

Kyiv National University of Trade and Economics
Tourism and Recreation Department

FINAL QUALIFYING PAPER

on the topic:

**«Formation of Bila Tserkva tourism development strategy,
Kyiv region»**

Student of the 2^d year, group 10 a,
academic degree «Master»
specialty 242 «Tourism»
specialization «International Tourism
Business»

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Head of the Department Tkachenko T.I.
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Task
for the final qualifying paper (project)
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1. Topic of the final qualifying paper (project)

Formation of Bila Tserkva tourism development strategy, Kyiv region

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2. Term of submitting by a student his/her terminated paper (project)
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3. Initial data of the final qualifying paper (project)

Purpose of the paper (project) to study of theoretical, methodological and practical aspects of the tourism development strategy formation for Bila Tserkva city and evolve recommendations for its improvement.

The object – theoretical, methodological and practical aspects of the development strategy formation for tourism destination.

The subject – process of tourism development strategy formation for Bila Tserkva city in Kyiv region.

4. Illustrative material:

Tables: Definitions of the concept of "destination" in foreign literature, classification of destinations types on different features, list of Bila Tserkva's city attractions, list of accommodation facilities in the Bila Tserkva, list of restaurants in Bila Tserkva, SWOT - analysis of tourism in Bila Tserkva, comparison of the Olexandria Park with the main competitor - the Sofiyivka Park.

Figures: model of tourism system by N. Leiper, «6A» Model of Tourism Destination, the tourism area life cycle, specific features of tourism destination development strategic planning, the scheme of diagnostic the competitiveness and sustainability of the destination, destination strategy formulation steps, Bila Tserkva location on the map of Ukraine, components of the Bila Tserkva city vision.

5. Consultants of the research and titles of subsections which were consulted:

Section	Consultant (last name and initials)	Date and signature	
		The task given	The task received
Part 1	Zabaldina Y. B.		
Part 2	Zabaldina Y. B.		
Part 3	Zabaldina Y. B.		

6. Content of the final qualifying paper (list of all the sections and subsections)

INTRODUCTION

PART 1. THEORETICAL AND METHODOLOGICAL BASIS OF FORMATION OF TOURISM DESTINATION DEVELOPMENT STRATEGY

1.1. Tourism destination and its components

1.2. Development strategy for tourism destination

1.3. Strategy development tools of tourism destination formation

Conclusions to part 1

PART 2. ANALYSIS OF TOURISM DESTINATION DEVELOPMENT STRATEGY OF BILA TSERKVA CITY

2.1. Estimation of Bila Tserkva city tourism potential

2.2. Assessment of tourism infrastructure in Bila Tserkva

2.3. Analysis of existing approaches to strategical planning in Bila Tserkva

Conclusions to part 2

PART 3. IMPROVEMENT OF TOURISM DESTINATION DEVELOPMENT STRATEGY OF BILA TSERKVA CITY IN KYIV REGION

3.1. Actions to form the development tourism strategy for Bila Tserkva city

3.2. Elaboration of successful development plan for Bila Tserkva tourism destination

3.3. Forecasting of social and economic effects of tourism development strategy implementation

Conclusions to part 3

CONCLUSIONS

REFERENCES

APPENDICES

7. Time schedule of the paper

No	Stages of the final qualifying paper	Terms of the final qualifying Paper	
		de jure	de facto
1.	Choosing and approval of the final qualifying paper topic	01.09.2017-25.10.2017	17.10.2017
2.	Preparation and approval of task for the final qualifying paper	26.10.2017-20.11.2018	07.02.2017
3.	Writing and pre defense of the 1 st part of the final qualifying paper	20.11.2017-11.05.2018	11.05.2018
4.	Writing and pre defense of the 2 nd part of the final qualifying paper	till 01.06.2018	
5.	Writing and preparation of scientific article	12.05.2018-31.08.2018	31.08.2018
6.	Writing and pre defense of the 3 rd part of the final qualifying paper	01.09.2018-14.10.2018	14.10.2018
7.	Preparation of the final qualifying work (title, content, introduction, references, appendices), the presentation of the finished work to the department for preliminary defense in commissions	15.10.2018-22.10.2018	22.10.2018
8.	Preliminary defense of the final qualifying work in commissions of the department	23.10.2018-31.10.2018	31.10.2018
9.	Additional processing, printing, preparation of material to final qualifying paper defense	01.11.2018	
10.	Defense of the final qualifying paper in the Examination Board	According to the schedule	

8. Date of receiving the task: _____, _____, 20____.

9. Scientific adviser of the research _____

Zabaldina Y. B.

10. Head of educational and professional program _____

11. The task received by the student _____

Musiienko Yuliia

12. Resume of a scientific adviser of a final qualifying paper

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Scientific adviser of a final qualifying paper Zabaldina Y. B.

13. Resume about a final qualifying paper

A final qualifying paper can be admitted to defence in the Examination Board.

Head of educational and professional program

Head of the Department T.I. Tkachenko

_____, _____, 201_____

CONTENTS

INTRODUCTION.....	7
PART 1. THEORETICAL AND METHODOLOGICAL BASIS OF FORMATION OF TOURISM DESTINATION DEVELOPMENT STRATEGY	
1.1. Tourism destination and its components.....	9
1.2. Development strategy for tourism destination.....	21
1.3. Strategy development tools of tourism destination formation.....	26
Conclusions to part 1.....	33
PART 2. ANALYSIS OF TOURISM DESTINATION DEVELOPMENT STRATEGY OF BILA TSERKVA CITY	
2.1. Estimation of Bila Tserkva city tourism potential.....	35
2.2. Assessment of tourism infrastructure in Bila Tserkva.....	46
2.3. Analysis of existing approaches to strategical planning in Bila Tserkva.....	57
Conclusions to part 2.....	63
PART 3. IMPROVEMENT OF TOURISM DESTINATION DEVELOPMENT STRATEGY OF BILA TSERKVA CITY IN KYIV REGION	
3.1. Actions to form the development tourism strategy for Bila Tserkva city.....	65
3.2. Elaboration of successful development plan for Bila Tserkva tourism destination.....	72

3.3. Forecasting of social and economic effects of tourism development strategy implementation.....	85
---	----

Conclusions to part 3.....	89
----------------------------	----

CONCLUSIONS.....	91
-------------------------	-----------

REFERENCES.....	94
------------------------	-----------

APPENDICES	
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INTRODUCTION

Actuality. Bila Tserkva is one of the largest administrative, industrial and cultural centers of central Ukraine. The city has a significant tourist potential due to geographical location, features of historical development, national cultural diversity, specific architecture, natural objects, the presence of potentially branded tourism products, a unique combination of urbanized and industrialized areas with protected areas within the city. Despite the strengths of the city, there are many weaknesses and threats in the destination, which hinder it to become one of the leading centers of tourism in Ukraine. Underestimation of the importance of tourism for the Bila Tserkva development, lack of sufficient information and statistical data about tourist resources, the absence of nationally-known events, festivals that would attract tourists, outdated hotel infrastructure – these and a lot of other problems interfere active development of tourism in the city and the attraction of new tourists.

The lack of a Bila Tserkva tourism development strategy exacerbates the situation. This work is devoted to the solving of this pressing problem of destination.

Purpose of the project is the studying of theoretical, methodological and practical aspects of the tourism development strategy formation for Bila Tserkva city and evolving recommendations for its improvement.

To achieve this goal, it is necessary to solve such *tasks*:

- to investigate the essence of the tourism destination and its components;
- to reveal the gist of development strategy for tourism destination;
- to find out the strategy development tools of tourism destination formation;
- to estimate the Bila Tserkva city tourism potential;
- to assess of the tourism infrastructure in Bila Tserkva;
- to analyse the existing approaches to strategical planning in Bila Tserkva;
- to specify the actions of the development tourism strategy for Bila Tserkva city formation;
- to elaborate the successful development plan for Bila Tserkva tourism destination;

- to forecaste of social and economic effects of tourism development strategy implementation.

The object of the project research is theoretical, methodological and practical aspects of the development strategy formation for tourism destination. **The subject** – the process of tourism development strategy formation for Bila Tserkva city in Kyiv region.

Methodological, theoretical and informational principles of the research.

In the process of research, traditional methods of economic analysis (tabular, comparison, grouping, graphic) and DIM-methods have been used. The theoretical base of research is the scientific concepts, monographs and periodical publications of Ukrainian and foreign scientists on tourism, management, marketing. The final qualifying paper also uses instructive departmental materials. More than 50 sources were used during the writing of the project. Such works are especially valuable: «Tourism Management» by N. Leiper, «Sustainable tourism development» by T.I. Tkachenko, «Tourism Analysis» by S. L. J Smith etc. The information base of the study consisted of: analytical data on different directions of tourism activity, the Bila Tserkva development strategy, decisions of state authorities and local governments on the tourism industry, as well as the results of research carried out by the author.

Scientific novelty: for the first time a complete picture of the tourist resources of the Bila Tserkva was provided, an important direction in promoting of the city on the tourist market was picked out and a new conceptual approach to the formation and promotion of tourist products that will contribute to solving the problem of the city's tourism development was proposed.

The structure of the qualifying project. The work consists of an introduction, three chapters, a list of used sources and applications. First part reveals theoretical and methodological basis of formation of tourism destination development strategy. In the second one the analysis of tourism destination development strategy is carried out. The third one contains the improvement of tourism destination development strategy of Bila Tserkva city in Kyiv region. The work consists of 96 pages, contains 12 tables, 12 figures and 7 appendices.

PART 1

THEORETICAL AND METHODOLOGICAL BASIS OF FORMATION OF TOURISM DESTINATION DEVELOPMENT STRATEGY

1.1. Tourism destination and its components

Tourism, by definition, is closely related to the territories. The key element of the tourist system is the territory, which attracts the tourist, where he makes his trip and where he spends some time - the destination [1].

The concept of "destination" comes from the Latin "location" and has been one of the basic terms of the conceptual apparatus of foreign researchers and practitioners of tourism for about 30 years [2].

First of all, let's consider several definitions of the term "destination", that were made by the most famous and authoritative foreign tourism researchers (table 1.1)

Table 1.1

Definitions of the concept of "destination" in foreign literature

Author	Definition
Webster's Dictionary	The place set for the end of a journey, i.e. a geographical area (a location, a resort, a region, a country, etc.) where the traveler intends to spend time away from home.
N. Georgoulas (1970)	Areas with different natural and/or man-made features, which attract non local visitors (or tourists) for [a variety of] activities.
Jesen, Hansen and Metz' (1993)	A geographical area, which contains landscape and cultural characteristics and which is in the position to offer a tourism product, which means a broad range of facilities in transport – accommodation - food and at least one outstanding activity or experience.
N. Leiper (1995)	Places towards which people travel and where they choose to stay for a while in order to experience certain features or characteristics a perceived attraction of some sort.
WTO or Bieger (1996)	A geographical area consisting of all the services and infrastructure necessary for the stay of a specific tourist or tourism segment. Destinations are the competitive units of incoming tourism. Destinations are therefore an important part of a tourism product.
Cooper et al (1998)	Destinations as the focus of facilities and services designed to meet the needs of the tourists.

Continuation of the table 1.1

S. Pike (2004)	Place that attract visitors for a temporary stay, and range from continents to countries to states and provinces to cities to villages to propose built resort areas.
P.H. Kotler, J. Bowen, J. Makens (2006)	Physical space in which a visitor spends at least one overnight. It includes tourism products such as support services and attractions, and tourism resources within one day's return travel time.
UNWTO (2007)	A tourist destination is an important place visited by tourists which represents the basic unit of analysis in tourism.
Buhalis (2005)	Amalgams of tourism products, offering an integrated experience to consumers. A combination (or even as a brand) of all products, services and ultimately experiences provided locally.
Cho (2000)	As a distinct from origin or market, refers to the place where tourists intend to spend their time away from home. This geographic unit visited by tourists may be a self-contained center, a village or town or a city, a region or an island or a country.

Data source: [3]

The term "tourism destination" was first proposed by Professor N. Leiper in 1979 [4]. Guided by the general theory of systems, this scientist has developed a model of the tourism system, which involves 5 key interrelated elements:

- tourists;
- at least one region of tourists generating. This is the region in which the tourist lives and where the journey begins and ends;
- transit region. The territory through which the tourist must travel, to reach the destination;
- at least one tourist destination. Territory chosen by a tourist for travel;
- tourism industry. Provides tourist flows.

The term "tourist destination" was first used in this model (fig. 1.1) that involves 5 key interrelated elements:

- tourists;
- at least one region generating tourists. This is the region in which the tourist lives and where the journey begins and ends;

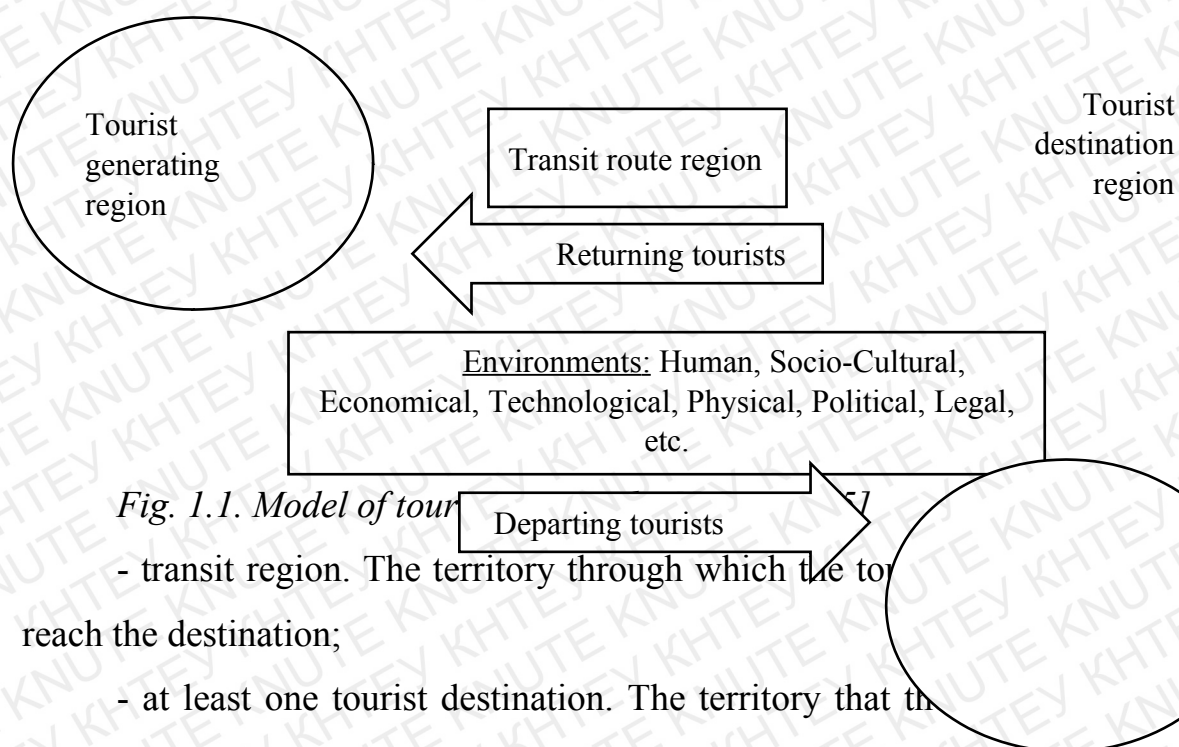


Fig. 1.1. Model of tourist destination

- transit region. The territory through which the tourist flows to reach the destination;
- at least one tourist destination. The territory that the tourist visits for the trip;
- the tourist industry. Provides tourist flows.

It is worth noting that in Ukrainian science and practice, the concept of "destination" is relatively new, however, it is becoming more and more recognized and actively used (especially within the framework of studies of economy and management of tourist territories). For example, Professor Tetyana Tkachenko defines a tourist destination as "a certain place that has a real or speculative boundary (city, region, district, island, etc.), which attracts tourists due to the availability of its tourist and recreational resources, attractive facilities and the necessary infrastructure, brought to

the consumer in the form of a formed and prepared for sale tourist product with modern tools of marketing communications in the system of levers of economic entities integrated management [4, c.62].

Constituent components of tourist destination were identified by scientists from the Danish Academy of Tourism O. Jorgensen, K. Cooper and D. Fletcher. They offered the model "4A", which later transformed into a model "6A" (fig. 1.2)

The presence of these components provides a comprehensive tourism product supply and a maximum realization of each tourist travel purpose [6].

Not every area where the tourists go to, can be called a destination. There are a number of criteria that the territory must meet:

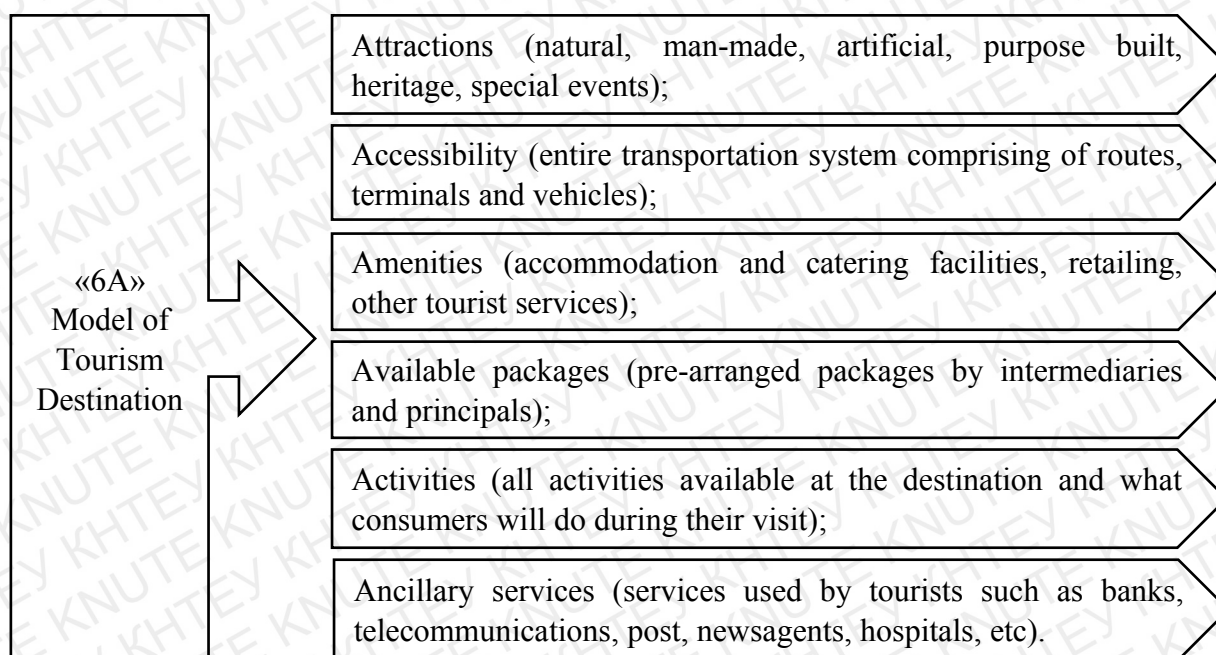


Fig. 1.2. «6A» Model of Tourism Destination [7]

- the territory should have a set of cultural, physical and social characteristics that form a single complex unique, distinguishable and recognizable by tourists regional identity;
- a comprehensive tourism product based on a wide range of resources, products and services. On the territory there should be more than just one attraction;
- the territory should have the infrastructure necessary for the development of tourism, which can satisfy the needs of tourists in accommodation, food, entertainment, security, etc.;
- the territory must have the necessary resources to maintain and develop its tourism attractions in accordance with the interests and needs of tourists;
- there should be a system that allows the tourist to “buy” a destination — tour operators, information centers, etc.;
- the region must be accessible for tourists (transportation);
- the territory must have an appropriate authority (state or public) responsible for the management and promotion of the destination;
- the population of the territory should become the part of the destination

product, as well as be involved in the process of its creation;

- tourism is an integral part of an integrated socio-economic development of the territory [8].

Destinations are the main areas of concentration of tourist flows. Typization of destinations is the basis for developing an effective management system for them. Today, there are many approaches to determining the types of destinations on various grounds.

Dr. Stephen L.J. Smith - Professor in the School of Hospitality, Food, and Tourism Management, University of Guelph in Canada categorizes destinations into six types [9]:

- ethnic destinations – places which promote ethnic and lifestyle of an indigenous community e.g. dances, religion, ceremonies etc.
- cultural destinations – places which promote vanishing lifestyle e.g. local settings, remote villages, and rural areas with activities like consuming local means, undertaking costume festivals, folklore dances performances, art and craft demonstration in old style fashion.
- historical destinations – areas which promote historical elements with attractions like old towns, churches, monuments, archaeological sites and museums and sound and light performances done in the ancient way [10].
- environmental destinations – areas which promote natural and environmental attractions e.g. national parks, mountain climbing, canoeing and camping etc.
- recreational destinations – are centers of sports like golf courses, tennis, ski-slopes, pump-fringe beaches which promote games and social contacts in relaxed environmental. Forms of tourism here are sports and beach tourism.
- business destinations – areas which promote trading, transactions and meeting, conferences with other activities like recreation and leisure [11].

Ukrainian scientist V.K. Kiptenko proposes a classification of destinations according to their capacity for two types [12]:

- areas that can accommodate a large number of tourists, without detriment to their tourist value;

- areas that can accommodate a limited number of tourists not exceeding the permissible level for the ecological and aesthetic state of the environment (mountain resorts, seaside, etc.).

A.I. Golovchan classifies destinations according to the kinds of resources for the following types:

- natural geographic;
- natural and man-made;
- cultural-historical;
- socio-economic.

A wide range of existing destinations is expediently classified according to the most significant features for the purpose of further use in various aspects of management activity and regulation of their development at different hierarchical level.

The most complete typing of the destinations gives T.I. Tkachenko, classifying them on various grounds (table 1.2).

Classification of destinations is conditional. Its constituent groups are closely interrelated.

The bright examples of destination-objects are the center of entertainment "Euro-Disneyland", high-category hotels "Savoy" or "Ritz".

Table 1.2

Classification of destinations types on different features

Feature	Types of destinations
1.The scope	<ul style="list-style-type: none"> - tourist region; - country; - the administrative-territorial unit of the country; - tourist object.
2.The stage of the life cycle	<ul style="list-style-type: none"> - arising; - developing; - growing; - recession; - stagnant; - reviving (communicative); - dying.
3.Types of tourism	<ul style="list-style-type: none"> - ecological; - rural; - green;

	<ul style="list-style-type: none"> - cognitive; - educational; - culturological; - military.
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Continuation of the table 1.2

4.Purposes of travel	<ul style="list-style-type: none"> - complex; - entertainment; - sports and recreation; - medical; - recreational; - business; - specialized (religious, cognitive and educational, etc.)
5.The resource base	<ul style="list-style-type: none"> - natural; - man-made; - mixed.
6.The state of development	<ul style="list-style-type: none"> - real; - perspective; - planned; - predictable.
7. The load level	<ul style="list-style-type: none"> - weakly loaded; - optimally loaded; - maximum loaded; - overloaded.
8.The aggregation level	<ul style="list-style-type: none"> - small; - big.
9.The degree of agglomeration	<ul style="list-style-type: none"> - simple; - complicated.
10.The category of consumers	<ul style="list-style-type: none"> - youth; - family; - universal.

Data source: [13]

Destination areas - the resort of Nice, France or even Western Europe. In Ukraine, the destinations are just beginning to form.

The main ones are the national reserve "Pechersk Lavra" (Kiev) as a tourist destination, a medical destination "Kurortopolis "Truskavets", business and historical-cultural - "Kyiv touristical", specialized children's center - Artek Children's Wellness Center, developing destination - "Kamyanets-Podilsky" and others [14].

The development of the tourism sector in general depends on the stages of development of destinations and demand in a specific period of time, which is a function of the ability of the destinations to meet the needs of tourists. It is clear that it can vary depending on the degree of maturity of the destination at a certain stage of

its evolution. In the process of such an evolution, like any other natural or man-made object, the destiny passes certain life cycles. The application of the life cycle concept on destinations was introduced by Butler (1980), who described six stages of the development of a tourist area life cycle (appendix B).

During the exploration stage, the destination is visited only by few individual travellers, mostly backpackers, who are attracted by singular and/or special natural or cultural factors.

The involvement stage is characterized by an increasing number of employees in the local tourism industry. Initial marketing and advertising activities can be observed, as well as the development of specific travel periods or seasonality [15].

Organized travel arrangements as well as transportation and other tourist infrastructure develop.

The succeeding development stage is characterized by clearly defined and strongly addressed markets in the sending countries. The participation in and the control of the further tourist development shifts increasingly from domestic to foreign and international shareholders. The initial natural and cultural attractions of the destination are supplemented by artificial attractions and events. The first effects of tourism are visible in the destination and regional and/or national involvement becomes increasingly necessary for its further development. During seasonal peaks, the number of tourists exceeds the domestic population and additional workforce is hired from outside to cover the demand [16].

With sinking growth rates, the development stage turns into the consolidation stage where the number of tourists merely rises on a marginal level. A majority of the local and regional economy now depends on tourism and the number of guests exceeds the number of the inhabitants. This strong tourism orientation leads to a slipping attitude towards tourists by the domestics and to the formation of tourism enclaves at the destination level. Marketing and advertising activities of the destination are now extensive and aim at extending the tourism season as well as the catchment areas. On the supply side, products and services are industrialized and commoditized to a large extent while large companies, hotel chains and franchise

concepts take over to serve the tourism demand [19].

After finally reaching its peak, the destination life cycle pattern enters the stagnation stage where guest numbers maintain a constant level. The destination then has two options; either go into decline or rejuvenate and develop more sustainable strategies based upon lower visitor numbers [20].

There are four main categories of the effect that tourism has on destinations. Physical impacts – explains effects of tourism on non-living components of environment like air, water, rocks and soil. Benefits:

- promotes afforestation program as a need to beautify environment therefore leading to air purification;
- retention of water shed and water catchment areas which promote retention of water table;
- contributes to research through training which could provide guidelines for conservation of air, water, soil and rocks;
- floriculture, afforestation and planting of grass in tourism destinations prevent soil erosion from surface run off. This leads to retention of soil profile, fertility and soil catena;
- protection of landscape from human destruction such as rock weathering, soil denudation etc. results into conservation of caves, archaeological sites, rift valley cliffs, historical monuments etc.

Effects:

- emission of CO₂ from vehicles can cause accumulation of the gas in ozone layer leading to greenhouse effect and global warming;
- discharge of effluents containing traces of heavy metals like lead, sulphure, mercury, aluminium etc. from tourist hotels could deposited to nearby rivers causing water pollution and soil acidity;
- oil spillage by cruise ships in oceans is likely to cause oxygen reduction in the sea surface causing death of phytoplankton like algae then death of zooplankton like bacteria then death of nekton like fish due to lack of food;
- construction of tourist hotels and facilities like airport involves destruction of

soil profile, rock matter which disarranges the soil and rock arrangement [21].

Environmental impacts - these are the effects of tourism to organisms like plants and animals (flora and fauna). Benefits:

- it contributes to conservation of biodiversity through creation of national parks and reserves and conservation of endangered and surrogate species;
- afforestation results into retention of indigenous forests which are wildlife habitats. Revenue generated from tourism can be used for afforestation and creation of protected areas.

Effects:

- it leads to clearance of vegetation in order to develop airports and other facilities which could lead to loss of wildlife habitat;
- tourism activities like hunting, fishing and poaching results to rarity and extinction of some species of wildlife;
- introduction of exotic plants species like flowers leads to reduction of indigenous species;
- off-road driving causes loss of grass and soil erosion;
- driving, hooting and campfires in national parks, landing and taking off of airplanes and hot air balloons scare wildlife from their natural behaviors such as feeding and breeding. They become frail and die hence losing strong genetic compositions.

Economic benefits:

- contributes to direct income to a country when people sell products directly to tourists;
- development of infrastructure;
- it causes trickledown effect (amount of time that a dollar spent by a tourist takes to circulate within the local system) and multiplier effect (ability of tourism to trigger the development of other businesses in tourism promotion zones).

Socio-cultural effects. Benefits:

- it contributes to social welfare, common nationality, national peace and regional understanding while minimizing ethnicity;

- it results to social cohesion when various ethnic groups from upcountry travel to other places to practice business;
- international understanding. Results when countries develop bilateral trade arrangements thus promoting peace;
- promotes preservation of cultural elements;
- modernization of communities through technology;
- cultural exchange between host communities and tourists.

Effects:

- ethnicity – resulting from conflict of interests among communities which compete for resources and space and emergence of social stratification e.g. rich class and poor class;
- terrorism – it can cause terrorism and social crimes, human trafficking, drug trafficking etc.;
- congestion at tourism amenities due to increase in number of visitors which can cause vandalism of facilities and spread of diseases;
- commoditization of culture – increased marketing of culture to attract more tourists until the culture becomes a commodity and loses its intended meaning e.g. sing of sacred songs meant for tourists in order to get money;
- demonstration effect – the act of demonstrating and practicing other people's culture instead of one's own. E.g. youths consider western culture to be superior and abandon their cultures e.g. dress and language;
- contributes to cultural change. It causes distortion or complete disappearance of element of a culture such as language. The host community culture exposure causes transformation through;
- assimilation of culture – complete absorption of one or more elements of the weaker culture by the superior culture;
- acculturation of cultures. Loss of one or few elements of culture during cultural exchange between superior and inferior cultures. Cultural elements could be regained through the process of revitalization;
- trivialization of culture – slight change in culture where one element such as

language could be more pronounced or over emphasized than others although they are not completely lost [22].

To summarize, the destination is a physical space that selects the tourist to visit and spend time in order to obtain the impressions, feelings of attraction interaction with the territory. It is a tourist product, which includes attractions, appropriate infrastructure and related services to tourists. Constituent components of tourist destination are: attractions, accessibility, amenities, available packages, activities, ancillary services – it is the elements of «6A» tourism destination model. The destinations have wide classification of types. It is based on different features such as the scope, types of tourism, purposes of travel, the resource base, the load level etc. Every destination has life cycle, which consists of six stages: exploration, involvement, development, consolidation, stagnation (decline, rejuvenation).

1.2. Development strategy for tourism destination

The spontaneous development of cities and regions as tourist destinations already goes away in the past. It is impossible to predict how the process of forming a tourism product will be going without certain strategic goals, which changes will take place in the future and how exactly the market and tourist infrastructure will respond to new challenges. In order to effectively develop, maximize its strengths and develop weaknesses, stand out against other destinations, the tourist destination must function in accordance with the pre-established development strategy. In this case, the strategy is a lighthouse, which shows the most effective way of the tourist industry of the region development in the context of general socio-economic development.

The development of the city can be called a strategic one when it touches on the most important aspects of the city's operation: positive and negative. The strategy must clearly define what is the main development engine and, accordingly, "draws" other areas of development of the city. The essence of the strategy is the obligatory coherence of economic, ecological and human development in conditions where the

quality and safety of people from generation to generation does not decrease, the state of the environment does not deteriorate and socioeconomic progress is ensured [23].

The process of strategic management of the development of a tourist destination is influenced by the following factors:

- economic factors (inherent in any system);
- specific (inherent in the field of tourism);
- general features of tourist services as an object of production and sale (immateriality, the coincidence in time of production and consumption, the effect in the form of sensations instead of acquiring property, etc.);
- complexity of the product, consisting of heterogeneous services;
- network character of production (for production and consumption of services necessary network of different enterprises, interconnected infrastructure communications) [24].

From here the requirements for the management of the destination are:

- the ability to perform co-operative functions taking into account inter-sectoral nature of the tourist product production;
- the presence in the control system not only vertical and horizontal, but also diagonal connections (to overcome the barrier of interagency irregularity and reduction of time between the moment of decision making and its realization in practice);
- the minimum of policy tools, because the success of the service sector development depends on the success of private business;
- providing territorial planning and management of tourist flows - the main elements in the strategy derived from the geographical tourist product [25].

In a post-industrial society, when some destinations are accelerating and others are rapidly decreasing, it becomes clear that local tourist destinations - towns, cities, regions, countries - have become participants in global competition for tourists, investment resources, new technologies and events.

The basic competence necessary for managing a local tourist destination is understanding of the factors, parameters and stages of strategic planning taking into

account the specifics of the tourism industry [26].

The main condition of strategic management should be taken into account during the development process of the program of interests of the internal and external networks of tourist enterprises (harmonization of their plans). The success of the strategy increases in proportion to the expansion of the circle of like-minded people.

However, the establishment of an effective public-private partnership and the creation of an appropriate competent environment is crucial for the implementation of the strategy.

In general, a complex of measures is required for the effective launch of the tourist destinations self-organization, in four directions [27]:

- assistance in the development of tourism development strategies aimed at ensuring the sustainable development of the local economy and the growth in the number and importance of small and medium-sized enterprises operating in this area in the tourism industry;
- providing official expert assessments and recommendations for the development of tourist destinations;
- training of representatives of small and medium-sized businesses, manufacturers of goods and tourism services, organizations promoting tourism and business through specialized educational programs;
- financing of local initiatives (mini-grants) in order to increase the attractiveness of local tourism products and build "growth points" of tourism [28].

Destination as a socio-economic system is extremely difficult, with a large number of variables, for the majority of spheres of modern life is characterized by a high rate of change, so drawing up long-term plans does not justify itself because of the constant need to make numerous changes. Instead, developing a strategy as a coherent long-term vision allows a more flexible response to change and a clear developmental course. This was confirmed in the practice of managing tourist destinations on a global, European scale and in many regions of Ukraine. The question: what should be done in the long run, how to manage the processes of life of

a tourist destination - are the main in the world practice of planning the development of the region as a tourist destination. An integrated development strategy for detention is a publicly supported and accepted direction of tourism development in the region, including its mission, main goals and distribution of resources to achieve such goals that are consistent with the overall strategy of socio-economic development of the region.

Over the last decade, the principles of developing a significant number of countries have become long-term and sustainable. Eighty-two United Nations Organization (UNO) member states, representing 43% of all countries in the world, reported to the United Nations Commission on Sustainable Development on the implementation of national sustainable development strategies in 2007 [29]. Implementation of the sustainable development concepts and their formation is carried out not only on the basis of recommendations of the United Nations Commission on Sustainable Development, but also by the application of some countries' own developments and improvements. The same practice is observed in the development of municipal strategies for the sustainable development of tourist destinations.

Strategic planning development of tourist destination has certain specific features (fig. 1.3)

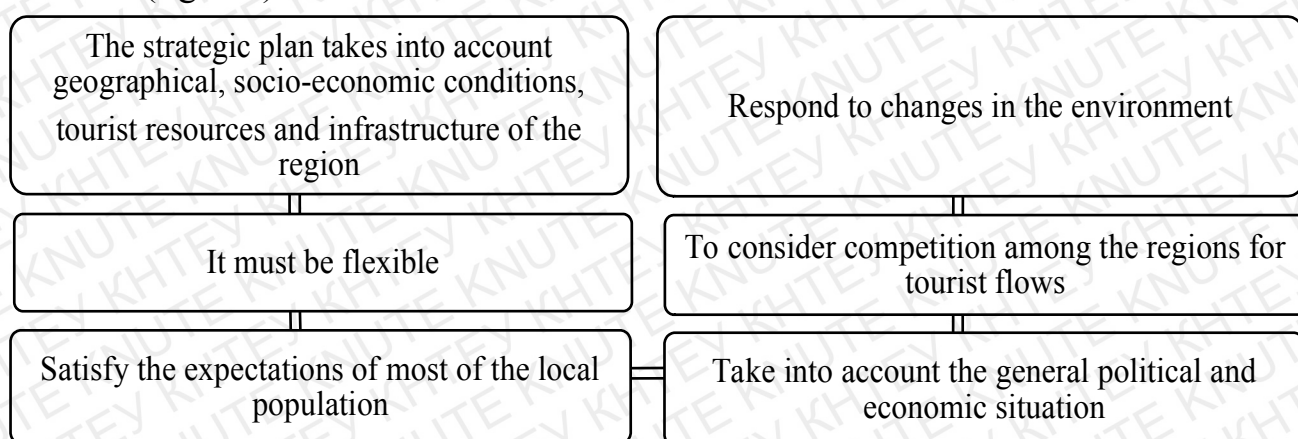


Fig. 1.3. Specific features of tourism destination development strategic planning [30]

World practice proves that the effective development of any social system,

including the city, always takes place under the condition of a conscious choice of its own future from several possible variants of its vision.

Strategic planning involves the systematic identification of clear goals and objectives that are interrelated and mutually consistent with the available volume of resource potential. For an example, let's consider the scheme of strategic planning (fig. 1.4).

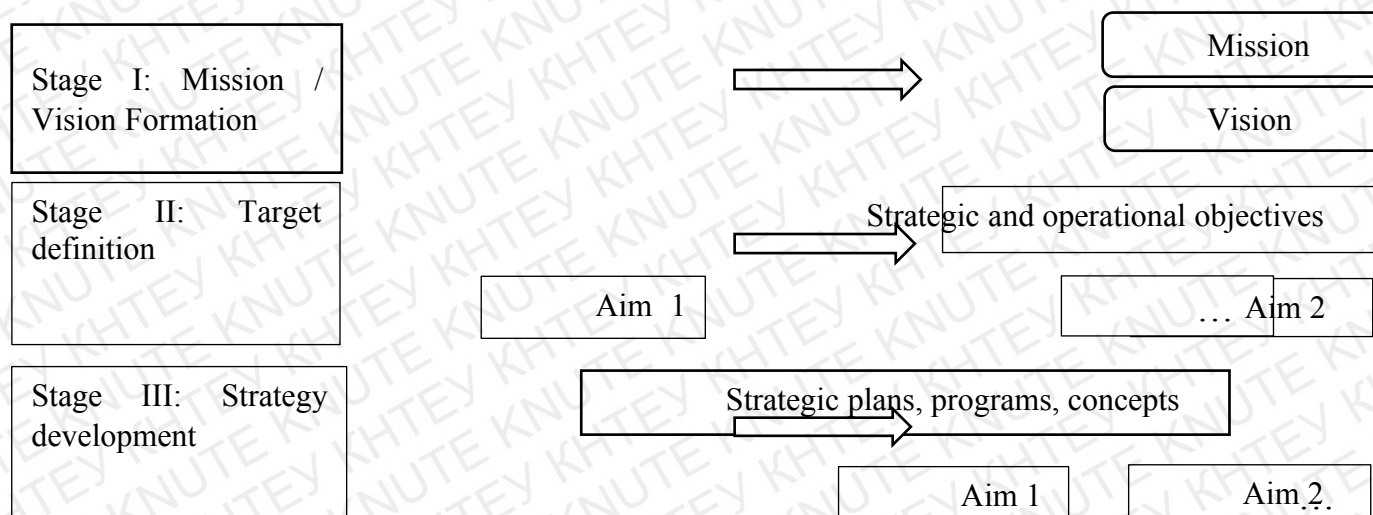


Fig. 1.4. The scheme of tourist destination strategic planning [31]

The development of a comprehensive development strategy under such a three-tier scheme provides the opportunity to combine the best practices that are used in contemporary urban development planning. This scheme best reflects the understanding of the strategy as a coherent line of action. This approach is recommended by modern strategic planning consultants for complex systems with a high degree of unpredictability of the environment, which are modern tourist destinations. The proposed model is distributed in Europe and the United States; it was used for strategic planning of such tourist cities as Warsaw, Krakow, London, Dresden, etc., as well as for the strategy of many Ukrainian cities [32].

International practice of management and strategic management of the development of detentions shows that the achievement of a high level of development depends largely on the ability of state authorities to build an effective mechanism for the adoption and implementation of decisions aimed at achieving the strategic goal.

Therefore, a special place in the tourist destinations development strategy

should take the application of the program-target management method, which is aimed at achieving the final result in the logic of step-by-step action: the formation of a goal tree, the development of an adequate executing program, the implementation of the management program [33].

The process of forming a tourist destinations development strategy should be a set of formalized procedures aimed at building a model of the future, as well as building a transition program from the current state to this model.

The formation of tourist destinations development strategy should begin with the definition of the mission of development. The mission should reflect the specifics of the tourist destination and serve as a priority target reflecting the focus of the activity. The mission should rely on the key idea of development as a whole [34].

The mission determines the future status of a tourist destination, defines actions, can be formulated as follows:

- assessment of the tourist destinations development level at present;
- formation of the tourist destinations development goals, analysis of strategic alternatives, definition of development strategy;
- realization of the tourist destinations development strategy to achieve the main goals and objectives.

These three stages determine the logical sequence of the formation and implementation of the tourist destinations development strategy [35].

Mechanisms of the tourist destinations development strategy are processes that are characteristic of all spheres and areas of its activities, namely:

- organizational and managerial mechanism (with a set of such controls: conceptual, programmed, design, planning and others);
- normative legal mechanism;
- financial and economic mechanism (with allocation within the investment mechanism);
- social mechanism;
- information and communicative mechanism [36].

So, development strategy of a tourist destination is the process of modeling the

effective functioning of its tourist complex for a certain period. Depending on the planning horizon (planning period), it can be short-term (1 year), medium-term (5 years) and long-term (10-15 years). The process of tourist destination development strategy planning is influenced by economic (inherent in any system) and specific (inherent in the field of tourism) factors. The main steps of tourist development strategy planning are mission & vision formation, target definition, strategy development.

1.3. Strategy development tools of tourism destination formation

One of the most effective methodologies which helps to form a destination strategy is DIM Methodology. It organizes the group of diagnostic tools that analyze the present situation in order to design future development strategies and establish the guidelines for feedback and monitoring of the strategy [37].

It consists of three phases which organize the diagnostic process, the strategy development and the establishment of a competitive and sustainable destination management model.

The first phase «The diagnostic process» is a basic analysis of the potential of the destination, «scanning of the environment» and making «community profile», which contains information about tourist resources, local population, economic base, communal and technical infrastructure, the state of the environment and living conditions. This phase includes next steps:

- investigation the spatial planning legislation and the regulation of tourism activity in the destination;
- establishment the tourism potential of the destination;
- analysis the current product offer and its commercial distribution channels;
- characterizing the current demand of the destination and its segments using different criteria;
- determination the competitors of the destination for different exiting products and markets;
- evaluating the tourism management model used in the destination and the

participation of the public and private stakeholders and representatives of the society;
- determination the funds and investments available for management and realization of future tourism activities [38].

Next phase is «Diagnose the competitiveness and sustainability of the destination» which means applying different analysis tools to evaluate the sources of competitive advantages and the economic, social and environmental sustainability of the destination (fig. 1.5).

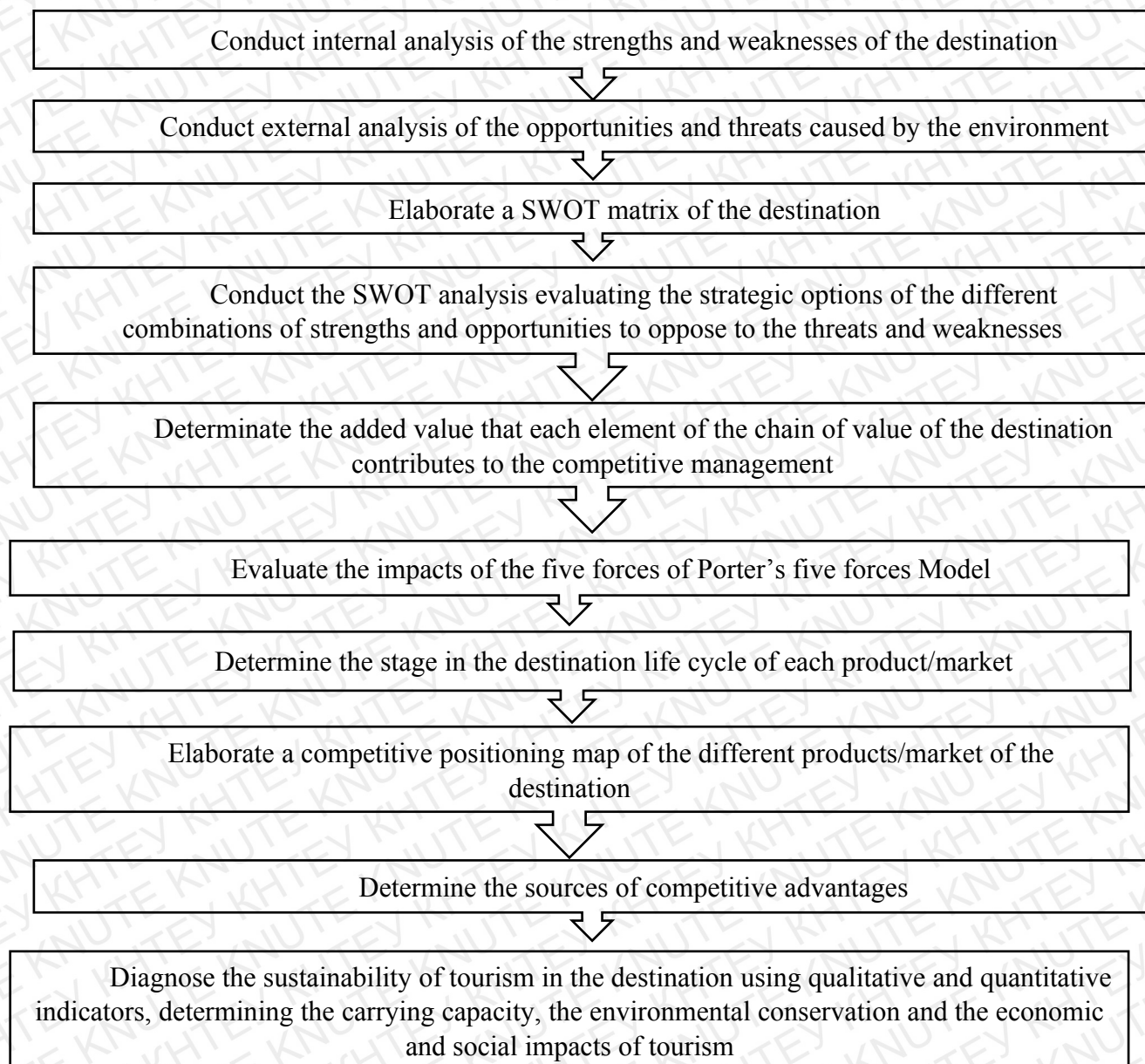


Fig. 1.5. The scheme of diagnostic the competitiveness and sustainability of the destination [3]

SWOT analysis is one of the most important elements of this phase. It is a strategic planning method used to assess the factors and phenomena affecting the tourism destination. SWOT analysis allows to determine the reasons for the effective or inefficient operation of the research object in the market. The result of this analysis is the development of a strategy. All factors are divided into four categories.

SWOT analysis examines the position of the analyzed object (destination) in the market, as well as its basic concept or idea. However, it allows to answer the questions:

Does the territory have strengths or distinctive advantages and does it use them in its

strategy? If not, which of the possible strengths can become them? Are weaknesses vulnerable to competitiveness, and which of them require mandatory correction? What kind of opportunities give a territory a chance of success? What threats require mandatory mobilization to make strategic decisions?

In general, the SWOT-analysis makes it possible to identify the main competitive advantages of the destination and, based on them, form an effective marketing strategy for the development and promotion of the region [39].

Another strategy development tool is destination diagnostics by dint of Porter's five Forces Model that determine the essential long-run attractiveness of a destination.

First of all this Model includes supplier power – an assessment of how it is for suppliers to drive up prices or to impose their conditions of business. This is driven by:

- the number of suppliers of each essential input;
- the uniqueness of their product or service;
- the relative size and strength of the supplier;
- the cost of switching from one supplier to another.

Secondly it includes buyer (tourist) power. This is how much pressure tourists can place on destination. Here are a few reasons that tourists might have power and destination attractiveness declines:

- the number of tourists in the destination is small;
- the importance of each individual tourist to the destination is high (purchase in large volume);
- the product represents a significant portion of their costs;
- the cost to the tourist of switching from one supplier to another is low [40].

Third «power» is threat of substitute products. A destination is unattractive when there are actual or potential substitutes for it. Substitutes place a limit on prices and on profits. If the cost of switching to substitute is low, then this poses a serious threat. The main issue is the similarity of substitutes.

Competitive rivalry is Porter's fourth force. It describes the intensity of

competition between existing firms in an industry. A highly competitive and unattractive destination might result from:

- many aggressive competitors of about the same size;
- little differentiation between competitor's products and services;
- a mature industry with very little growth; destinations can only grow by stealing customers away from competitors.

The last Porter's force is threat of new entrants; barriers to entry. The most attractive destination is one in which: entry barriers are high, exit barriers are low.

Porter's five forces is a tool that helps to identify where the power lies in a destination development situation. This is useful both in understanding the strength of a destination's current competitive position, and the strength of a position that a destination may look to move into [30].

Then the key directions of the development of the destination are determined - the priorities of its development. The choice of priorities for further movement into the future is one of the main components of the destination development strategy. Moreover, the choice of priorities is the conceptual stage of design, where the payment for strategic errors is the largest.

The last phase of DIM Methodology is formulating the short and long term destination development strategy. Steps of this phase are presented at figure 1.6.

This phase is especially important for mature destinations that need to decide on repositioning and diversification strategies for its supply simultaneously taking measures to reconvert and update its offer once the diagnosis confirms symptoms of overcapacity and loss of sustainability.

On the basis of analytical work, a strategic vision is formed - a common, agreed upon consensus, clear and concise wording of how a tourist destination will develop in the future. An important aspect in developing a destination strategy is the high rate of public opinion presence, which should be key in shaping a strategic vision, mission, strategic and operational goals.

This approach allows to harmonize the vision of all interested parties regarding directions of development of tourist destination and use the synergy effect in different

fields and spheres, which should increase the effect of realization and allow for more rational use of limited financial and human resources.

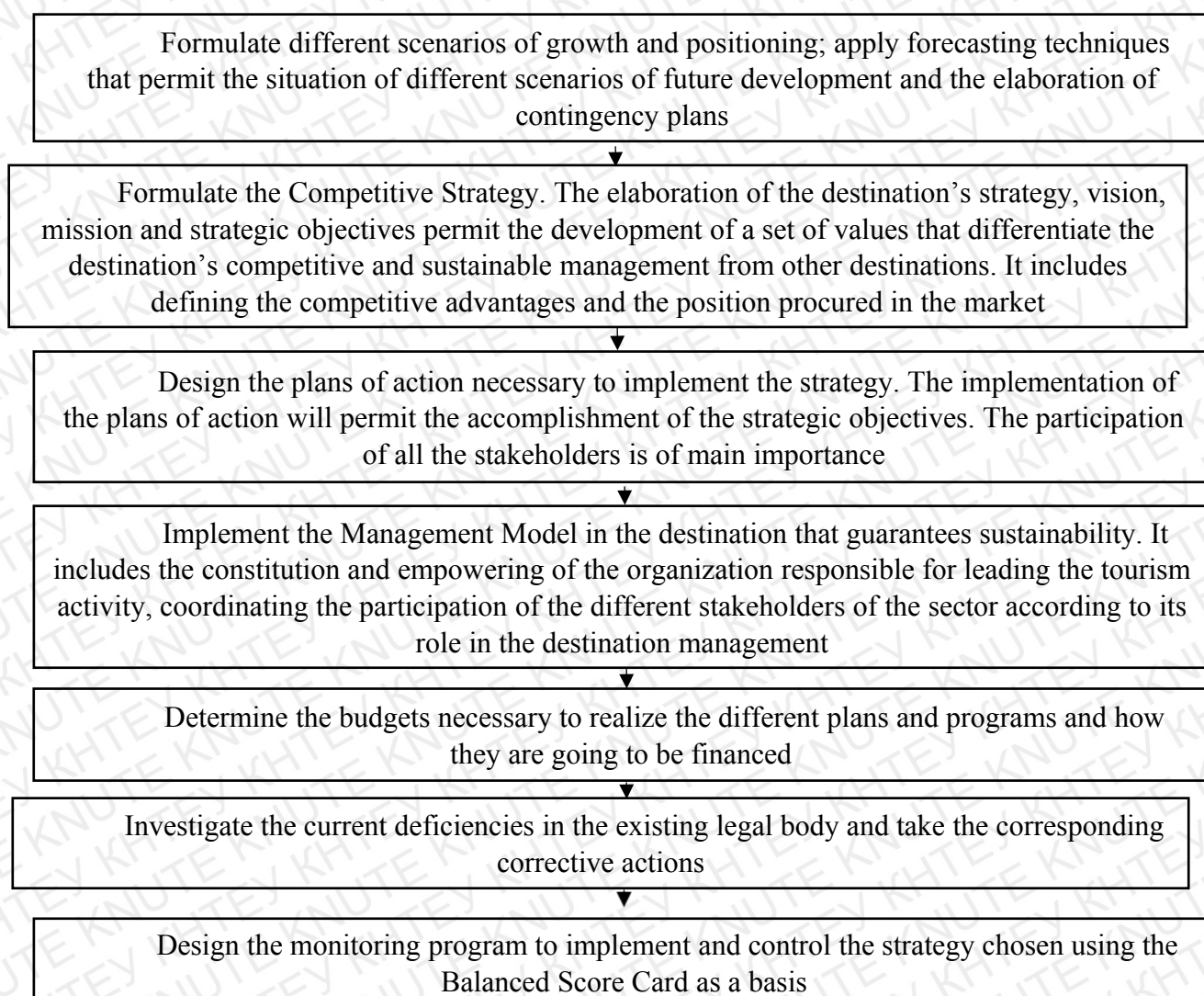


Fig. 1.6. Destination strategy formulation steps [3]

The monitoring program evaluates the objectives proposed and measures its degree of accomplishment, its time frame and the use of assigned resources. It

concerns a systematic tool using integral tourism information systems to generate feedback about the strategy implementation. It will permit constant adjustment of the strategic planning process to prevent undesired situations and measure the impacts the plans might have on the tourism system [41].

The main tools of the mechanism for implementation of the development strategy should be:

- system of normative legal acts of regions, which have a logical connection and co-subordination and regulating the application of specific methods and instruments of state regulation. Such a system includes several levels of normative legal acts;
- informational, methodological and instrumental support for the preparation and adoption of managerial decisions at the level of regional bodies of state power;
- widespread use of elements of strategic management with optimal connection of it with the methods and forms of operational (short-term) management [42].

Hence, in my opinion tourism destination strategy will be more effective if we use tools of DIM Methodology which is based on the idea that a successful tourism destination is the result of integration of the competitive and cooperative strategy. It can be achieved following the three phases of the Methodology. For a tourism destination to be competitive it is necessary to identify the comparative advantages with the aim of converting them into competitive advantages and create a consistent tourism system that has a reference frame the tourism politics, the plans, the programs and development processes, collaborating with the public and private sector. DIM Methodology is currently tested in practice as the next phase of investigation. It is based on analyses of tourism destination management case studies, revising destination management models and theory. It will validate that what distinguishes a successful tourism cluster from other types of organizational forms, is the integration of the competitive and cooperative strategy.

Conclusions to part 1

In the first part theoretical and methodological basis of tourism destination development strategy formation were considered.

First of all, the essence system of tourism destination and its components were investigated. The term "destination" in English means "destination" or "purpose of travel", which, in turn, comes from the Latin destino - "destination, location". For the first time, tourist destination as a decisive component of the tourism system was considered by N. Leiper in 1979 and identified as "a certain geographic area that is attractive to travelers". In the 70's of the 20th century, basing on the general theory of systems, N. Leiper developed a model of the tourism system, the components of which identified tourists, geographic elements and the tourism industry.

Main components of the destination are described in "6A" Model. The destination is seen as the interconnection of such elements: attractions, accessibility, amenities, mediators, ancillary services, activities of tourists, available packages.

Secondly, the gist of development strategy for tourism destination was revealed. Every destination needs to have development strategy. Strategic planning of tourism destination development is a process of simulation of the effective functioning of its tourist complex on certain period. Depending on the planning horizon (planning period), the strategy can be short-term (1 year), medium-term (5 years) and long-term (10-15 years).

The process of strategic management of tourism destination development are influenced by the following factors: economic (inherent in any system); specific (inherent in the field of tourism): general features of tourist services as an object of production and sale (immateriality, the coincidence in time of production and consumption, the effect in the form of sensations instead of acquiring property, etc.); complexity of the product, consisting of heterogeneous services; network character of production (for production and consumption of services necessary network of different enterprises, interconnected infrastructure communications).

Every destination has a life cycle which consists of exploration, involvement, development, consolidation, stagnation steps.

Main specific features of tourism destination development strategic planning

are: flexibility; basing on geographical, socio-economic conditions, tourist resources and infrastructure of the region; taking into account changes in the environment and the general political and economic situation and so on.

At tourism development destination strategy very important to formulate mission and vision. It is a description of the ideal state of the destination in the future, a landmark of the destination's movement. Vision promotes motivation throughout the destination. The mission of the tourist destination is the meaning of its existence besides making money.

Thirdly, the strategy development tools of tourism destination formation were find out. There are a lot of tools for shaping the tourist destination development strategy. Easiest to use the tools of DIM Methodology that helps to find competitiveness of tourism destination and use it for making the best development strategy. This Methodology consists of three phases: analysis of the current situation, diagnostic the competitiveness and sustainability of the destination, formulating the desired situation of future development of the destination by formulating the short and long term development strategy.

One of the most effective tools at the stage of the destination analysis (which relate to second phase of DIM Methodology) are SWOT analysis, which consists of revealing the Strengths, Weaknesses, Opportunities and Threats of destination; and Porter's five Forces Model that includes supplier and buyer (tourist) powers, competitive rivalry, threat of substitute products and threat of new entrants.

PART 2

ANALYSIS OF TOURISM DESTINATION DEVELOPMENT STRATEGY OF BILA TSEKVA CITY

2.1. Estimation of Bila Tserkva city tourism potential

Bila Tserkva is the researched tourist destination of the qualifying paper. It is the largest city in Kyiv region, the economic and cultural center of the Capital Economic Region, as well as a climatic and balneological resort, located 80 km south of Kyiv on the Ros River (appendix C).

The area of the city is 67,84 km². Its population is approximately 207 000.

The city is located in the south-west of Kyiv region, occupies an advantageous geographical position: the E95 highway (St. Petersburg-Kiev-Odessa) passes next to it.

The distance to the capital of Ukraine - the city of Kyiv - is 84 km; to the capital of the Czech Republic - Prague - 1020 km; to the capital of the Republic of Poland - Warsaw - 800 km. Boryspil Airport is 120 km away [43].

The proximity to Kyiv, convenient transport links, a developed socio-economic infrastructure in combination with landscape, natural conditions and a rich history make the city tourist attractive and keep a huge tourism potential.

According to «6A» Model of Tourism Destination one of the main sign is Attractions which distinguish destination from among of others. All tourism attractions of Bila Tserkva can be divided into types and categories which are presented in the table 2.1. There is almost complete list of Bila Tserkva's tourist attractions in the table.

First of all, let's consider the natural attractions of the destination. Geologically, the territory of the destination is located on the Ukrainian shield. This is a transition zone from forest to steppe - forest-steppe. The region is rich in various minerals that have industrial value. Among them are dominated by deposits of building materials. Under the Bila Tserkva there are large deposits of clay rocks that are used in the brick-tile industry, as well as building sand.

Table 2.1

List of Bila Tserkva's city attractions

Type	Category	Name
Nature	River	Ros River, Protoka River, Suhoyarsky creek.
	Ravine	Suhoy Yar ravine, Zamkova Hill.
History and culture	Cathedral and church	St. Nicholas Church, Church of St. John the Baptist, Church of St. Mary Magdalene, Transfiguration Cathedral, The church of St. Georgiya Pobedonosca.
	Museum	Bila Tserkva's Museum of a local history, Museum of Telecommunications.
	Garden	State Oleksandria Dendrological Park
	Parks	City Park of Culture and Recreation of Taras Shevchenko, Park of glory.
	Archaeological attractions	3 mounds (III thousand BC - the beginning of II thousand AD), Palieva Hill - settlement of Penkovsky culture (VI — VII centuries AD), Russian ancient settlement XII — XIII centuries, Zamkova Hill and its surroundings.
	Monuments	To the founder of the city – Yaroslav Mudryi, Bogdan Khmelnytsky monument, Taras Shevchenko monument, Petra Zaporozhtsa monument, Carlson and Freken Bock monument, To the heroes of the cosmos, Soviet pilots-liberators of the Bila Tserkva etc.
	Other structures and buildings	Administration Building and Museum of the State Dendrological Park "Olexandria", Branicki Warehouses, Buildings of postal station, Trading Rows (BrUM), Winter Palace.
	Cultural and entertainment building	Kyiv Academic Regional Music and Drama Theater named after P.K. Saksaganskogo, Cinema named after A. Dovzhenko; Palace of Culture "Rosava".
Industrial Tourism	Aviation	KP "Bilotserkivsky cargo aviation complex" (excursions to the airfield "Bila Tserkva", flying club "Pilot" (small aircraft), aircraft hangars).
Sport and recreational facilities	Tennis	Tennis club "A+B"
	Cycling road and area	Oleksandria Dendrological Park, Bila Tserkva-Buki-Fastov bicycle tours.
	Beach for bathing	Well-equipped beaches in the city center.
	Sports complex	Ice Arena "Snow Bars", Ice skating rink "Ledovyyi period", "Trudovyye rezervy" stadium.
	Other sports and	Rope parks.

	recreational facilities	
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Continuation to the table 2.1

Shopping	Shopping Malls	10 shopping centers
	Open air market	Central Market (on Thursdays and on weekends).
Customs and tradition	Event and festival	Annual concerts and exhibitions of local craftsmen on the Day of the city; Olexandria extravaganza
Health and wellness	Medical	Balneological sanatorium "Dubrava".

Data source: made by author on the basis of information on the Internet

The climate is temperate continental, warm, with sufficient moisture. Winters are mild: the average January temperature is - 6 °C. Summer is warm: the average July temperature is between 18 and 20 °C. Precipitations are about 600 mm per year. The average annual rainfall is 500–600 mm, the moisture coefficient is 1.3. The average annual temperature is + 6.9 °C. The average duration of the frost-free (growing season) period is 160–170 days. Winds of westerly and southwesterly directions prevail.

The main body of water is the river Ros, which runs 16 km mainly in the southern part of the city, separating the central regions from the Zarichya (modern Zarichya and residential areas of Pischany and Tarashchansky). The river Protoka flows by the Bila Tserkva 9.6 km and flows into Ros. And in the Sukhoy Yar area there is Sukhoyar creek 9.6 km long. The rivers are equipped with beaches, but the quality of the water leaves much to be desired.

Great interest in terms of tourism can serve a rich history of the Bila Tserkva. The city was founded in 1032 by the Kyiv Prince Yaroslav Mudryi. Originally it was called Yuriev according to the Christian name of Yaroslav Mudryi - Yuryi. Yuriev lived in constant tension. The raids of the Pechenegs were replaced by the pressure of the Polovtsy, and later by the Mongol-Tatars. It was destroyed many times. The last time Yuriev was devastated by nomads in the XIII century, fell in order to be reborn with a new name - Bila Tserkva. Burnt out by the nomads Yuriev was left behind only by the tall, half-ruined episcopal cathedral built of white stones, which gave the name of the city. In 1362 Bila Tserkva together with the Kyiv principality was

annexed to Lithuania, and after the Union of Lublin (1569) it became part of the Polish-Lithuanian Commonwealth.

Since the 15th century the territory of the Bila Tserkva has been the center of the Cossack uprisings. In 1793 the city was annexed to Russia. For a long time (until the 20th century), Bilotserkiv region became the patrimony of the Branitsky family. In 1806, the Branitsky entered into an agreement with the Jewish community, which was given permission to settle and build in the city. Jews brought great trade and craft to the Bila Tserkva.

On the 16th of July in 1941 Bila Tserkva was occupied by German troops and the city was under the yoke of invaders for 902 days. Bila Tserkva was liberated by Soviet troops on the 4th of January 4 in 1944 during the Zhitomir-Berdichevska offensive operation.

All these historical events played a big role in shaping the historical and cultural attractions of the destination.

There are four main archaeological attractions: 3 mounds (III thousand BC - the beginning of II thousand AD), Palieva Gora - settlement of Penkovsky culture (VI — VII centuries AD), Russian ancient settlement XII — XIII centuries, Zamkova Hill and its surroundings - detinets (castle and posts) the town of Yuriev - Bila Tserkva in the XI-XVIII centuries [44].

A big role in historical and culture heritage of the city was played by the Branitsky Count's family. All the cathedrals and church except of The church of St. Georgiya Pobedonosca were built with their material aid.

Transfiguration Cathedral (1833), which was built in classicism style, was sponsored by Countess Olexandra Branitskaya. In the middle of the XIX century its parish was up to 2 483 men. In 1956, the Transfiguration Cathedral was listed as a monument of national importance, in 1989 was transferred to the ecclesiastical parish. Transfiguration cathedral became the center of Ukrainian Orthodox Church under the Moscow Patriarchate in 1994 (appendix D).

Church of St. Mary Magdalene was built in the XVIII century with Alexandra Branitskaya costs, who vowed to build 12 Orthodox churches. This was the only

temple built outside the historical center of the Bila Tserkva. The church of St. Mary Magdalene is built in a classical style, the bell tower is attached directly to it. During Soviet government it was one of the few active temples of the Bila Tserkva (appendix D).

The church of St. John the Baptist in Bila Tserkva was founded on the Hetman K. Branitsky costs in 1789. The church was laid on the place, where previously was a church, which gave the city its name. Now the church is operating as the House of Organ and Chamber Music. The idea of opening the organ and chamber music house in the church was first announced in the mid-1970s. The first organ was installed in the winter of 1990. Over the years of its existence, the House of Organ and Chamber Music has acquired the status of one of the best concert halls in Ukraine, and has also become the center of the spiritual life of the whole Bila Tserkva. Performers from different countries of the world perform here: Latvia, Lithuania, Moldova, Sweden, Italy, Argentina, USA, Canada, etc (appendix E).

St. Nicholas Church is one of the largest historical monuments located in the Bila Tserkva. The first St. Nicholas Church was built here in the middle of the 17th century near the central shopping area. By the beginning of the 20th century, the temple was almost completely destroyed, and its internal wealth was lost. The St. Nicholas Church was restored in the 1960s, only the southern part of the church was restored, so the building structure looks asymmetric (appendix E).

The church of St. Georgiya Pobedonosca on Zamkova Hill was restored in 2013 almost at the same place where in 1032 prince Yaroslav Mudryi laid the first temple and the detinets of Yuriev (appendix F).

There are also more than 20 monuments in the destination and a lot of other structures and buildings which has cultural value. For example, Trading Rows that was built at the beginning of XIX century by Count Branitsky in the style of early classicism. The original solution shopping mall area of about 5 sq.m. was designed for 85 shops. The opening of trading stalls significantly stimulated trade in Bila Tserkva and contributed to the expansion of the Jewish community. Old BrUM is still used for its intended purpose - shops and cafes are located here. Various festivals and

cultural events are being held here.

The Bilotserkovsky Buildings of postal station is an architectural monument of national importance. It covers an area of about 1.5 hectares and is a rare example of a perfectly created complex of civil buildings from the beginning of the 19th century. It was one of the leading places in the Kyiv province in the development of industry and commerce. Over time, it has become a permanent service for the movement and transmission of written messages. Nowadays the complex is interesting because it retained the original planning and architectural solution.

The Branitsky Winter Palace served as the city residence of the Count's family in Bila Tserkva. The two-story building in the style of classicism was built in the end of the XVIII century on the banks of the Ros River west of Zamkova Hill. The Branitsky Museum of Weapons was here earlier, and at the end of the 19th century, the General Administration of the estate of the family of landowners was located here. In the 20th century, the Winter Palace in Bila Tserkva experienced not the best times: there was a district committee of the Communist Party of Ukraine, a hospital, and now there is a music school and archive (appendix F).

Many items of cultural heritage are being kept in the Bila Tserkva's Museum of a local history, where tourists can discover the history of a destination. The original building in the style of constructivism was built in the XX century on the Zamkova Hill opposite the Church of St. John the Baptist. Today, the museum's funds hold about 78 thousand items, which are divided into several thematic exhibitions: the nature of the region, the archaeological past, the history of Kyiv region in different time periods. Among the most valuable items of the archaeological collection of the museum are the Scythian sword akinak, a unique lamp from Chernyakhov culture with the image of a person's face, women's jewelry, weapons, writing, weights etc. The most valuable relics of the Cossacks are the flag of the Cossack hundreds, mace, horsetail, timpani and weapons. The basis of the numismatic collection consisted of Roman coins, Kyiv hryvnias, Cossack era money. The art department presents icons, paintings and sculptures of the 17th-20th centuries. from the Branitsky collection.

The Museum of Telecommunications in Bila Tserkva provides an opportunity for elderly visitors to remember their youth, and the youngest to see a lot of amazing gadgets that were actively used several decades ago. The main expositions: devices and mechanisms that were the mail, telegraph, samples of television and radio equipment, which has already given way to modern means of communication. There is even one of the first domestic computers.

Of course, the most the biggest and the most attractive attraction of Bila Tserkva, that makes city famous in all Ukraine, is State Oleksandria Dendrological Park (appendix G). Oleksandria Dendrological Park is one of the largest dendropark in Ukraine - the area is 400,67 hectares and it is one of the oldest dendropark in Ukraine as well (founded in 1788). Dendropark is the oldest institution of this type not only in Ukraine but also in Europe. Its territory is growing by about 5 thousand trees over the age of 200 years.

In 1784 Countess Branitskaya received this estate as a gift from her husband. Parks of European capitals, which she visited, inspired Olexandra Branitskaya to create an equally refined park in her main residence. The construction of the Olexandria Park was started in 1787-1788. The design of the project involved well-known architects in Europe, including Miufu and Italian Dominique Botany.

In the middle of the nineteenth century, the Olexandria Park acquired great fame. It was visited by famous people of that time: Derzhavin, Pushkin, Shevchenko, Muraviev-Apostol, Pestel, famous polish poets and artists: Jan Lippoman, who wrote about "Alexandria" wonderful poems, Jan Brovinsky, who after visiting the park wrote the famous poem "Alexandria". Wilibald Richter, Napoleon Orda, Michalina Berzhinsky, Felix Brzozovsky and others (the period 1820-1840) created wonderful drawings. Particularly successful drawings were made by Wilibald Richter - the so-called "Album Belotserkovsky", which is now in Maria Rey's castle Montresor in France. The album presents a large book (24 illustrations), bound in a leather frame with gilding and metal framing, where colored watercolors are placed.

Main sights and architectural structures in the Olexandria Park:

- Big Glade - a museum of plants and trees;

- "Rotunda" - a semicircular pavilion with an arch in the front wall, decorated with original moldings;
- "Ruins" is an imitation of the ruins of an ancient castle;
- Colonnade "Echo" - a structure in the form of a Greek amphitheater. Has become the backdrop for several films;
- "Chinese Bridge" is a Chinese-style bridge with Chinese sculptures;
- Palieva Hill;
- sculpture of the Saint Mary on the island of Mary; statue of a lion.

Also an «Olexandria» Cafe, a Cafe «Forge», a Zoo, a rope park «RunCord» function on the territory of Olexandria Park. An excursion in the park can also be booked.

There are 3 boulevards in the city:

- Olexandria Boulevard, starting from the microdistrict "Peremogi", crosses the microdistrict DNS, "Vokzalna" and ends in the central part of the city;
- Mikhail Grushevsky Boulevard, at the machine-building plant of the BelotserkivMAZ, stretches from May 1 Square to Pavlyuchenko Street;
- Princess Olha Boulevard is located between the third and fourth microdistrict of the Levanevsky array.

Modern cultural and entertainment buildings that play an important role in the entertainment life of the city are the cinema named after A. Dovzhenko and Kyiv Academic Regional Music and Drama Theater named after P.K. Saksaganskogo (is a venue for various cultural events and tour performances. The institution practices social performances, charity events, etc.) [44].

Exploring the industrial tourism in the destination it should be noted that this type of tourism began to develop recently. KP "Bilotserkovsky cargo aviation complex" is an interesting attraction for tourists. The first excursion to this company took place in 2017, within the framework of which the excursionists visited excursions to the airfield "Bila Tserkva", flying club "Pilot" (small aircraft), aircraft hangars [45].

Bila Tserkva destination has some sport and recreational facilities. There is a

tennis club "A+B" which is located on the central beach of the city. It has two outdoor tennis courts with a high-quality ground coat (tennis), which meets all European standards. Courts are open during the summer.

What about cycling - there are no special roads in Bila Tserkva, but a lot of cyclist can be seen in the Olexandria park everyday. There are also bicycle tours that go through Bila Tserkva. For example, Bila Tserkva-Buki-Fastov. As well as ring bike route about 20-22 km. around the city.

Every spring in the city there is a bicycle competition among the residents of the town, with the goal of how to get more people into a healthy way of life. The tendency in recent years is that even more professional cyclists from all corners of Ukraine and other countries takes part in the competition.

Concerning water attractions of the destination the city has its own well-equipped beaches and residents, as well as people who have a rest in the «Dubrava» sanatorium swim in the river, but the water leaves much to be desired. It is the dirtiest near the central beach, so it is better to swim in the area of Olexandria Park. In the summer season, there is a great demand for rental boats, catamarans and sometimes water scooters, that can be rent at the central beach or near the Wooden Bridge.

One of the most significant sport facilities is the Ice Arena that is more professional (there is a figure skating section and a hockey team trains), and an ice skating rink «Ledovyiy period», located 3 minutes walk from the main entrance to Olexandria Park - open all year round. All-Ukrainian hockey competitions are held regularly on the ice rink.

Another important spot complex is a big football stadium «Trudovi rezervy» with a capacity of 13 500 people. On its field are home matches of two local football teams "Arsenal" and "Ros" are being hold. It also hosts gigs of famous artists.

There are Kyiv Regional Chamber of Commerce and Industry, 9 markets, 145 food stores, 14 household chemicals stores, more than 60 retail outlets, 16 sport stores, more than 120 furniture specialties, 7 with special equipment, 17 fabrics, accessories, 46 stores of men's and women's clothing, 22 - jewelry, about 10 shopping

centers and centers In Bila Tserkva out of which two big shopping malls: «Vega» and «Germes». Both have a lot of clothes shops, cafes, supermarkets, entertainment facilities. On Thursdays and on weekends Central open-air Market also operates.

The city has the main national supermarket chains, such as food and household goods - Buffet, Silpo, Velmart, ATB, Eco Market, Novus, Fora, and household and professional audio and video electronics - Foxtrot, Comfy, Eldorado, Frost. There is a local grocery store network "Triumph".

More than 40 petrol stations and complexes owned by major operators of the market: TNK-BP, Amic, Ukratnafta, WOG, OKKO and others operates in Bila Tserkva.

The Bila Tserkva's city Day is one of the brightest special events, which is being celebrated every year on the first Saturday of September. The program of celebrations is rich of a variety of cultural events. In the Palace of Culture "Rosava" there are held festive concerts with the participation of dance and song groups, brass bands. In the Taras Shevchenko park of culture and relaxation, exhibitions of national applied art, as well as exhibitions of paintings and photo exhibitions are held. On Torgova Square, which is the central square of the city, there are competitions with prizes, tournaments, performances of children and folk groups, as well as concerts of popular stars of modern stage. In the evening there is a disco and the final fireworks.

Also a festival of balloons Olexandria extravaganza takes place in the August, in the Olexandria Park.

In Bila Tserkva there are sources of radon waters on the basis of which sanatorium «Dubrava» operates. It is engaged in the prevention and treatment of the musculoskeletal system, cardiovascular system, nervous system [43].

So, Bila Tserkva is a big city with a rich history, culture and a lot of cultural and natural sights. Its convenient location in relation to the capital of Ukraine, the city of Kyiv (80 km), makes this city highly visited by tourists. Bila Tserkva lies on the banks of Ros River and has one of the one of the most attractive in Ukraine and Europe attraction - the dendrological park Olexandria, which is being visited by thousands of tourists from all districts every weekend. Besides Park destination has a

lot of other attractions like cathedrals and churches, museums, monuments, items of industrial tourism, sport and wellness facilities, shopping malls and so on. All of this allows to define Bila Tserkva as one of the most perspective tourist destinations in Ukraine with a big potential.

2.2. Assessment of tourism infrastructure in Bila Tserkva

In order to form a tourism destination development strategy important to evaluate a tourism infrastructure.

First of all, importantly to summarize infrastructural data of the city.

Bila Tserkva is provided with all types of communal services provided by special and communal enterprises. In the modern city there are 40 large industrial enterprises, 19 budget-forming enterprises in the industry, 35 joint ventures; an extensive network of branches of banking institutions and insurance companies. Entrepreneurship is actively developing.

The destination has a good road junction. The city has two railway stations - "Bila Tserkva" and "Rothok" of the Kozyatin Directorate of Rail Transport DTGO "Southwestern Railway" and suburban communication stations. Directions of long-distance trains passing through the city - Kyiv, Lviv, Dnipropetrovsk, Zaporozhye, Nikolaev, Kherson, Simferopol, Kovel, Truskavets and Mariupol. Local traffic is represented by 6 pairs of electric trains per day on working days and 5 on weekends, in directions Kiev, Fastov and Myronivka.

Also the city is an important hub of roads. Along with destination is the highway St Petersburg - Kiev - Odessa. Buses and shuttles to the capital of Ukraine are carried out from the following points of departure located on the territory of the Bila Tserkva: Freedom Square, railway station "Bila Tserkva", microdistrict Levanevsky, microdistrict "Kritiy rinok", Taraschanskyi array, Pionerska bus station.

Transportation on the route "Bila Tserkva - Kyiv" is carried out by carriers: "K-A-N", "Dilijans", "Valois", "Ikarus", "Bilotserkivsky bus fleet". Transportation in this direction of Bila Tserkva - Kiev is carried out every day from 5 am to 8 pm with

an interval of 20-30 minutes. Transportation in the direction of Kyiv - Bila Tserkva is carried out from the points of departure Central railway station, the Palace "Ukraine", metro station "Lybidska" from 6.30 am to 10 pm with an interval of 20-30 minutes. Ticket price is 60 UAH.

Driving to the capital by transport is carried out along the E-95 route "Kyiv-Odessa", which is directly close to the city, the distance to Kyiv is 84 km.

Internal passenger transportation is carried out by 4 private enterprises and communal enterprise - trolleybus park.

Talking about transport very important for tourism is availability of airports. Bila Tserkva is located 120 km from Boryspil International Airport and 100 km from airport "Kyiv" (Zhuliany). Also, there is a ticket booking office in the city - the air traffic agency Kiyavia, which is located at 22 Vokzalna Street [43].

Till 2020, the Ukraine Ministry of Infrastructure intends to open an international airport in the city. The approximate cost of the project is € 52 million, the implementation period is 2018-2020. It is assumed that the state budget, private investors or soft loans and grants from international financial companies can serve as a source of financing. On the basis of the existing Bilotserkivsky aerodrome it is planned to carry out the following works within the project:

- reconstruction of the aerodrome;
- construction of the platform, multimodal cargo-logistic complex and passenger terminal;
- construction of special buildings and structures for airport activities;
- installation of radio equipment, landing equipment and light signal system;
- creating a system of drainage, cleansing facilities;
- installation of fences, alarm systems;
- construction of hangars for the center maintenance of the aircraft [46].

What about water supply there is a company "BILOTSEKIVVODA" that is responsible for water supply and sanitation in Bila Tserkva. According to International Rating Association (Hong Kong), European authoritative agency Standard Chartered Rating GmbH (Germany) and national analytical company Summit

International Awards (Ukraine) the company received the status of "Enterprise of the Year-2016". In 2017 the company's scale reconstruction was completed, that improved the quality of drinking water supplied to the city.

The city has an extensive telecommunication network. Open joint-stock company "Ukrtelecom" is an enterprise providing fixed telephony and Internet services. The company occupies 71% of the market for local telephony services and 83% of the market for long-distance and international telephone services. Also the whole territory is covered by all leading mobile operators in Ukraine (MTS, Kyivstar, Lifecell etc.) Sales of refill cards are freely carried out in the trading network throughout the city.

14 postal services offices of Ukrposhta provide postal services and 10 offices of Nova Poshta.

The city has a developed hotel infrastructure. It consists of more than 10 hotels (table 2.2).

Table 2.2

List of accommodation facilities in the Bila Tserkva

№	Hotel	Address	Stars	Price per night	
				UAH	\$
1.	City Park Hotel	Yaroslav Mudryi str., 14	****	1700-2000	60-70
1.	Tsentrалnyiy	50- richa Peremogi blvd, 15	***	650-800	23-29
3.	Kyiv	Torgovaya Square, 3	**	270-600	9-21
4.	Soborniy	Sobornaya Square 1/1	***	1250-1350	44-48
5.	Traktir	50-richa Peremogi blvd, 13-a	**	280	10
6.	Gostinyiy dvor	Podvalnaya str., 10	-	630-1030	22-37
7.	Clark	Oles Gonchar str., 1/42	**	330-720	11-26
8.	Visit	Ivana Mazepy str., 65	-	450-850	16-30
9.	Mistse pid sontsem	Petr Zaporozhets str., 361	-	100-200	4-8
10.	Dilizhans	Peter Zaporozhts str., 359	-	280-360	10-13
11.	Ros	50- richa Peremogi blvd	-	130-280	5-10
12.	Vsesvit	50-richa Peremogi blvd, 107-a	-	450-550	16-20
13.	Chalet	Rosevaya str., 17	-	530-980	19-35
14.	Lepsza Sadyiba	Shevchenka str., 7	-	900	32
15.	Dinastiya	Bankova str., 9	-	600-1760	21-63

Data source: made by the author on the basis of information on the Internet

City Park Hotel Bila Tserkva is a new European modernly designed hotel located in the business and historical center of Bila Tserkva. In the hotel there are 31

rooms, each of which fully complies with international standards [47].

Hotel Tsentralnyi is a modern business class hotel located in the center of the city of Bila Tserkva, near the central park and Ros river, with 10 single and two-room rooms with all amenities [48].

Hotel "Kyiv" is located in the historic center of the city of Bila Tserkva on the Torgovaya Square. The hotel was built in 1958 and renovated in 2000, it has three floors, which contain 51 standard rooms, junior suites, suites, and hotel classification - two stars. The courtyard is equipped with a guarded car park, the hotel also has its own boiler room, which provides room heating as necessary and constant hot water supply.

VIP hotel "Soborniy" is located in the historical and administrative center of the city of Bila Tserkva, next to Zamkova Hill. The hotel is small and modern. It has 4 double rooms of the class "suite studio" and a family room type of a luxury suite for 4 persons.

The hotel and restaurant complex "Traktir" is located in the center of the city, in its park area, on the banks of the river Ros, and has 7 rooms.

The small 8 rooms hotel "Gostyniy dvor" is located in the center of Bila Tserkva, in the private building quarter. Reconstructed in 2003, the old building is decorated in Irish style.

The hotel and restaurant complex "Clark" is located 300 meters from the railway station "Bila Tserkva", ticket offices for the pre-sale of air tickets, close to a large number of shops, banks river Ros. It has 106 rooms with 204 beds. Single, double, triple rooms, standard rooms, junior suites and suites. All rooms are with private facilities, hot water.

"Visit" is a private mini-hotel that located near the central entrance to Alexandria Park. It suggests 7 rooms, of which: 5 rooms of the standard category and 2 two-room suites.

The three-storey Hotel "Mistse pid sontsem" is located near the industrial zone of the Levanevsky massif, near the Odessa highway. It has 24 economy class rooms. At the moment the hotel is partially under reconstruction.

Motel "Dilizhans" is located on the outskirts of the Bila Tserkva, near the highway E-95 Kiev-Odessa, in the industrial zone. The institution is focused on truckers.

Soviet hotel "Ros" is located opposite the entrance to Alexandria Park. The hotel is very old and without repair.

Mini-hotel "Vsesvit" (also known as "Chervona Ruta") is located in the central part of the Bila Tserkva, on the road to the park Alexandria and has 8 comfortable rooms with amenities [49].

Hotel-restaurant "Chalet" is located in the center of Bila Tserkva on the banks of the Ros River, near the central beach and the entertainment complex Cabarete. It includes 11 comfortable design rooms, of which: 2 double rooms of the category "standard", 4 double rooms of a category "junior suite", 1 triple junior suite and 5 rooms of a category "lux".

Restaurant and hotel complex "Lepsza Sadyiba" that connects the Polish and Ukrainian culture and offers standard and lux rooms [50].

Art-Hotel "Dynastiya" is located in the center of Bila Tserkva, in a historic building of 1909. The hotel has 16 rooms - 2 two-rooms with a suite, 2 two-room family rooms, 8 double rooms and 4 single rooms.

Table 2.2 shows that there are 15 hotels in Bila Tserkva – from which a lot of budget hotels. All of them have a great location. Six of them have star category. Some hotels need repair. Such a hotel like Ros needs major repairs: it is located right next to the main attraction of the city Olexandria Park and is in terrible condition, but still takes tourists and especially a lot of sport teams who come to the city for sport competitions.

There is a special type of accommodation and treatment in Bila Tserkva - sanatorium "Dubrava" - the highly professional modern health resort that located on the Ros River bank, opposite the "Olexandria" arboretum, near the oak forest, in the tract Golendernya. It was built in 1984. It is known not only in Ukraine but also abroad.

Consultations are conducted by highly qualified doctors of different specialties:

therapist, neurologist, physiotherapist, orthopedist-traumatologist, psychotherapist, cardiologist. Procedures in sanatorium are hydrotherapy, heat therapy, physiotherapy exercises, inhalations, massages, psychotherapy.

The treatment is carried out using modern technologies and the latest equipment for people of different income levels and different programs, namely:

- treatment of spinal osteochondrosis;
- treatment of diseases of the joints;
- treatment of heel spurs;
- treatment of intervertebral hernia;
- treatment of hypertension;
- treatment of ischemic heart disease;
- treatment of radicular syndrome, neuritis and neuralgia;
- treatment of vegetative-vascular dystonia;
- treatment of varicose veins;
- treatment of diabetic angiopathy and vascular atherosclerosis obliterans;
- anti-stress and anti-cellulite programs

Also the resort is equipped with hotel (280 rooms), laundry, sauna, free parking for cars under the clock security, library, billiards, chess, sports fields. In the sanatorium it is possible to hold various business, corporate and festive events – it is equipped with conference halls, banquet halls. All this makes it an attractive place for meetings of various business, creative and scientific communities, special celebrations and holidays.

For tourists in Bila Tserkva there are a variety of restaurants for any budget that offers different cuisines. The most visited and popular in the city are presented in the table 2.3.

Table 2.3 is not a complete list of restaurants in the destination. In the Bila Tserkva tourist can choose a restaurant on his budget: from quite expensive AMBAR Steak House, Belvedere, Bufet po-domashnemu, Yukatana River Terrace till cheap coffee-houses and pizzerias and fast foods Celentano, BurgerBoom, Frantsuzka Zdobna and so on. Also there presented cuisines of different nations of the world.

Most popular are American, European, Chinese, Japanese.

Table 2.3

List of restaurants in Bila Tserkva

Name	Address	Type	Cuisine	Price level
AMBAR Steak House	Oleksandriyskiy blvd. 47	Restaurant, Pubb	American, European, Central European	\$\$ - \$\$\$

Continuation of table 2.3

Restaurant Suliko	Chkalova str. 11	Restaurant	European, Georgian	\$
Gastrobar "Imbir - Sushi & Wok"	Lesya Kurbasa str. 5	Sushi-bar	Chinese	\$
YOKO	Yaroslava Mudrogo str. 2	Sushi-bar	Japanese, Seafood, European	\$\$ - \$\$\$
Restaurant Belvedere	Peremogi blvd., 13	Restaurant	Chinese, Japanese, European	\$\$ - \$\$\$
Bufet po-domashnemu	Yaroslava Mudrogo str. 1	Restaurant, Bar	Italian, European, Ukrainian, Central European, Eastern European	\$\$ - \$\$\$
Art-Cafe «Kvartira 36»	Torgovaya Square 2/1	Coffee house	European	\$
Yukatana River Terrace	Aleksandriyskiy blvd, 137	Restaurant	European	\$\$\$-\$\$\$\$
Frantsuzka Zdobna	50-richa Peremogi blvd. 45-a	Bakery, coffee house	European	\$
Stare Misto Celentano	Torgovaya Square 8	Bub	European	\$
	Levanevskogo str. 53; Oleksandrsyskiy blvd. 82; Oleksandrlyskiy blvd. 97; Gogolya str. 188	Pizzeria	Italian European	\$\$-\$\$\$
Rahcho	Yaroslava Mudrogo str. 38/12	Pub, Beer-House	Latin American, Ukrainian	\$\$-\$\$\$
Bereginya	Peremogi blvd. 179	Restaurant	Ukrainian, European and Caucasian	\$\$-\$\$\$
BurgerBoom	Gogolya str. 18A	Fast-food	American	\$-\$\$

Data source: made by the author on the basis of information on the Internet

An important role in tourism destination infrastructure formation is played by tourist institutions: such as travel agencies, tour operators, bureaus, tourism development centers etc.

Bila Tserkva city has a sufficient number of such agencies (table 2.4)

There are the main tourist agencies in Bila Tserkva destination that provides absolutely all types of travel services.

Information support in the Bila Tserkva provides a public organization Tourist Bila Tserkva, which includes businessmen and just not indifferent people who love this city. It has its own website where tourist can find the necessary information about the history of culture and tourist attractions of the city.

Table 2.4

A list of tourism agencies in Bila Tserva

Name	Address	Availability of website	Services
"Poehali s nami"	Bogdana Hmel'nitskogo str. 7, 35	+	sale and selection of hot tours
"SERVICE TOUR"	Yaroslava Mudrogo str. 53/1	-	sale and selection of tours
Sputnik	Geroyiv Nebesnoyi Sotni str., 58	+	sale and selection of tours
Sto Dorih	Torgovaya Square 11	+	sale and selection of tours, insurance registration, visa support, purchase of air tickets, real estate agent in Bulgaria
Turbonzhur	Yaroslava Mudrogo str. 40	+	sale and selection of tours and excursions
Na Kanikulyi	Yaroslava Mudrogo str. 26	+	registration of the international passport and travel documents for the child, visa support, selection of tours and the creation of individual non-standard tours, possibility of payment in parts
Coral Travel	Yaroslava Mudrogo str. 2A; Gagarina str. 11	+	all tourism services
Selfie Tour	Bogdana Hmel'nitskogo str. 28	+	hot tours, excursions, purchase of air tickets, help in the formulation of foreign passports
TEZ TOUR	Geroyiv Nebesnoyi Sotni str. 2A	+	all tourism services
Family travel agency "Visa-Suitcase"	Torgovaya Square 11	+	sale and selection of tours and excursions, registration of tourist insurance, sale and booking of airline tickets
New Continent	Levanetskogo str. 53, Pobedyi blvd. 95	+	sale and selection of tours
Pora otdihat	Olesya Gonchara str., 7	+	sale and selection of tours, hot tours, registration of tourist insurance, sale and booking of airline tickets, visa support, Travel SIM

Data source: made the author on the basis of information on the Internet

Also it provides some tourism services like hiking excursions ("Historic Bila Tserkva", "Jewish town of Bila Tserkva", "Bila Tserkva during the occupation", "Bila Tserkva - the center of the Cossacks", "Olexandria Park + Zoo", "Park Olexandria + garden Moore"), bus excursions ("The legacy of Branitskyi Family", "The Holocaust in Bila Tserkva", "Trolleybus city tour"), excursions in the carriage to the park,

balloon flights, paintball, cable car, rental carriage, bike rental, rental of tourist equipment, sells souvenir products [51].

Also entertainment places are must have for a complete picture of the tourist destination infrastructure. City Park of Culture and Recreation of Taras Shevchenko is one of such places. For the first time was marked on the map in 1913 as a public garden, the favourite place to walk and rest for the wealthy burghers. In May 1924 the garden named after H. Petrovskyi was opened on the territory of the park. The official founding date is considered to be 1932. After World War II started an active reconstruction of the park, there were two summer theatres, a place for reading, a shopping pavilion, a dance pavilion, rides, a shooting gallery and a fountain. In 1950 – 1970-ies the military brass band played here on weekends.

The park was renamed in honour of Taras Shevchenko on 28 August 2003 to his 190th anniversary. In 2010 Space Heroes memorial was opened in the park next to the chestnut tree planted by Soviet cosmonaut Popovych. Today the park covers 5,2 hectares. Every year there are competitions, festivals and exhibitions are held and celebration of traditional holidays in the park are becoming popular.

Considering the tourist infrastructure of Bila Tserkva it is necessary to highlight that the city has 4 objects of cultural heritage of Ukraine, which are entered in the State Register of real estates of Ukraine: the building of the gymnasium (1843), the Church of St. John the Baptist (1812), the Winter Palace (the beginning of the nineteenth century), Trading Rows (BrUM) (1809-1814).

These and others tourism objects attract a lot of tourists. For example, in 2016, the park "Olexandria" was visited by 250 thousand tourists. But the representative of the park "Olexandria" noted that these figures are inaccurate. Kyiv Academic Regional Music and Drama Theater in 2016 was visited by 124,9 thousand spectators, and in half a year 2017 - 66,8 thousand spectators. Bila Tserkva Local History Museum was visited by 58,2 thousand people in 2016. The house of organ and chamber music in 2016 was visited by 24,1 thousand people. Dovzhenko cinema and Shevchenko Park were visited by 118,3 thousand and 57.1 thousand people, respectively. Together, all of these places in 2016 were visited by 457,2 thousand

people. Of course, this statistic does not answer the question of how many tourists come to the city, since the residents of the city can also visit the above-mentioned objects.

In 2016, Bila Tserkva received 37 thousand UAH of tourist tax, these are the money that is paid to the city by hotels for each of its settlers [44].

The big problem is that the city does not have any statistical information about tourist flows. So I decided to collect statistics on the number of tourists visiting the main city's attraction – Olexandria Park. The representative of the park "Olexandria" provided me with approximate statistics for the past years (table 2.5).

Table 2.5

Tourist flows to the Olexandria Park for 2014-2017

Year	Number of visitors, altogether	of the total amount - tourists	of the total amount - foreigners
2013	300 000	100 000	5 000
2014	350 000	140 000	6 000
2014/2013	1,16	1,40	1,20
2015	370 000	200 000	8 000
2015/2014	1,06	1,43	1,33
2016	400 000	250 000	10 000
2016/2015	1,08	1,25	1,25
2017	425 000	300 000	12 000
2017/2016	1,06	1,20	1,20

Data source: made by the author on the basis of information given from the representative of the Olexandria Park

Analyzing the table, it can be concluded that the growth in the number of tourists is positive. It testifies that every year the number of tourists including the number of foreign visitors to the park increases.

Hence, there are all the components of the tourism infrastructure in Bila Tserkva. The destination has a large number of diverse restaurants, many travel agencies, entertainment places and hotels. The last need repair work and improvement. Also Bila Tserkva has all utilities facilities – good telecommunications and water supply. But one of the main advantages of the destination is the good geographical position and the presence of a wide transport system – city is located close to the main airports of the country and has excellent transport connections both

inside the city and with the capital of Ukraine.

2.3. Analysis of existing approaches to strategic planning in Bila Tserkva

On the 20th of January, 2016, the Bila Tserkva City Council and representatives of the Ukrainian Union of Industrialists and Entrepreneurs, the NGO "GoLOCAL", and the "Bila Tserkva. Tomorrow", Public Organization "Community Development Center", Public Organization "Smart City Community", Charity Fund "Movement of Youth", Charity Fund "K.Fund", consulting company "European Innovation Center" signed an open Memorandum on the development and implementation of social and economic project of the joint action "Bila Tserkva development strategy" in order to unite efforts of the city authorities, civil society organizations, public activists, business representatives, educators and scientific and expert environment for intensification of integrated urban development of the Bila Tserkva. Under the memorandum Bila Tserkva development strategy until 2025 year was established [51].

Bila Tserkva development strategy until 2025 is a guide and an important tool for transforming the city in line with the challenges of the 21st century.

The strategy of the "Bila Tserkva 2025" contains four priority key:

- the development and strengthening of civil society;
- the promotion of entrepreneurial activity;
- the construction of a modern city's efficient city management;
- increasing quality of life.

Mission of BTDS (Bila Tserkva development strategy: by 2025, Bila Tserkva should become an attractive place for work and life, combining the best traditions and experience of history, the achievements of the present and the future.

The basis for realizing this mission should be the radical change of city management on the principles of modernization, modern innovations, rational use of natural resources, openness and transparency.

Bila Tserkva vision: it is a business center of the Kyiv region, a city of dynamic development of entrepreneurship, self-government, education and innovation, a city with a high quality of life.

Components of the vision are presented in the figure 2.1.

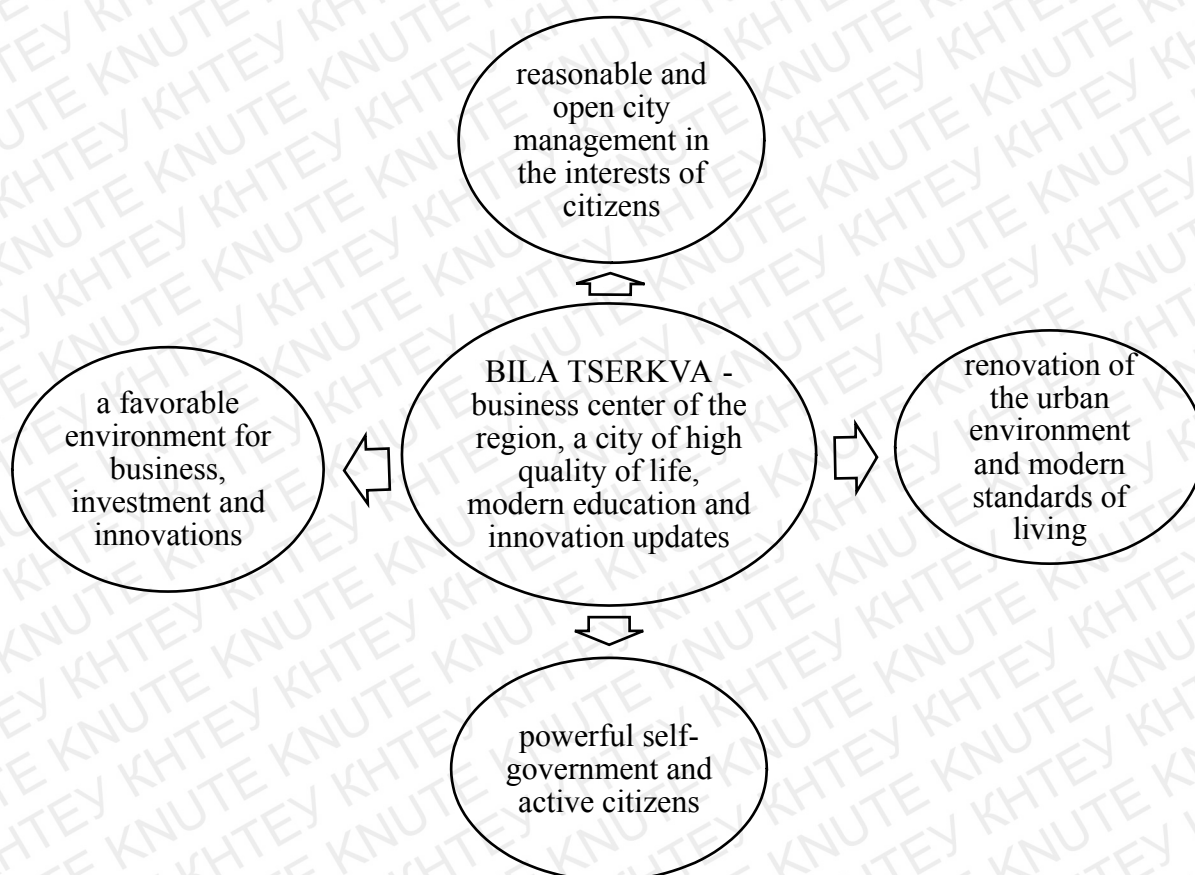


Fig. 2.1. Components of the Bila Tserkva city's vision [52]

Strategic goal of BTDS: by 2025 a system of development should be created and implemented in the Bila Tserkva, which will contribute to the successful and balanced functioning and prosperity of the city.

The achievement of this strategic goal involves the implementation of four intermediate strategic objectives:

- raising the Citizen's Role in the City Development - Achieving a Stable Place where the urban community becomes more powerful, more independent, and increasing the role of citizens in a variety of local activities; the community must become an important partner of power in times of change and a key factor in the transition to a sustainable city model.

- promoting entrepreneurial activity - creating a favorable business climate and providing support to those who have decided to start their own business, as well as

attracting new investments, which should create new jobs and qualitatively update existing ones. Economic development should be based on carefully selected types of specialization of the city and the surrounding area, which will have sustainable and long-term competitive advantages at local, regional and national levels, promote the promotion and implementation of innovative technologies;

- construction of the system of modern effective management, namely, the modern and flexible city administration as a condition for conducting socio-economic changes, transition to dynamic development and effective management;

- ensuring high quality of life in the city on the basis of modern standards of quality of life in the city of ISO 37120 in order to ensure sustainable city development and equal access of citizens to high-quality public services, modernization of social infrastructure, observance of modern principles of city-planning, ensuring a better level of education.

One of the operational purpose within the BTDS framework (namely in strategic priority №6) is attraction of tourists and creation of urban cultural space.

Tourism makes a great contribution in attracting investment, establishing good relations with different cities and countries, improving mutual understanding, strengthening the authority of the region on the domestic and international scene, stimulating the development of the humanitarian spheres, the revival of cultural heritage and traditions, and so on.

The strategic goal is to improve the image of the city, which needs to be strengthened reliable business, events, implemented social and economic innovations, achievements widely publicized in the mass media and known in the region and beyond. The city must form and maintain a positive image, which will eventually become a brand. Measures under this priority should lead to the creation of more jobs and attract additional investment, especially in the field of tourism, creative and entertaining business. All these reputational factors will eventually be capitalized and become a powerful attractive factor for business and tourism.

The main proposed measures in the framework of the priority of the city's image are as follows:

- to develop a general strategy and campaign on the Bila Tserkva;
- to develop a strategy and plan for attracting new tourists;
- to develop tourism infrastructure; to build a theme park in the Bila Tserkva;
- to strengthen the possibilities of health (balneological) and sports tourism in the Bila Tserkva;
- to repair the main square of the city.

In order to achieve the necessary results, implementation of this priority is required, which will take place in 5 stages:

- formulating a positive campaign about the Bila Tserkva;
- preparing a feasibility study for the Amusement Park in Bila Tserkva;
- preparing a concept for the revival of medical tourism;
- preparing the concept of reconstruction of the main square;
- preparing the concept of public space, recreational areas and the embankment of the Ros River.

The main target is attraction of more new tourists. The goal set in the BTDS 2025 is to reach the level of 1 million tourists in 2025 (compared with the current figure of 300 thousand). This project is closely linked to Project 6.1 "Improving the image of the city".

It is aimed at implementing several key measures that should increase the number of visitors every year. Proximity to 4 million Kiev should become the main asset. The appeal must be clear, attractive and concise for benefits and successes of the Bila Tserkva would being recognized by all of Ukraine. This is the creation of a Theme Amusement Park - a special type of amusement park that is carefully thought out on a specific theme or several topics and the balneological capabilities of the city.

The following main measures are foreseen within the framework of this project:

- development of a strategy and plan for attracting new tourists;
- development of tourism infrastructure (hotels, restaurants, routes, museum of folk artists of the Kyiv region);
- formation of the catalog of tourist routes of the Bila Tserkva;

- creation of a creative zone in the city (for folk artists, creative studios, artists, musicians, photographers, designers);
- development and support of cultural national traditions. Preservation of the historical heritage of the city;
- popularization of the city as a center of balneological recovery;
- restoration of recreational areas. Cleaning of the River Protoka and the Ross River;
- building a theme park in the Bila Tserkva for active recreation and entertainment;
- studying whether Park Olexandria can be the main magnet for tourists;
- investigation of proximity to the capital of Ukraine - Kyiv and the benefits of the Bila Tserkva as a tourist center in the region (three oblasts);
- organization of project contests for the reconstruction of a number of important city spaces: the central square, the Celestial Hundred Memorial, the central beach, the Shevchenko Park;
- the central part of the city conditions improvement: the renovation of the facade of buildings, the arrangement of signs and advertising planes, the care of green plantations.
- establishing of public cultural spaces that will promote the development and rallying the community to attract tourists;
- development of a city program with cultural and educational activities;
- development and creation of urban cultural space.

In general, the BTDS until 2025 emphasizes the combination of tourism and healing - that is, health tourism, which can become one of the promising directions of the tourist industry of the city.

Also, industrial tourism, the objects of which may be existing industrial enterprises of the Bila Tserkva, can become a promising direction. There is a prospect of powerful and insufficiently used potential of development of historical, regional, ecological, sightseeing, gastronomic tourism, etc [52].

The Agency of Bila Tserkva Strategic Development was created for

implementation BTDS, founded in 2016 as a driving mechanism for positive changes in the destination. The agency team develops and implements projects that accelerate the socio-economic development of the city. In 2016-2017, the agency created a tourist logo of the city, established tourist signs, made a tourist booklet and tourist map of the city, created a tourist portal of the city.

Also, the cluster "Bila Tserkva Tourist" has already begun to operate in the city, which united the authorities, the public, entrepreneurs and science into a single association for the development of the tourism industry. The main tasks of the tourist cluster:

- development and implementation of the tourism destination development strategy;
- carrying out inventory of tourist objects and establishments of hotel and restaurant sphere;
- organization of festival events;
- printing own products;
- participation in all-Ukrainian and international tourist exhibitions;
- urban and tourist cluster promotions;
- impact on improving the business climate in the city;
- creating a platform for cooperation between authorities, business and the community.

Thanks to the tourist cluster formation positive changes in the destination will gradually be observed, such as:

- studying at the School of Small and Medium-Sized Business Owners;
- training of hotel and restaurant workers;
- entering cluster members' objects to tourist destinations;
- the right to organize and conduct city thematic festivals and holidays will appear;
- placing information about the cluster in the tourist information centers of Kyiv and airports "Kiev" and "Boryspil";
- improving the investment climate in the region;

- formation of a positive image of the city;
- increasing of city budget revenues;
- creating new jobs;
- promotion of the city on the international and all-Ukrainian levels;
- creation of a new and improvement of the existing tourist infrastructure of the city;
- attraction of more than 500 thousand tourists by 2020
- clear statistics on the number of tourists in the city will appear;
- improving of tourism infrastructure;
- developing of system of hotel and restaurant sector;
- improving of the road surface;
- improving of the adjoining areas and the city center;
- improving of the hotel and restaurant services quality in the city.

So, based on the Bila Tserkva Development Strategy until 2025, an analysis of the Bila Tserkva tourism development prospects was conducted, which allowed to formulate the main directions of the implementation of the tourism destination development strategy. Thus, the availability of a large tourist and recreational potential and its comprehensive assessment will enable the creation and implementation of the Bila Tserkva Tourism Development Strategy. A single conceptual approach to the formation and promotion of tourist products will contribute to solving the problem of tourism development. An important direction in promoting of the city on the tourist market is to emphasize the balneological recovery and create a positive image of Bila Tserkva, possibly by introducing social and economic innovations that will in the long run contribute to the creation of the brand of the city.

Conclusions to part 2

In the second part the analysis of tourism destination development strategy of Bila Tserkva city were made.

First of all, the Bila Tserkva city tourism potential were estimated. The geographical location, transport links, rich history and culture make the Bila Tserkva an attractive tourist destination. The city is located almost in the center of Ukraine, in the Kyiv region, at a distance of 84 km from Kyiv. The distance from the Bila Tserkva to the largest airport in Ukraine, Boryspil, is 120 km. There is also an international highway E95 St. Petersburg - Kiev – Odessa through the city. The city has two railway stations - "Bila Tserkva" and "Rotok".

Founded in 1032 by Prince Yaroslav Mudryi, Bila Tserkva survived many historical events. Cultural heritage of the town are churches (St. Nicholas Church, St. John the Baptist Church, St. Mary Magdalene Church, the Transfiguration Cathedral, the Church of St. George's Pobedonosca), monuments, museums. The main pearl of the city is one of the largest and oldest dendrological parks in Ukraine - the Olexandria Park, founded by the family of Count Branitskiye. The city is famous also because of and the source of radon waters. On the basis of which the medical treatment and preventive sanatorium «Dubrava» has been functioning for many years.

Secondly, the tourism infrastructure in Bila Tserkva was assessed. Speaking about providing the city with a tourist infrastructure it is worth saying that the Bila Tserkva is provided with good telecommunication, water and transport infrastructure. Also in the city there is a wide base of catering facilities with diverse cuisine, tour agencies offering all types of tourist services. But enough budget hotel industry in the destination has several problems, main of which is outdated repair. There are also many entertainment places in the city. One of such places is the City Park of Culture and Recreation of Taras Shevchenko, which for nearly a hundred years pleases residents and guests of the Bila Tserkva.

Thirdly, the existing approaches to strategical planning in Bila Tserkva were analysed. In 2016 the Bila Tserkva Development Strategy until 2025 was established. One of the operational goals of the strategy is the development of tourism. The main goal is to increase the number of tourists to 1 million by implementation of a number of measures aimed to improve the infrastructure and develop a positive image of the city.

PART 3

IMPROVEMENT OF TOURISM DESTINATION DEVELOPMENT

STRATEGY OF BILA TSERKVA CITY IN KYIV REGION

3.1. Actions to form the development tourism strategy for Bila Tserkva city

The main problem of the Bila Tserkva tourism development is the lack of systematic support and development of tourist infrastructure, a cluster and a single conceptual approach in the formation and promotion of tourist products of the region, as well as the development of the existing tourism potential, which is definitely rich.

Another huge problem is the lack of tourism statistical data of Bila Tserkva. The number of visitors of main tourist facilities of the city is calculated directly from the representative offices of this attractions that transmit data to the strategic development agency of the Bila Tserkva.

The Bila Tserkva tourism product has low competitiveness on the domestic and international tourist markets and needs further development and attraction of significant investments in its development and realization of all potential of tourism sphere.

For an effective Bila Tserkva tourism development strategy formation it is necessary first of all to carry out a comprehensive diagnostics of the destination. The tools described in the first part of the qualifying paper will be used for this.

In order to determine the main factors of influence and the formulation of strategic directions of Bila Tserkva tourism development a SWOT-analysis was carried out. Strength, weaknesses, opportunities and threats of the Bila Tserkva city are given in the table 3.1.

The tourist industry of the Bila Tserkva is affected by the following negative factors:

- negative image, due to military actions in the country (despite the remoteness from the epicenter of the conflict and relative security of the region) and the low level

Table 3.1

SWOT - analysis of tourism in Bila Tserkva

Strengths	Weaknesses
<ul style="list-style-type: none"> - Significant transit potential and developed transport infrastructure; - the status of a recognized leader in the Kyiv region; - a large number of objects of historical and cultural heritage; - availability of good natural conditions for the development of tourism; - relative proximity to the capital of Ukraine and International Ukrainian airports; - location in the destination of the largest dendropark in Ukraine – «Olexandria» Park; - a high concentration of educational institutions and a large number of educated young people. 	<ul style="list-style-type: none"> - Weak innovation policy; - low payment capacity of the population; - weak use of scientific and research development; - lack of funding for tourism at a decent level; - lack of developed hotel chain; - lack of places and events during the summer holidays; those that are - sporadic and chaotic; - a small amount and poor information support for cultural programs; - available concert venues are not intended for use, and in winter there is no heating; - underestimation of the importance of tourism for the Bila Tserkva development; - lack of sufficient information about tourist resources; - the absence of nationally-known events, festivals that would attract tourists.
Opportunities	Threats
<ul style="list-style-type: none"> - ability to get off with tourist product on the nationwide and international market; - opportunities for additional diversification of tourist services; - possibility of development of hotel business; - adaptation to modern European standards; - growth of economic indicators and direct revenues to budgets of all levels through the development of tourism business. 	<ul style="list-style-type: none"> - the local business faces problems not only at the local level (purely urban), but also in the nationwide general level; - delaying with real restructuring of city enterprises; - competitors (Uman); - the volatility of the exchange rate of the national currency.

Data source: made by the author on the basis of the Bila Tserkva analysis

of development of tourist-recreational infrastructure or the mismatch of service quality with regard to the proposed price;

- lack of tourist information signs and signs along main roads;
- unsuccessful state of monuments of historical and architectural heritage, absence of the accompanying tourism infrastructure;
- imperfection of the legislative and normative base in the field of tourism;
- incorrect condition of tourist routes (shortage of equipped places of short-term rest, bicycle stops, accompanying service);
- insufficient provision of specialized professional personnel in the field of tourism and recreation;
- low quality and insufficient range of tourist services;
- the lack of funds in the city budget to finance tourism development activities.

Talking about competitors Bila Tserkva is the biggest city in Kyiv region but there is one competitor of Olexandria Park – it is Sofiyivka Park in Uman. But for all the characteristics Olexandria Park wins. Comparison of two parks according to the main criteria is given in the table 3.2.

Table 3.2

Comparison of the Olexandria Park with the main competitor - the Sofiyivka Park

Criteria	Olexandria Park	Sofiyivka Park
Area	400.67 hectares	179.2 hectares
Year of foundation	1788	1796
Flora variety	2500 species	2000 species
Distance from the capital of Ukraine	84 km	209 km
Entrance price	25 uah	40 uah

Data source: made by me on the basis of the Olexandria and Sofiyivka Parks analysis

The next action to form the development tourism strategy for Bila Tserkva city is assessment of the Bila Tserkva with the Porter's five Forces Model. It would help to determine the essential long-run attractiveness of a destination (table 3.3).

Table 3.3

Assessment of the Bila Tserkva potential with Porter's Five Forces Model

Parameter	Meaning	Description	Directions of work
Threat of substitute goods	Low	Destination has a unique offer in the market	To maintain and improve the uniqueness of the proposal.
The threat of intra-industry competition	Middle	The destination market is promising. There is no possibility of a complete comparison of the proposals of different destinations.	Carries out constant monitoring of offers of competitors. Develop the uniqueness of the proposal. Increase the level of knowledge about the destination.
The threat of new players	High	Low barrier of entry of new players, low level of investment.	Festivals, fairs, exhibitions. Increase the level of knowledge about the destination.
Threat of losing current tourists	High	Tourists portfolio has high risks.	Diversify the portfolio of tourists. Develop programs for VIP clients. Develop an economy program for tourists, sensible to the price. Improve the quality of the offer.
Threat of instability of suppliers	Low	Supplier stability.	Conduct negotiations on price reduction.

Data source: made by the author on the basis of the Bila Tserkva analysis

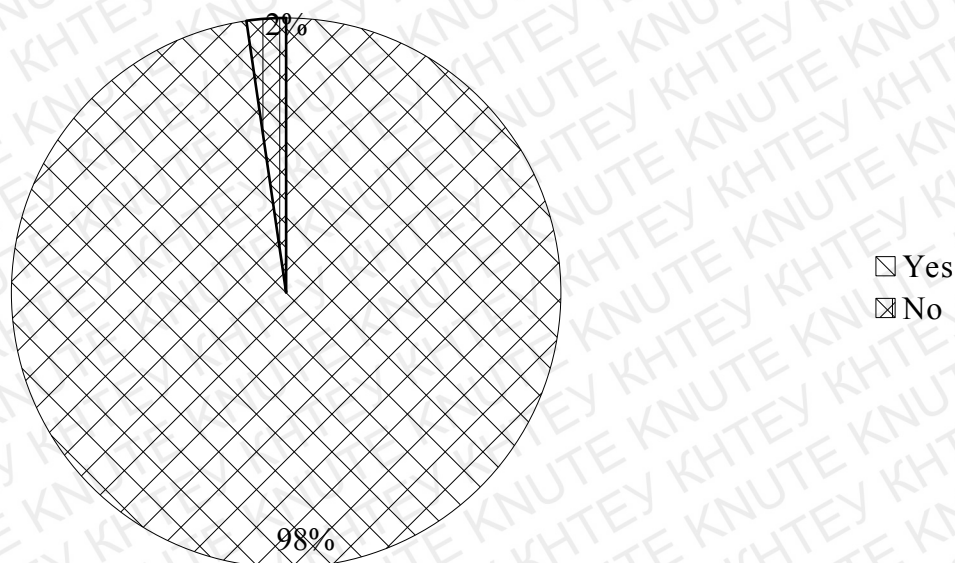
Table 3.3 shows that Bila Tserkva has a unique offer (for example, Olexandria park) in the market, so threat of substitute goods is low. As well as threat of instability of suppliers. However, the threat of new players and losing current tourists is high. To change this situation, I suggest the following directions of work:

- increasing the level of knowledge about the destination. It can be done by carrying out some festivals, fairs, exhibitions and attraction of investors;
- improving the quality of the offer;
- and the most important - developing of the tourism destination strategy and its implementation.

To develop the Strategy a questionnaire poll among the potential tourists of the Bila Tserkva was conducted. The questionnaire is not a statistical study and was

aimed to assess of the awareness level of potential tourists about the destination. The questionnaire was carried out on a random sample. The poll was organized in social networks - on the Facebook and Instagram pages of the author.

106 people participated in the survey. Among them - Ukrainian journalists, opinion leaders, and stars of show business. Respondents - aged 15 to 45 years from different regions of Ukraine and also from Poland and Russia.



First of all, people were asked whether they heard something about the Bila Tserkva city in order to learn about the awareness of potential tourists about the existence of such a tourist destination (fig. 3.1). 103 (97,2%) respondents answered «yes» and only 3 (2,8%) of them answered «no».

Fig. 3.1. The number of respondents who have heard about the destination
[53]

Further question was about if they visited the destination (fig. 3.2). 44 (41,5%) of the whole amount were there before, 62 (58,5%) – were not. So, almost half of the respondents visited the city, which is a very high figure.

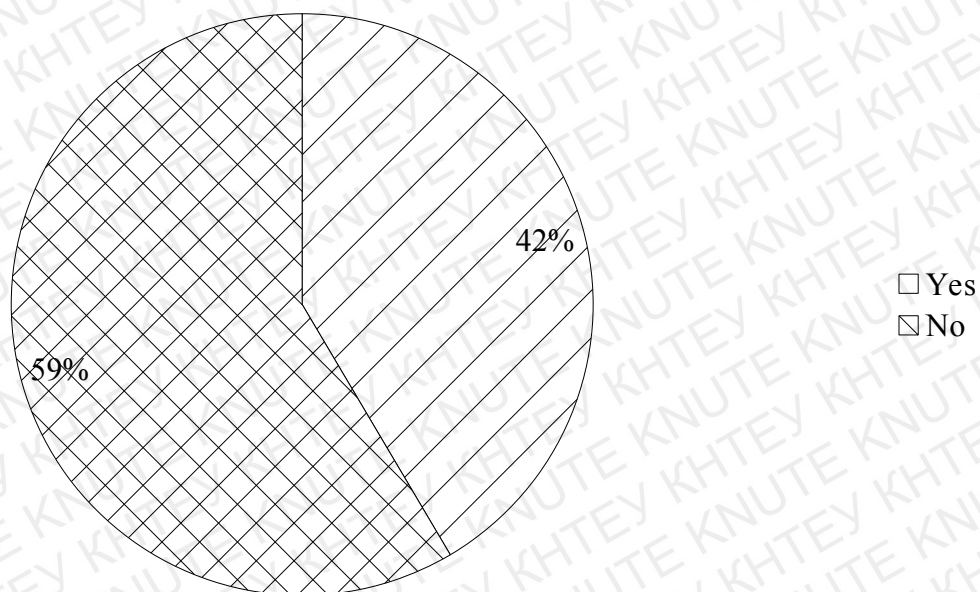
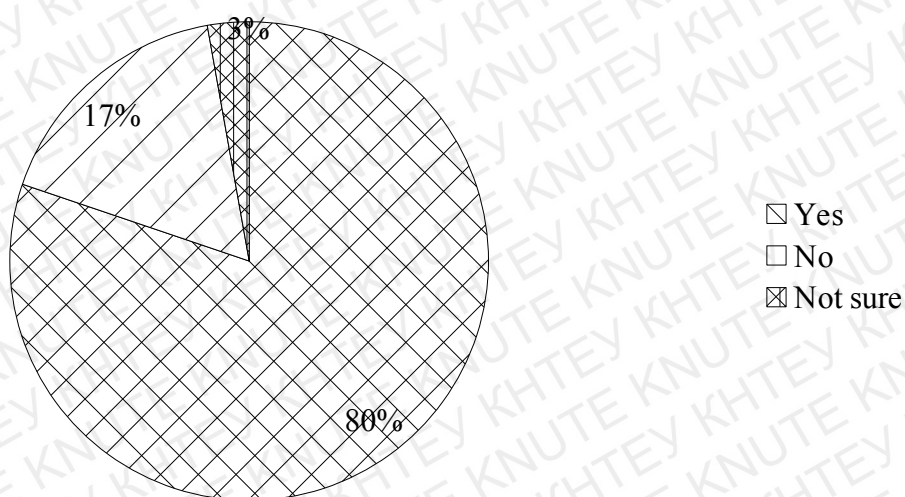


Fig. 3.2. The number of respondents who already visited the Bila Tserkva [53]

The next question was for those, who visited the city. 36 respondents answered the question «what do you remember about the city?». Most of them (21) named the Olexandria Park. Also in the responses were the stadium «Trudovi rezervi» and Ice Arena. Some respondents noted, that the city is very clean, colorful and at the same time calm.



The next question was to know how many people ever heard about one of the largest and the oldest dendropark in

Ukraine - Olexandria Park. Answers are presented at the figure 3.3.

Fig. 3.3. The number of respondents who have heard about the Olexandria Park [53]

80,2 % of respondents answered «yes», 17% - «no», 2,8% - «not

sure». Analyzing the survey, it can be concluded that most of people know about the Bila Tserkva tourist destination. Many of them also heard about the park and those who visited the city - mark this attraction. Therefore, it can be concluded that the Olexandria Park - the main tourist attraction of the city, which undoubtedly attracts the attention of potential tourists.

In addition, the desire of potential tourists to visit the Bila Tserkva city with an excursion was appreciated. The results are shown in figure 3.4.

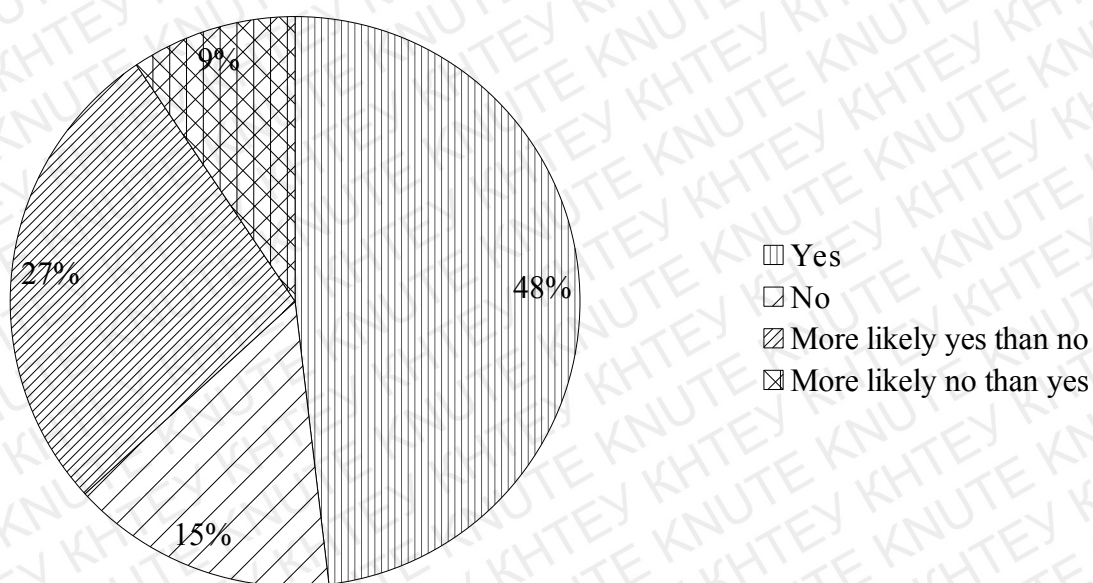


Fig. 3.4. The number of respondents who would like to visit Bila Tserkva [53]

So, to form the development tourism strategy for Bila Tserkva city a series of actions were made. The most important action was the evaluation of the destination with analytical tools – SWOT-analysis, Porter’s Five Forces Model and poll in social networks. The results of the analysis showed that Bila Tserkva is the city with a big tourism potential. Main strengths of the destination are: developed transport infrastructure, large number of historical and cultural heritage objects, a unique offer – the largest dendropark in Ukraine – Olexandria Park which is in its territory. But also Bila Tserkva has some threats and weaknesses. For example, a small amount and poor information support for cultural programs, underestimation of the importance of tourism for the Bila Tserkva development, lack of sufficient information about tourist

resources, the absence of nationally-known events, festivals that would attract tourists, threat of new players and losing current tourists and so on. All this should be overcome for the development of tourism in the destination by the effective tourism development strategy creation.

3.2. Elaboration of successful development plan for Bila Tserkva tourism destination

Summing up all the information in the previous parts, a 5-year tourism destination development strategy of Bila Tserkva city until 2023 (2019-2023) is proposed.

Strategic Vision of the future Bila Tserkva as a tourist and attractive city: Bila Tserkva is a pure green city on the banks of the Ros River, in which the history and modernity, rich cultural traditions and innovations are combined. Our city develops, creates a new harmonious life, engages its contrast and color, comfortable for residents and visitors, comfortable for residents and guests. The most famous park in Ukraine - Olexandria Park attracts hundreds of thousands of new tourists.

The strategic Mission of the city is aimed at achieving the Vision of the future is defined as follows: through its active, energetic cooperation, using a unique historical, cultural and industrial heritage, innovative tourism products and high-quality service, a complex of interesting spectacular events of national scale, we turn Bila Tserkva to one of the famous tourist center of Ukraine.

The overall strategic goal, the achievement of which is aimed at implementation

Strategy: achievement of a new level of quality of life for Bila Tserkva residents and socioeconomic development of the city through the transformation of the tourism industry into one of the priority sectors of the economy.

An increase in the volume of domestic and inbound tourism is provided by:

- increasing the efficiency of using tourist and recreational potential;
- improvement of the territory of the city, taking into account the priorities of

tourism development;

- creation of modern tourist infrastructure;
- offers of integrated tourist products;
- improving the quality of municipal and commercial services;
- formation of a new system of cultural values from the residents;
- improvement of the management system and municipal marketing.

The tourist slogan of the Bila Tserkva: «Tourism in the Bila Tserkva is easy to find, difficult to lose and impossible to forget».

According to the age criterion and level of income (sensitivity to prices) in the context of the Bila Tserkva tourism development, the following general segments of tourist services consumers can be distinguished:

- young, active tourists, sensitive to prices (mainly students from Ukraine);
- foreign adults and summer tourists (both price-sensitive and relatively high income level);
- adult tourists from Ukraine, sensitive to prices (including families with children);
- adult tourists with a higher income (including families with children);
- experienced tourists of all ages and income levels with specific needs and requirements for travel services and related services.

These categories of tourists may have different needs, motives and goals for visiting the Bila Tserkva, region or country as a whole.

In the process of developing the tourism industry of the city, it is urged to pay attention to the attraction and servicing of such specific categories for the Bila Tserkva as tourists:

- relatives, friends and other close people of the city who visit Bila Tserkva with guest goal;
- residents of the Kyiv region and settlements of neighboring regions areas;
- "transit tourists" who cross the Bila Tserkva and Kyiv region during private and group trips (mainly to the Black Sea (Odesa), as well as for any other purpose);
- visitors of concerts and other cultural and social events and entertainments measures (first of all - residents of the Kyiv region and nearby cities of neighboring

regions, in the future - residents of any regions of Ukraine);

- students and other youth (internship exchange, visits within the framework of cooperation public associations, rest, including winter and summer holidays, weekend tours, etc.);
- participants of business meetings, international or interregional exhibitions, forums, scientific-practical conferences and other events, official delegations of different levels;
- participants of school excursions, student youth;
- foreign tourists visiting Ukraine for a cognitive or other purpose, first of all, representatives of the Ukrainian diaspora;
- other categories (segments) of tourists.

The attraction of tourists will be facilitated by a number of activities that consist of recreating and developing historical, cultural and natural tourist resources, building up the potential of event tourism, industrial and business tourism, forming a broad cross-sectoral partnership and interregional cooperation on the basis of a balanced combination of economic, social and environmental spheres.

The main forces of the Bila Tserkva tourism development strategy are the priority strategic goals and operational tasks (table 3.4).

Strategic Goal 1: ensuring good governance of the tourism industry and information flows. Operational tasks:

- Formation of a system of collection, accumulation, distribution and exchange of tourist information:
 - to form a database of tourist potential of the city (infrastructure, objects, services, products, events) in 2019 and provide a mechanism for its filling with the participation of subjects of the tourism industry;
 - during the period of completion of the information database provide permanent and free access to tourist information of interested parties through the Internet, the system of information requests, the work of the Center for Tourist Information and Services, etc.;

Table 3.4

**Strategic goals and operational tasks of Bila Tserkva tourism destination
strategy until 2023**

Strategic goal	Operational task
1. Ensuring good governance of the tourism industry and information flows:	<ul style="list-style-type: none"> - formation of a system of collection, accumulation, distribution and exchange of tourist information; - improving organizational, personnel, legal, logistical and other resource support of the Bila Tserkva tourist sphere of the city; - creating a system of financial support for the development of tourism industry; - setting up of foreign cooperation (including international) in the field of tourism.
2. Development of urban infrastructure oriented to the needs of tourists:	<ul style="list-style-type: none"> - increasing of the tourist attractiveness and efficiency of the use of existing tourist-attractive objects and territories; - creating of conditions and ensure the development of multifunctional tourism infrastructure; - rebuilding of the transport infrastructure of the city; - increasing the safety of tourists during their stay.
3. Creation of a competitive tourism product:	<ul style="list-style-type: none"> - creation an event tourism system; - development of tourism on the basis of green areas, parks; - creation of modern and creative tourism products; - forming of new directions of the city's tourism industry development, first of all-industrial and business tourism.
4. Activation of information support for tourism industry development:	<ul style="list-style-type: none"> - Bila Tserkva tourist destination promotion at the informational space; - introducing of a targeted policy of municipal marketing and the formation of the Bila Tserkva image - as a city open to tourist

Data source: made by author

- since the beginning of the Strategy implementation, to ensure the collection and monitoring of statistical information in the city related to the tourism

industry, to conduct an annual analysis of these data;

- to ensure the availability of the necessary information to tourists through the use of information in translations of other languages.
- Improving of organizational, personnel, legal, logistical and other resource support of the Bila Tserkva tourist sphere of the city:
 - take measures to adapt existing utilities to the needs of the tourism industry (cultural, educational, entertainment and other, subordinated to the city council);
 - to conclude cooperation agreements with relevant non-communal institutions and subordinate institutions (local self-government);
 - to introduce a permanent system of training, raising the skills of local government bodies, utilities and institutions and others;
 - create favorable conditions for the start-up and development of business in the sectors related to the attraction and service of tourists (first and foremost - permitting and other administrative services, lease of communal property, legally and administratively transparent relations with business).
- Creating of a system of financial support for the development of tourism industry:
 - increase the efficiency of using budget funds on an ambiguous basis of cross-sectoral partnership, including public-private;
 - to create a system of municipal support for private and public initiatives, business projects on a competitive basis;
 - to increase the volume of attraction of grant (donor), sponsor and volunteer resources for realization of public initiatives in the field of tourism development;
 - to formulate and publish investment proposals for the attraction of strategic investors in order to further develop the tourism industry.
- Setting up of foreign cooperation (including international) in the field of tourism:
 - constantly involve the experience of other cities (mainly partner cities or other

tourist cities in size and feature of tourism development similar to the Bila Tserkva) to improve the working methods, improve the quality of managerial decisions and seek innovative solutions;

- to form joint local, regional and cross-border tourism products;
- provide a permanent exchange of tourist information to expand target groups.

Strategic Goal 2: development of urban infrastructure oriented to the needs of tourists. Operational tasks:

- Increasing of the tourist attractiveness and efficiency of the use of existing tourist-attractive objects and territories:

- to conduct diagnostics of the state of architectural and other historical heritage of the city, to develop and provide implementation of a set of measures for its protection, restoration and conservation (according to a separate program);
- to ensure preservation and increase tourist attractiveness of the architectural heritage of Olexandria Park;
- to improve the state and resource provision of existing infrastructure facilities (cultural, educational, entertainment, sports and other institutions and sites), primarily through the implementation of public-private partnership projects and projects of international technical assistance.

- Creating of conditions and ensure the development of multifunctional tourism infrastructure:

- to conduct a comprehensive diagnosis of existing tourist infrastructure objects (places of accommodation, food, entertainment, tourist services, etc.), to determine the city's needs for the creation of new objects taking into account the dynamics of the tourism industry development and increasing demand from the city's residents;
- to diagnose the resource base of the city, to make a register of infrastructure objects communal and non-communal forms of ownership that can be used for creation of new tourist offers (stadiums, sites, tourist centers, other unused premises, sports, recreational and recreational, cultural-mass objects, non-working industrial enterprises, etc.);

- to implement the best world experience in creating tourist attractiveness territories and objects (planning, design, improvement, functionality, information and other resource support, organization of work, etc.);
- organize the development and implementation of projects for the creation of new facilities for tourist services (cinemas, concert halls and playgrounds, exhibition centers, museum objects, sports facilities, shopping and entertainment centers, establishments for family and children's recreation, etc.)
- in accordance with the priorities of the development of the tourism industry and the needs of consumers.
- Rebuilding of the transport infrastructure of the city:
 - Integrate specialized routes into the passenger transport network, oriented for the needs of tourists, provide information support, excursion and other services;
 - to provide access to all tourist objects, to arrange parking lots, stop systems, ancillary service for motorists and organized tourist groups;
 - to create the bicycle infrastructure in the city (cycling paths, playgrounds, parking, signs, security measures).
- Increasing the safety of tourists during their stay:
 - provide tourists with access to medical facilities;
 - to conduct annual monitoring of crime in the city, including tourists, track trends and formulate proposals for improving the situation.

Strategic Goal 3: creation of a competitive tourism product. Operational tasks:

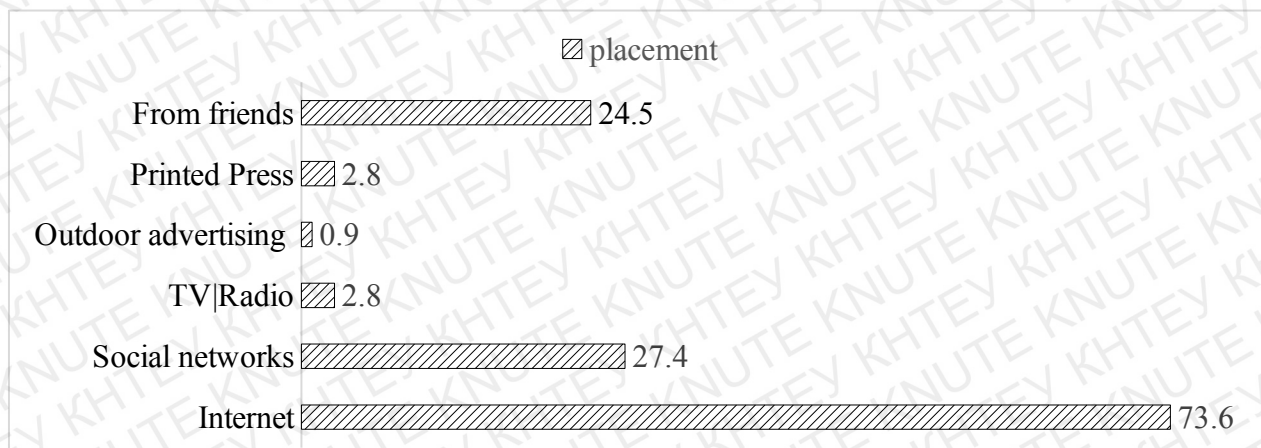
- Creation an event tourism system:
 - to ensure by 2023 an adequate number of high-quality, attractive cultural and artistic, sports-mass, business and other events of interest to tourists at least every weekend;
 - to create its own local massive 3-day summer festival for Ukrainian musicians with the participation of world-famous musicians-headliners (to return the city's fame as one of the festival capitals of Ukraine as it was during the «Gnizdo» festival (2004-2009));

- to initiate the conduction in the city of local tourist attraction, which may interest tourists - flash mobs, quests, games, etc.;
- to ensure the reflection of folk and local traditions in celebrations and events - master classes, folk crafts fairs during festivals;
- preparation of special winter travel services.
- Development of tourism on the basis of green areas, parks:
 - create routes for short-term walks (up to 3 hours) in Olexandria Park and green areas of the city using different ways of traveling - by foot, by bicycle, by horses, etc.;
 - to increase the general interest and demand for tourism products in the field of cognitive tourism through improved interaction, cooperation, information exchange between different stakeholders.
- Creation of modern and creative tourism products:
 - creation of virtual tourist objects, formation of products (computer games, educational and cognitive programs, etc.) on their base;
 - formation of complex excursions with a combination of different types of tourism;
 - representation and creation of non-material tourist products (legends, stories, stories, etc.); creating on their base routes, objects, places of visit, theme parks.
- Forming of new directions of the city's tourism industry development, first of all-industrial and business tourism:
 - develop integrated innovative products in the field of industrial tourism based on existing industrial facilities;
 - attract leading industrial enterprises of the city to industrial tourism development;
 - to organize visits to enterprises factories: "Rosava", "Valteks", "BilotserkivMAZ", "Biopharma", "Mareven Food Ukraine", "Belotserkivskiy Dairy Plant";
 - create conditions for national and international events at the sphere of business tourism (conference service) - according to a separate project or program, the

proposed cluster of business tourism.

Strategic Goal 4: activation of information support for tourism industry development.

According to the poll in social networks of potential tourists of the destination, which was discussed in the past point of the final qualifying paper, most of all people



usually find out the information about tours and excursions on the Internet (fig. 3.5).

Fig. 3.5. The most popular sources of information for tourists about tourism [53]

Most tourists find information through the Internet, so operational tasks of the Strategic Goal 4 are:

- Bila Tserkva tourist destination promotion at the informational space:
 - Ensure the wide positive information presence of the city on the Internet by activating targeted cooperation with existing local Bila Tserkva, regional, national and international (world) Internet resources;
 - to provide promotion and promotional support for tourist products from using modern information technology;
 - to introduce the minimum standards of information maintenance of tourist attractions and events;
 - ensure multilingual information about the Bila Tserkva, distributed on the Internet, in the form of printing products and in any other way;
 - to develop a set of guides, maps, charts, and other printed polygraphic products

for tourists and residents of the city; to ensure its distribution and active use at all facilities, establishments, events, visited by tourists (including free of charge);

- improve the information service of residents and guests (tourists) at the territory of the city (pointers, stands, maps and schemes, guides, special signs, etc.);
- develop and implement a plan to improve the accessibility of information on bus services and other modes of transport (traffic schedules, availability, booking and purchase of tickets, etc.);
- redesign, structural reconstruction and functionally improve official site of the Bila Tserkva city; to ensure its effective work, including for tourism industry needs;
- conduct a competition for the creation and maintenance of the work of the city tourist portal, to ensure its integration into the system of municipal web resources, maintenance in the current state;
- increase the efficiency of using the Internet for booking and purchasing tickets for various entertainment events, booking places in city hotels, catering establishments, etc.;
- to expand the cooperation of owners of tourist-attractive objects with hotels, food establishments, shopping, entertainment and other institutions for mutual information support;
- to introduce regular promotional tours, seminars, round tables, briefings, press conferences and other forms of purposeful work with the mass media to involve them in the overall process of marketing support of the tourism industry and the formation of a tourist-attractive city image.
- Introducing of a targeted policy of municipal marketing and the formation of the Bila Tserkva image - as a city open to tourist:
 - ensure effective marketing of existing and newly created tourist attractions and tourist products using modern means, as well as taking into account the experience of leading tourist cities of Ukraine, Europe, and the world;

- identify priorities and implement a separate municipality for formation and promotion of Bila Tserkva tourist brand in the Ukrainian market and abroad, cultural and business exchange in order to increase the overall competitiveness of Bila Tserkva and the image of a tourist-attractive city.
- to introduce regular sociological, marketing, expert research for identification of priority needs and specific interests of various socio-demographic groups (target segments of consumers of tourist products), business, potential investors, other interested parties.

Implementation of the Strategy implies, first of all, the creation of an effective mechanism that should ensure the timely adoption of effective decisions at all stages of the management cycle: planning, task setting, implementation, resource provision, risk management, implementation monitoring, monitoring and evaluation of the results of the Strategy implementation, and also, further regulation of the process and actualization of goals.

The implementation of the Strategy will be managed in particular way:

- creation and organization of the interdepartmental coordination council on issues tourism development;
- involve representatives of public associations, business, mass media, academics and other interested persons in the coordination council on tourism development, advisory consultative bodies, working groups;
- conducting at least 1 time a month of operational workshops, at which the current status of the Strategy, specific strategic goals, operational objectives, individual projects or activities will be considered; training of specialists of local self-government bodies (city council, rayon administrations of the city) and municipal enterprises on attracting financing from alternative sources, project management,

cross-sectoral partnership, etc.;

- formation (if necessary) of special advisory-consultative or other working bodies for the implementation of specific tasks related to the implementation of the Strategy;

- development and approval of the annual action plan for the implementation of the Strategy and the list of priority projects and measures, and the organization of its implementation in accordance with the authorities' powers;

- creation of a system for monitoring and evaluating the results of the Strategy implementation with providing free access to the reporting data through the Internet;

- provision of organizational, educational, methodological and other resource support local projects and public initiatives in the field of tourism development.

Positioning and promotion of products on target tourist markets will be carried out by:

- creation of a permanent organizational committee for conducting exhibitions, which will provide monitoring of exhibition events, the participation of official delegations of Bila Tserkva and individual representatives of the city in tourist exhibitions, industry conferences, thematic forums and other promotional events held in Ukraine and abroad;

- the publication and distribution of municipal promotional printing products aimed at popularizing tourist objects of the Bila Tserkva, promotion of tourist products, attraction of attention to events of event tourism, formation of internal tourist flows, activation of inbound tourism etc.;

- conducting various promotional campaigns with wide involvement of city residents, public associations, business entities and other interested persons.

To finance projects and activities aimed at implementing the Strategy, the principle of attracting resources from alternative sources based on the project approach will be involved. In order to accomplish this task, the following steps should be implemented in the process of implementing the Strategy:

- the budget of the city provides for separate items of income and expenses related to the development and functioning of the tourism industry;

- a mechanism for additional extrabudgetary financing was introduced to compensate for the costs of utilities associated with provision life of the city, improvement, provision of transport services in view of increasing the burden on the communal sphere of the city with the increase of tourist flows;

- the participation of the Bila Tserkva City Council, communal enterprises and institutions, public non-profit organizations in all-Ukrainian and international competitions of projects that claim to receive grant support, including international technical assistance projects registered with the Ministry of Economic Development and Trade.

Periodic review and updating of strategic goals, operational objectives, projects and measures aimed at their implementation is a prerequisite for the effective implementation of the Strategy. This allows timely correction of the Strategy and its implementation mechanism (action plans), taking into account the results obtained, new factors of

influence and identified risks, legislation improvement, dynamics of macroeconomic, socio-political, environmental and other changes in the internal and external environment.

In order to ensure the maintenance of the Strategy in the current state, the following steps will be implemented:

- a system for monitoring and evaluating the results of the Strategy implementation on the basis of relevant indicators (indicators) and evaluation criteria;
- consideration of current and interim results of the Strategy implementation at meetings;
- formation of analytical reports based on monitoring and evaluation results relevant recommendations for adjusting the Strategy (if necessary).

At least once every 2 years, as well as in the case of a substantial change in the domestic external factors (conditions of the Strategy realization), in the established order, the review of strategic goals, operational tasks, projects and measures is carried out in order to optimize them and improve the mechanism of practical implementation of the Strategy.

Monitoring and evaluation of the Strategy implementation are carried out according to the priority strategic goals and directions, taking into account operational objectives and relevant monitoring and evaluation indicators, which are defined by the Strategy, as well as decisions taken in its implementation.

So, successful development plan for Bila Tserkva tourism destination until 2023 consists of strategic goals and operational objectives. Strategic goals are based on the strengths and weaknesses

of the destination, as well as on the city's capabilities. There are such goals like ensuring good governance of the tourism industry and information flows, development of urban infrastructure oriented to the needs of tourists, creating of a competitive tourism product, activating information support for tourism industry development. In my opinion, operational tasks of these goals will change the situation of the Bila Tserkva tourism development for the better and make the city one of the leaders in Ukraine.

3.3. Forecasting of social and economic effects of tourism development strategy implementation

Expected results of implementation of the Bila Tserkva tourism development strategy in accordance with the chosen approach to strategic planning are divided into quantitative and qualitative ones:

- short-term, the achievement of which is expected already during the implementation of the Strategy on relevant stages (during 2019-2023);
- medium-term, the achievement of which is expected immediately after the completion of the Strategy (2023-2024 years);
- long-term results (impacts), which will be achieved over the next few years, due to the successful implementation of this Strategy and taking into account the next period of strategic planning of the development of the tourist industry of the city.

Short-term results:

- an information center has been created;
- a statistical information collection center has been established, which all tourist objects of the city reports to about the number of tourists;
- at least 5 measures and projects for improving the quality of municipal and commercial tourism services have been implemented;
- at least 5 mass city events and projects are implemented per year on maintenance of content entertainment of the inhabitants of the city;

- investments in the tourist industry of the city increased by 10-15 million UAH;
- a network of 2-3 star hotels, hostels, campsites, parking lots and provision of affordable, high-quality food services;
- number of tourists are 1 million per year;
- at least 6 local (regional) mass media are involved, at least 10 publications are published in all-Ukrainian mass-media newspapers, at least 3 programs or plots have been created on all-Ukrainian TV channels (per month);
- number of visitors of tourist information resources on the Internet is at least 200,000 people a month (on average);
- the level of communal and commercial services, including transport and informational Municipal quality standards for tourism and other services have been implemented (according to most consumers);
- there are at least 20 parking - for bike users;
- the share of parks brought to good condition is 85%;
- the share of positive feedback on the quality of transport infrastructure is 80% of respondents, according to a sociological (marketing) polls;
- at least 200 new work places were created in the economic sectors related to the maintenance of tourists;
- increased incomes of the city budget from the tourist sector of the economy to 40 million UAH in a year;
- an effective marketing and information support system of tourist products, research and management of tourist flows is created;
- improved ecological state of the environment (according to observations, expert assessments, sociological studies).

The estimated number of tourists and the incomes to the local budget from the tourism sector are calculated on the basis of the number of tourists who came to the Olexandria Park (table 3.5).

Table 3.5

Forecast of the number of tourists in the Bila Tserkva

Indicator	2019	2020	2021	2022	2023
Estimated number of tourists	500 000	650 000	750 000	850 000	1 000 000
Expenditure per tourist per day 1 (ticket price + price of lunch on the park's territory) UAH	125	145	155	175	200
Income from all tourists (expenditure 1) UAH	62 500 000	94 250 000	116 250 000	148 750 000	200 000 000
Income to the local budget (5% of total income) UAH	3 125 000	4 712 500	5 812 500	7 437 500	10 000 000
Expenditure per tourist per day 2 (additional costs: entrance fee + bike rental+ overnight at the hotel) UAH	550	600	650	700	750
Income from all tourists (expenditure 2) UAH	275 000 000	390 000 000	487 500 000	595 000 000	750 000 000
Income from all tourists (expenditure 1+2) UAH	337 500 000	484 250 000	603 750 000	743 750 000	950 000 000
Income to the local budget (5% of total income) UAH	16 875 000	24 212 500	30 187 500	37 187 500	47 500 000

Data source: made by author

Analyzing the table 3.5, it can be concluded that by the 2023 year the number of tourists expected to be 1 000 000. Everyone of them will spend costs for a ticket (25 UAH) and for the lunch (on average 100 UAH) in 2019. The price on this items will increase by 2023 and will be 40 UAH for a ticket and 160 for a lunch. So the minimum income to the local budget from tourism services in 2023 will amount to 10 000 000 UAH. This number can be increased by additional options for tourists. For example, zoo in the park (entrance cost 50 UAH), bike rental (200 UAH per day), overnight stay at the hotel (300 UAH) in 2019. The price for the same option will be increased in 2023 until: zoo in the park (entrance cost 75 UAH), bike rental (275 UAH per day), overnight stay at the hotel (400 UAH). So the the maximum income after implementation of the tourism development strategy for the Bila Tserkva may be 47 500 000 UAH.

Mid-term results:

- established marketing, infrastructure and other resource capabilities of the

city on development of priority directions of the tourism industry, including carrying out events of event tourism (festive, festival and sporting events) on the national and international scale, providing a qualitative tourist product of cognitive historical-cultural, industrial (industrial), business tourism;

- at least 75% of tourism infrastructure objects have been modernized, created not less than 10 of new tourist objects and priority tourist areas;
- the tourist infrastructure of the city is being developed, new tourist attractable territories and objects of national and international level are created;
- favorable organizational, legal and economic conditions for development are created priority directions of tourism;
- competitive tourist products have been created taking into account the needs of tourists of different categories, as well as international offers for visiting tourist brand objects and events of Bila Tserkva (first of all Olexandria Park);
- needs of local residents in content leisure, active recreation, staying in an environmentally safe environment, as well as creating conditions for the implementation of their own creative abilities, creative ideas, intellectual development for all age and gender groups of citizens are satisfied;
- creation of new opportunities for the development of effective tourism and related businesses, development of internal and interregional partnership, and the welfare of the city's residents;
- diversification of the city's economy through the development of hospitality has been ensured.

Long-term results:

- the stable image of Bila Tserkva as one of the leaders of tourism in Ukraine is formed;
- there is a full-fledged tourism industry in the city as one of the budget-creating, economically and socially effective; secured the potential for its further development;
- a new level of quality of life for the inhabitants of the Bila Tserkva and social and economic development of the city have been achieved;

- a stable flow of traffic to the city is formed at the level of not less than 1 mln. tourists a year;
- a comfortable environment for leisure and lodging is created for guests;
- increased quality of life for the inhabitants of Bila Tserkva and social and economic development of the city through the transformation of the tourism industry into one of the priority sectors of the economy.

The financing of the Strategy activities in the course of their implementation is carried out at the expense of the city budget (within the limits of the funds provided for the relevant fiscal year), funds of the regional, state budgets, attracted funds of international organizations, own funds of legal entities and individuals - co-executors of the Strategy, deposits of domestic and foreign investors, other sources of financing not prohibited by applicable law.

The amount of financing of the Strategy's activities at the expense of the city budget target funds is approved annually by the city council on the proposals of the Department for Youth and Tourism of the City Council.

Therefore, during and after the implementation of the Bila Tserkva tourism development strategy some short, medium and long-term results are expected, which include: expansion of the hotel network, creation of information centers, holding of mass festivals, increasing of investment in tourism, the number of tourists in the city - 1 million each year, increasing income from tourism sphere, tourism is one of the leading spheres of the economy in the city, improvement of the lives of inhabitants of the city and so on.

Conclusions to part 3

In the third part Bila Tserkva tourism destination development strategy was improved.

First of all, the actions of the development tourism strategy for Bila Tserkva city formation were specified. In order to implement an effective Bila Tserkva tourism development strategy city's strengths and weaknesses were analyzed using

the SWOT-analysis, Porter's 5 Forces Model, and a poll was conducted on social networks. From the conducted research it can be concluded that the destination is recognizable among potential tourists, but something still stop them from going to or coming back there again. Here are some problems: lack of funding for tourism at a decent level; lack of developed hotel chain; lack of places and events during the summer holidays; those that are - sporadic and chaotic; a small amount and poor information support for cultural programs and a lot of others. To solve this problem, I proposed the Bila Tserkva tourism destination development strategy until 2023.

The successful development plan for Bila Tserkva tourism destination was elaborated. Strategic goals and operational tasks of the strategy are aimed at making Bila Tserkva one of the tourism leaders in Ukraine. In my opinion, ensuring proper management of the tourism industry, development of urban infrastructure oriented to the needs of tourists, creation of a competitive tourism product, activation of information support for tourism is going to help Bila Tserkva to achieve its vision and mission and a build a new standard of living for the residents, to improve the socio-economic development of the city through the transformation of the tourism industry into one of the priority sectors of the economy.

Social and economic effects of tourism development strategy implementation were forecasted. Implementation of the Bila Tserkva tourism development strategy will allow to make changes in economic and social life of the destination. First of all, it would help to create opportunities for the development of effective tourism businesses, develop internal and interregional partnership, and the welfare of the city's residents. Steps defined in the strategy will bring a lot of changes in the city. For example, all-Ukrainian well-known festivals, opportunities for the development of sports tourism, improvement of park areas, repair of outdated hotel infrastructure, creation of information centers, an increase in the number of tourists and revenues to the budget from tourism services etc.

CONCLUSIONS

1. The main purpose of the qualifying paper - to study of theoretical, methodological and practical aspects of the tourism development strategy formation for Bila Tserkva city and evolve recommendations for its improvement was achieved. The essence of the tourism destination and its components was investigated. The concept of tourist destination appeared in 1979, thanks to Professor Neil Leiper and since that time has been researched by many scholars. Destination - it is a geographical area that has certain limits that can attract and satisfy the needs of a very large group of tourists. Tourist destination is a decisive element of a regional tourist system and a subject of regional development management. It can be considered as a territory with a certain list of facilities and services, amenities to provide all the needs of tourists. In other words, the tourist destination includes the most important and decisive elements of tourism, which are necessary for tourists. According to «6A» Model destination consists of attractions, accessibility, amenities, available packages, activities, ancillary services.

2. The gist of development strategy for tourism destination was revealed. The tourism destination development strategy is the development of the desired state of the destination: vision, mission, goals (goal maps and a scorecard of key performance indicators) and specific activities to use the strengths (weaknesses) of the parties to achieve opportunities (threat leveling). There are some features of the strategy planning:

- it takes into account geographical, socio-economic conditions, tourist resources and infrastructure of the region;
- it must be flexible;
- it must satisfy the expectations of most of the local population;
- it should take into account the general political and economic situation;
- it should consider competition among the regions for tourist flows;
- it must respond to changes in the environment.

3. The strategy development tools of tourism destination formation had been

find out. DIM Methodology was used for it. It is a set of diagnostic tools that make the analysis of the present situation in order to design future development strategies. It consists of three phases: the diagnostic process, diagnostics of the competitiveness and sustainability of the destination, formulating the short and long term destination development strategy. The main tools are SWOT-analysis and Porter's 5 Forces Model.

4. The Bila Tserkva city tourism potential was estimated. The Bila Tserkva is the largest city in the Kyiv region, located 84 kilometers from Kiev at the intersection of international transport routes. The city has an advantageous geographical location, which, combined with nature and history, makes it a tourist attractively destination. Main attractions in the city are: Olexandria Park, «Dubrava» sanatorium (carries out treatment on the basis of radon waters), St. Nicholas Church, Church of St. John the Baptist, Church of St. Mary Magdalene, Transfiguration Cathedral, The church of St. Georgiya Pobedonosca, Branicki Warehouses, Buildings of postal station, Trading Rows (BrUM), Winter Palace etc.

5. The tourism infrastructure in Bila Tserkva was assessed. Bila Tserkva is a city with developed transport infrastructure: the railway junction has a direct connection with many cities of Ukraine, the route connection with Kyiv (every 30 minutes there is a bus to the capital), in the city there is plenty of urban transport. There is developed telecommunication system, water supply as well. Tourism infrastructure: there are about 15 hotels in the city. Half of them have star standardization. Most hotels require repair. Also in the destination is a variety of catering facilities with a large selection of cuisines and suitable for any tourist budget.

6. The existing approaches to strategical planning in Bila Tserkva were analysed. There is no tourism development strategy in the Bila Tserkva today. Tourism issues have been raised only as an operational task in the Bila Tserkva development strategy until 2025. The main goal is attraction of tourists and creation of urban cultural space. Strategy contains the next measures to improve the city's image: developing a strategy for attracting new tourists; strengthening the

possibilities of health (balneological) and sports tourism in the Bila Tserkva; formulating a positive campaign about the Bila Tserkva; preparing the concept of public space, recreational areas and the embankment of the Ros River. The one million tourists by 2025 is expected.

7. The actions of the development tourism strategy for Bila Tserkva city formation were specified. Before the Bila Tserkva tourism development plan for Bila Tserkva elaborated some actions were made: assessment the Bila Tserkva with SWOT-analysis, Porter's 5 Forces Model and polls in social networks. It showed that despite a number of strengths, the city has weaknesses that need to be overcome in order to successful tourism development in the city. First of all, important to update the tourist infrastructure of the city, set priorities for the park Olexandria, balneological sanatorium «Dubrava» and organize festivals that would attract tourists not only from all over Ukraine but also from abroad.

8. The successful development plan for Bila Tserkva tourism destination was elaborated until 2023. The vision of the destination: it is a pure green city on the banks of the Ros River, in which the history and modernity, rich cultural traditions and innovations are combined. Our city develops, creates a new harmonious life, engages its contrast and color, comfortable for residents and visitors, comfortable for residents and guests. The most famous park in Ukraine - Olexandria Park attracts hundreds of thousands of new tourists. The vision can be achieved by implementation of next strategic goals: ensuring good governance of the tourism industry and information flows, developing of urban infrastructure oriented to the needs of tourists, creation of a competitive tourism product, activation of information support for tourism industry development.

9. Social and economic effects of tourism development strategy implementation were elaborated. Increasing of social and economic life of the city is the result of achieving strategic goals and operational objectives. That is: increasing the number of tourists to 1 million, increasing the number of visitors of tourist information resources on the Internet is at least 200,000 people a month, bringing the share of parks to good condition is 85%; not less than 200 new work places were

created in the tourism sphere, increasing of incomes of the city budget from the tourist sector of the economy to 40 million UAH in a year etc. The main thing is the achieving the Bila Tserkva destination development strategy purpose: a new level of quality of life for Bila Tserkva residents and socioeconomic development of the city through the transformation of the tourism industry into one of the priority sectors of the economy is achieved.

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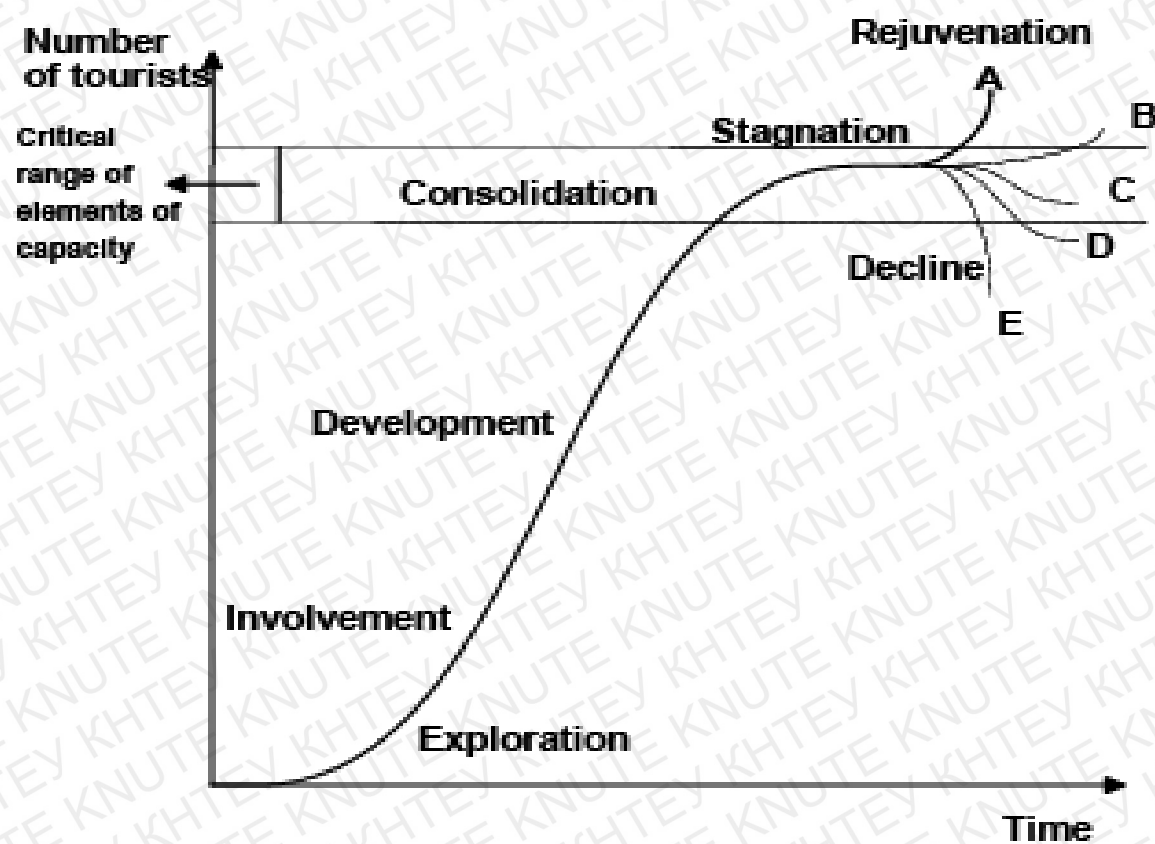
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APPENDICES

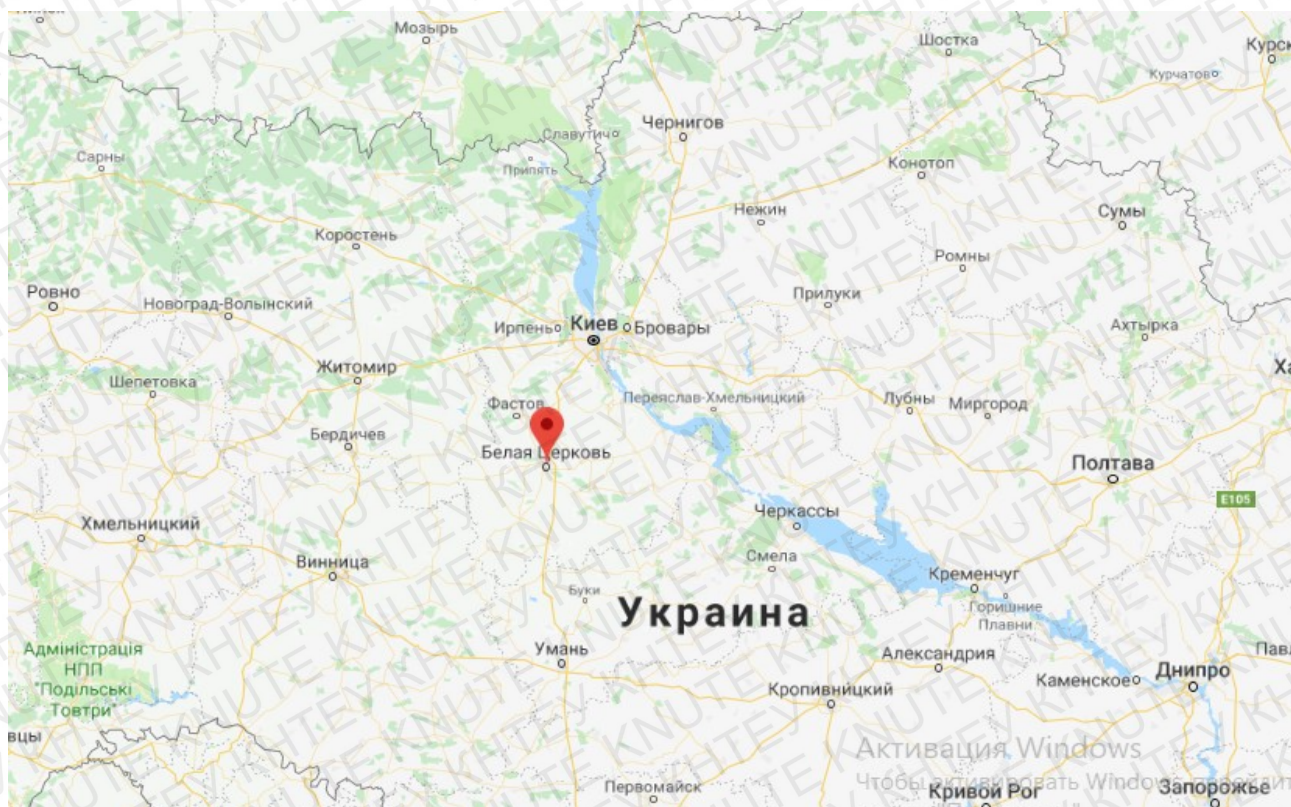
Appendix A

Tourism destination life cycles:

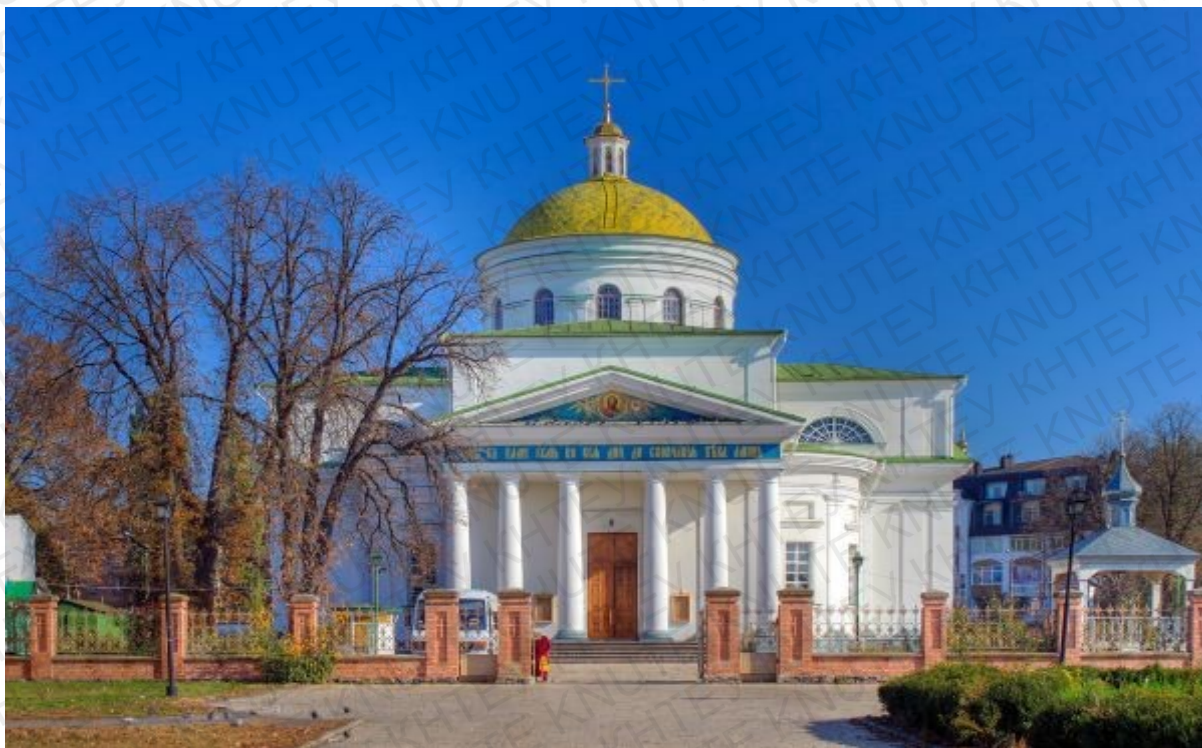


Appendix C

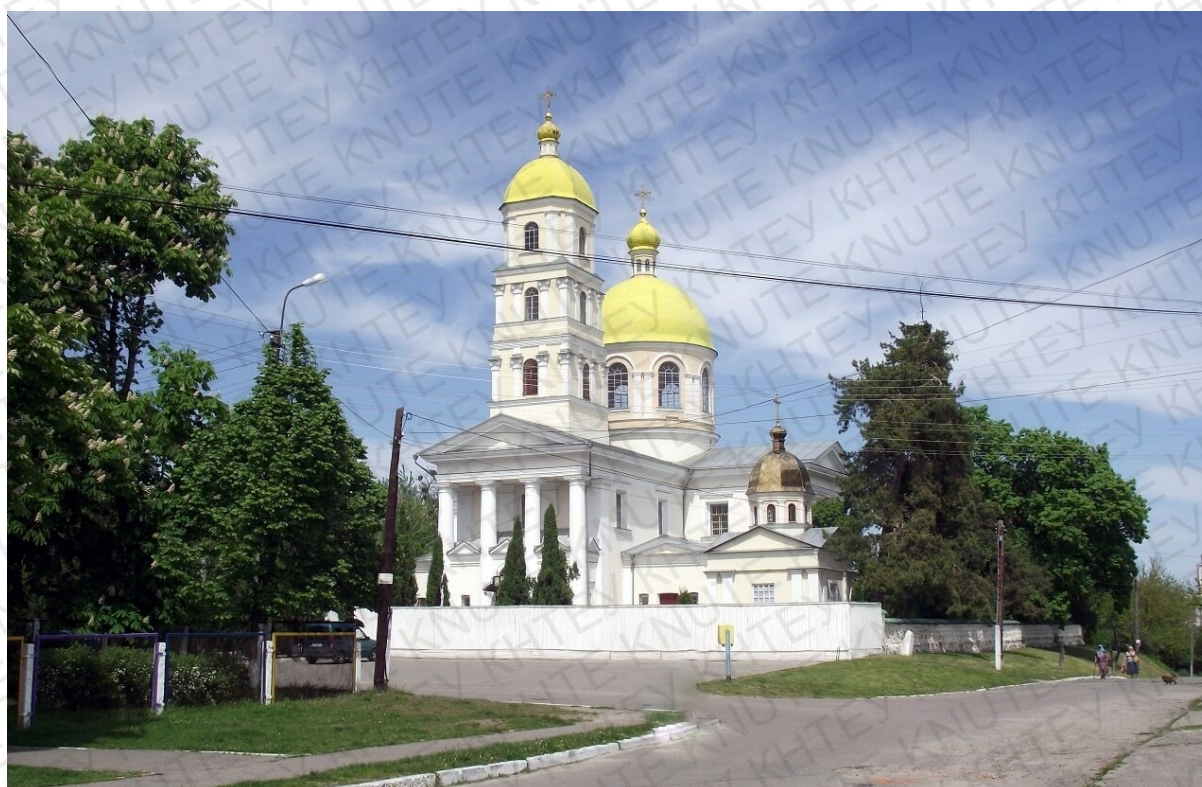
Bila Tserkva location on the map of Ukraine:



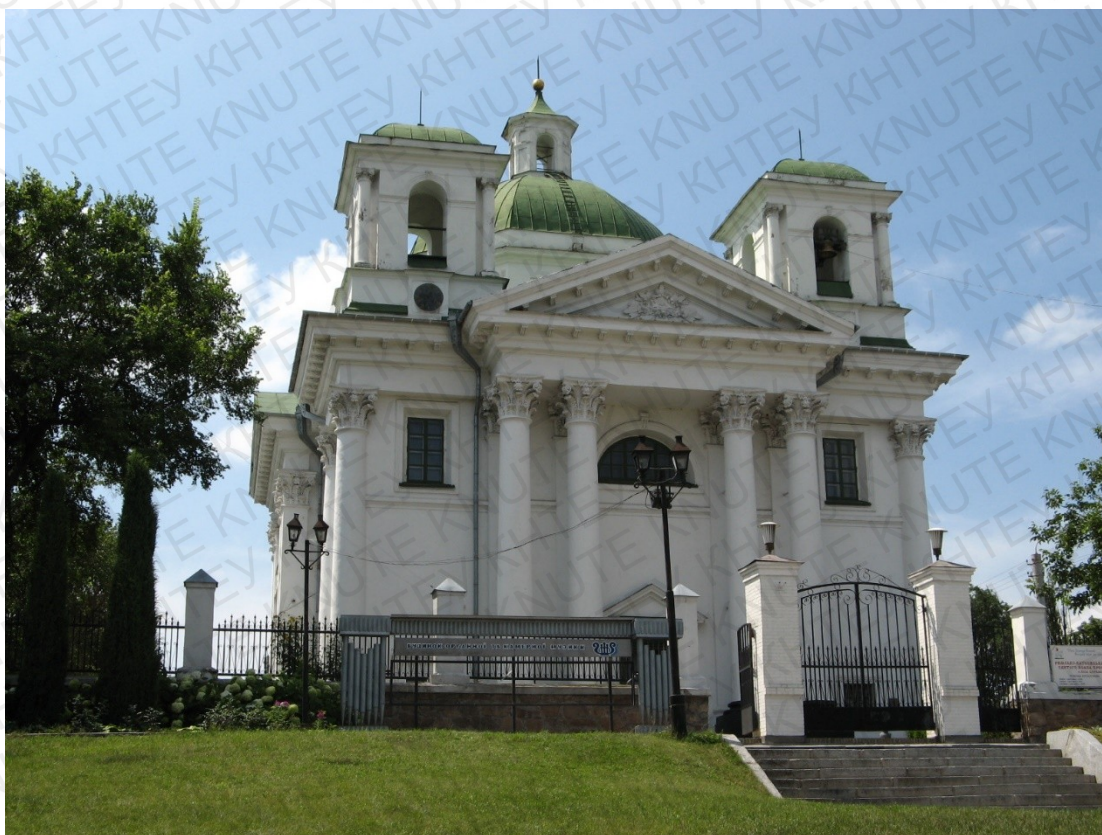
Transfiguration Cathedral:



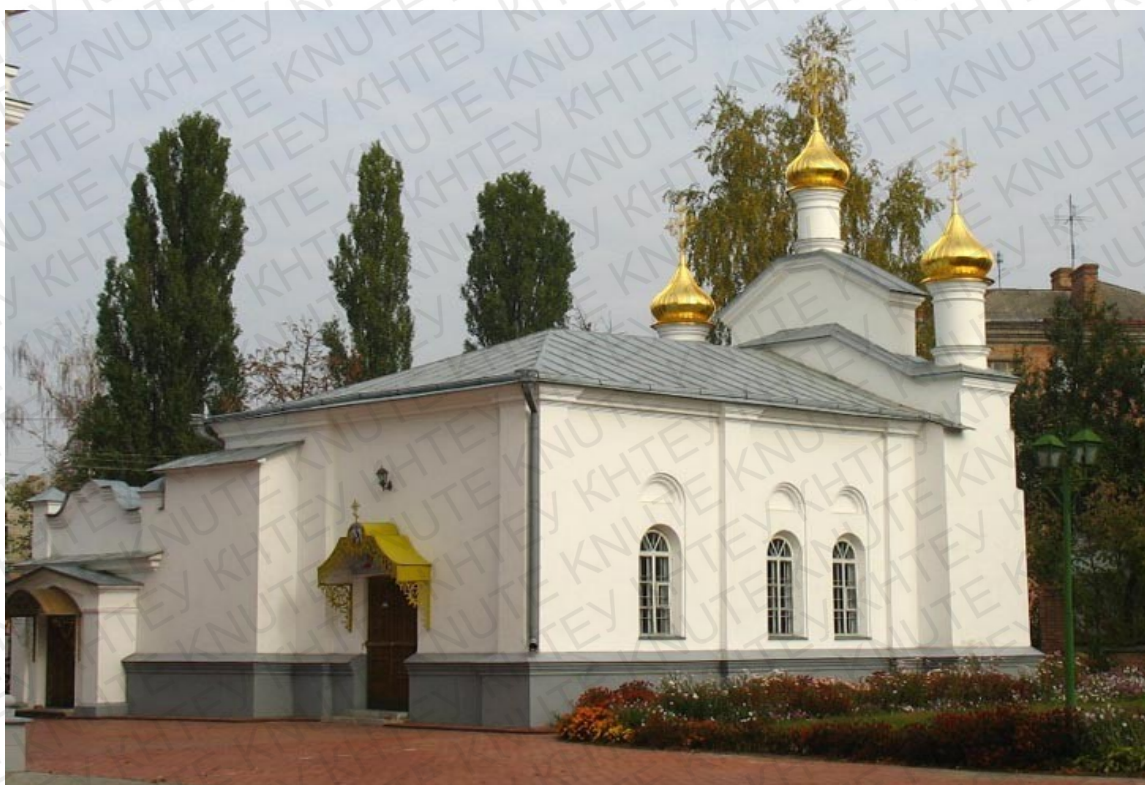
Church of St. Mary Magdalene:



The church of St. John the Baptist

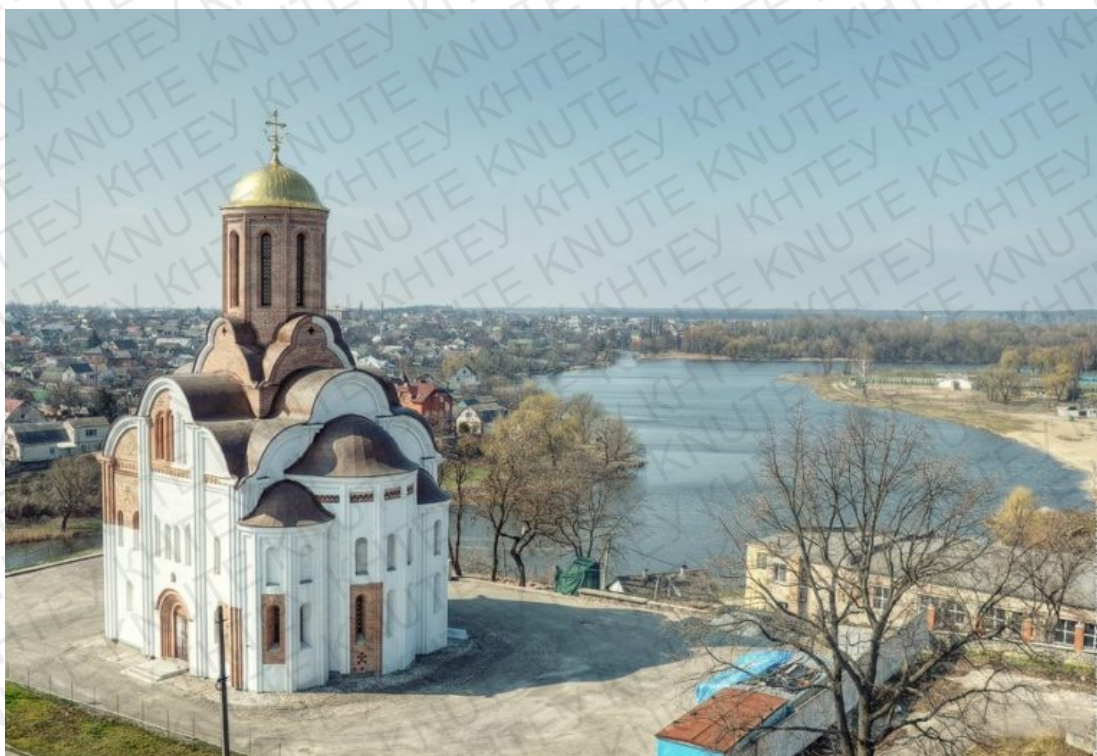


St. Nicholas Church:



Appendix F

The church of St. Georgiya Pobedonosca:



The Branitsky Winter Palace:



Olexandria Park

