экономические исследования и разработки. – URL: <http://edrj.ru/article/18-03-24> (дата обращения: 26.11.2025).
19. Стратегия развития Мичуринска победила на Всероссийском конкурсе // Тамбовская жизнь. – URL: <https://tamlife.ru/news/society/2022-11-01/strategiya-razvitiya-michurinska-pobedila-na-vserossiyskom-konkurse-186879> (дата обращения: 02.12.2025).
20. Территориальные особенности и проблемы развития социального комплекса России. – URL: <https://eee-region.ru/article/7708> (дата обращения: 02.12.2025).
21. Население // Территориальный орган Федеральной службы государственной статистики по Тамбовской области. – URL: <https://68.rosstat.gov.ru/folder/33717> (дата обращения: 03.12.2025).
22. Тамбовская область в цифрах. 2024: Краткий статистический сборник / Тамбовстат. – URL: <https://clck.ru/3M8Ab6> (дата обращения: 03.12.2025).
23. Денежные доходы и расходы населения Тамбовской области в январе-июне 2023 года // Территориальный орган Федеральной службы государственной статистики по Тамбовской области. – URL: <https://68.rosstat.gov.ru/folder/163829/document/217687> (дата обращения: 03.12.2025).
24. Динамика среднемесячной начисленной номинальной и реальной заработной платы работников предприятий и организаций Тамбовской области в 2024–2025 гг. // Территориальный орган Федеральной службы государственной статистики по Тамбовской области. – URL: https://68.rosstat.gov.ru/storage/mediabank/din_zp_rab_org_30042025.xlsx (дата обращения: 03.12.2025).
25. Типология социальных проектов. – URL: <https://infourok.ru/statya-tipologiya-socialnih-proektov-1842423.html> (дата обращения: 03.12.2025).
26. Развитие здравоохранения Тамбовской области. – URL: <http://publication.pravo.gov.ru/file/pdf?eoNumber=680020251225000> (дата обращения: 26.11.2025).

*Material received 11.12.2025, approved 16.12.2025,
accepted for publication 16.12.2025*