CITY TOURISM DEVELOPMENT MANAGEMENT

Abstract. The importance of the socio-economic significance of the tourism industry in small towns is conveyed in the article. The development of the tourism industry is considered as the main specialization of the municipal economy. An integrated approach to the development of tourism and the formation of the tourism industry within the framework of modern strategies for small towns is proposed. The hierarchy of connections of all levels of government in the field of tourism is presented in the article. The mechanism of tourism industry management is considered. The effectiveness of the functioning of public-private partnership in the field of tourism has been brought.

Keywords: sphere of tourism, tourism industry, tourism development, public-private partnership.

The socio-economic significance of the tourism industry is increasing at the present stage of development of small towns. On the one hand, tourism is an area that has a multiplier effect, on the other hand, tourism has a significant impact on the formation of the city's economy. In addition, the development of this industry stimulates the development of related industries (transport, construction, trade, catering establishments, etc.), it contributes to the solution of social issues: in terms
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of reducing unemployment and developing intercultural communications.

Small and medium-sized cities preserve their historical and cultural heritage, they are aware of the importance of tourism for their own development. Comprehension of scientific and practical approaches to the development of the tourism industry and hospitality as the main specialization of the municipal economy is of particular timeliness and relevance.

An analysis of the work of scientists and practitioners shows that by now a number of specific organizational approaches to the development of the industry at the regional and municipal levels have been formed. At the same time, it should be noted that researchers do not pay enough attention to the issues of an integrated approach to the development of tourism and the formation of the tourism industry within the framework of modern strategies for small and medium-sized cities.

![Diagram of Tourism Industry](image)

**Fig. 1. A comprehensive approach to the functioning of the tourism industry at the municipal level**
Taking into account the importance of tourism for the modern economy, the role of state and local authorities in the development of the industry, forms of interaction in tourism between the state, business and the public made it possible to present a comprehensive scheme for the functioning of the tourism industry in the municipality (Fig. 1). The complex system of functioning of the tourist industry at the municipal level contains the following interconnected elements:

– Central authorities: develop the regulatory framework of the tourism industry, create infrastructure that ensures the development of the tourism sector, implement central programs of tourism development; provide protection of nature and cultural and historical monuments of national importance; co-finance regional tourism development programs;

– Regional authorities: implement regional tourism development programs, develop infrastructure that ensures the development of the tourism sector, create favorable conditions for doing business and co-finance local tourism development programs, provide training for the industry, as "personnel development management is one of the most important areas of rational functioning of a modern enterprise, increasing its competitiveness in the market" [1, p. 126];

– Municipal authorities: implement local tourism development programs, care for the development and improvement of the local environment, stimulate and support entrepreneurship in the field of tourism, cooperate with business and community, preserve local culture;

– Business: can invest in the development of the tourist sphere of the city, can engage in charity, sponsorship, philanthropy;

– Population, public organizations, public initiatives, active youth can be ideologists, activators, inspirers, volunteers or crowdfunding for the development of tourism in the city, region.

Revenue from the tourism industry is a source of replenishment of budgets at all levels and income for the population and business. Income from tourism development has both economic effect: increasing the solvency of demand, development of related areas, transport, road and communal infrastructure, and social effect: reducing unemployment, respectively, increasing employment,
improving living standards, developing culture and health, improving service, positive transformation of the city environment.

The scheme reflects the integrity of the many interacting elements that ensure the development of the tourism sector, and the mechanism for the country, territories and city to receive the effects from its development. A significant number of elements, the complexity of their interaction and mutual influence allow us to conclude that an integrated approach to the development of tourism at the municipal level is necessary. Social, economic effects and income from the development of tourism in small towns contribute to solving the problems of development and spatial transformation of the territory, create conditions for improving the quality of life of the population.

The progressive development of the tourism industry is impossible without providing favorable conditions that contribute to the integrated development of this industry, the formation of which is possible only with the participation of state public authorities. Regional authorities are given special importance in creating an enabling environment and managing tourism, since directly at the regional level, maximum consideration is possible for all the needs, features and other factors in the subsystems of the region, which contributes to effective administrative and legal regulation in the industry.

In Ukraine, tourism development is regulated at the national, regional and local levels. The hierarchy of ties of government agencies in the field of tourism at all levels of government is presented in Figure (Fig. 2).

Effective management of the tourism industry at the regional level is impossible without the cooperation of state and local authorities, tourism enterprises and tourism infrastructure facilities. Joint, coordinated actions of the above participants will ensure more efficient work of each of them individually. The mechanism for managing the tourism industry is schematically shown in the figure (Fig. 3).

Effective interaction can be ensured through the development of public-private partnerships in the field of tourism in the region, in which each of the participants will receive a certain result. [2, p. 59]
Fig. 2. Structural and functional model of public administration relations in the field of tourism development

Fig. 3. Mechanism of tourism management

Public-private partnership can be seen as a legal mechanism for reconciling interests and ensuring the interaction of government and business [3, p. 623]. The
implementation of this type of partnership is possible only if the general rules, norms and structure regarding the development of tourism at a pre-established organizational level and a geographically limited area are used.

The functioning of a public-private partnership in the field of tourism is not only expedient, but also effective, since each participant will be able to achieve certain results:

– the public sector - the formation of an attractive image of the region, the socio-economic development of the region, increasing the investment attractiveness of the region, increasing budget revenues, etc.;

– region - the formation of an attractive image of the region, the efficient use of natural resources, ensuring their safety, increasing the competitiveness of the region, etc.;

– private sector - development of the business environment, improvement of business conditions (soft loans, taxation), increase in profitability, etc.;

– local population – development of infrastructure, increase in the number of jobs, improvement of the quality of life, etc.;

– tourists – quality services at an affordable price.

Thus, the partnership of authorities and enterprises of the tourism industry should be focused on the effective management of the tourism market, the reasonable use of tourism resources and increasing the tourist attractiveness of the region.

References: