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THE PROSPECTS FOR THE DEVELOPMENT OF INTEGRATED FORMATIONS IN THE FIELD OF TOURISM OF THE VINNYTSIA REGION

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Tabenska O.**

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OF THE VINNYTSIA REGION**

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INTRODUCTION

With the beginning of the war in Ukraine, everything changed, and every citizen of the country felt it. All spheres and industries were affected, including the tourism sector. It is difficult to imagine how in such extremely difficult conditions it is possible to travel not only for the purpose of resettlement to safer places, but also the opportunity to escape at least for a while from the terrible realities that a full-scale invasion brought with it.

Some may have a reasonable question: why even think about tourist trips, if these are such difficult times? But everything is much more complicated and deeper. It's not just about being able to rest. In fact, tourism plays a major role, significantly influencing the country's economy and the well-being of its citizens. Therefore, it should not be considered only as an entertainment sector. In any time, both peacetime and wartime, it supports the sphere of economic activity of the state and society.

Since the beginning of the full-scale invasion, tourism in the country has reduced its activity. Everything is complicated by the fact that Ukraine, like many other countries of the world, has not yet fully recovered from the coronavirus pandemic. The industry again returned to unprofitability and failed to reach 2019 figures.

We don't even have to talk about foreign tourism for obvious reasons. First, a large number of citizens have increased expenses and decreased incomes. Secondly, conscripts cannot travel abroad with their families, even if they have the means to do so. Third, there are logistical challenges. Also, do not expect the arrival of a large number of foreign tourists until the country is safe. And those who visit Ukraine today are primarily representatives of foreign mass media and employees of departments moving around the country for work purposes. As the war continues, the situation will worsen. If compared with last year, the budget this year will be able to receive no more than 10% of the previous indicator.

Nevertheless, despite the difficult circumstances, the field of tourism continues to struggle with difficulties. Now it works at approximately 30%, focusing on travel within the country - mainly in the western Ukrainian direction, for example, the

picturesque and cozy region near Lake Synevir. She tries in every possible way to support the budget with her taxes and with her services to people who need rest in this extremely difficult period. And they do not forget about the immigrants. Many companies are engaged in volunteering, supporting the army with essentials, as well as displaced people, placing them in sanatoriums and organizing their further movement.

If the tourism sector continues to fall into the abyss of crisis, there will be even more problems. The country's budget will not receive a large amount of taxes, from which the Armed Forces and the most socially vulnerable categories of the population are financed. Supporting the country's economy, the tourism sector itself needs support.

Today, we can observe two mutually exclusive features of integration processes: globalization of the world economy and simultaneous national protectionism, which has gained considerable influence in the last decade. We are observing, on the one hand, the strengthening of integration processes in the world economy in all spheres of social life, there is a reassessment of the system of risks for the modern state and, most importantly, we are witnessing an increasing pragmatism of relations between countries, the basis of which is dominated by economic factors.

At the same time, significant changes are taking place in the field of hospitality and tourism. The diversification of hospitality and tourism services, the development of the hospitality and tourism industry in new territories and competition in the market require the governments of different countries to reconsider their attitude to the development of this industry and to approach the development of its strategy more seriously. In modern conditions, the governments of many countries pay more attention to the formation of strategies for the development of regions, including strategies for the development of the hospitality and tourism industry.

Considering the fact that the field of hospitality has changed significantly in recent years and continues to change, we have seen modern trends in the field of tourism and the hospitality industry, which are definitely relevant.

The activity of the tourism industry is not only about supporting the country's budget, although this function is extremely important, especially during times of

military operations. It also acts as a method of short-term but effective psychological rehabilitation.

When the state found itself in a situation of military conflict, it was reflected in the psychological and emotional state of citizens. Due to constant stress and being in a state of tension, fear and despair, people need more than ever the opportunity to find relief and temporary peace even in small joys. Tourist trips contribute well to this, they help to reorient for a while, to relax physically and emotionally. This has a beneficial effect on health and performance. After all, the country needs strong and confident citizens in the future, ready to rebuild the destroyed in the future.

Recently, the State Tourism Development Agency came out with an encouraging message - travel in the country continues even during the war. Outbound tourism is also gradually recovering. Mostly women with children travel to popular summer destinations departing from Chisinau (Moldova).

Countries that want to live not only for today, already during the war think about how they will live after its end. Rebuilding and improving the activities of important economic sectors and the field of tourist services is an opportunity to return to a full-fledged life faster. Therefore, tourism should and will work.

The authors offer a monograph that is a summary of scientific searches and achievements regarding the results of research work of the Department of Management of Foreign Economic Activity, Hotel and Restaurant Business and Tourism of the Vinnytsia National Agrarian University on the initiative topic "Problems and prospects of the development of the hotel, restaurant and tourism industry in the conditions of integration processes". The monograph will be interesting for everyone who is involved in solving modern problems of the hotel, restaurant and tourism industry.

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6.1. Tourist potential of Vinnytsia region

The Podilsk economic region has a favorable economic and geographical position, determined by its proximity to the industrialized central region and the Polish, Carpathian, Southern economic regions and the Republic of Moldova. Important highways and railways pass through its territory, which contributes to the development of economic ties with all the main centers of Ukraine – Kyiv, Odesa, Lviv, Ivano-Frankivsk, Chernivtsi and the Dnipro centers – Dnipro and Zaporizhzhia.

According to scientists, the region has significant prospects for the development of the biotechnological industry, the production of laboratory and special industrial equipment, the production of environmentally friendly food products, and the introduction of new recreational and health technologies based on high-tech clusters.

The region also has tourist and recreational opportunities, the use of which can be improved by forming clusters of rural green tourism, production of folk crafts. Thanks to the presence in the region of qualified labor resources, raw materials for the production of construction materials, there are necessary opportunities for the formation of powerful construction clusters that can attract both large and small and medium-sized enterprises for construction both in the region and beyond.

In the modern conditions of globalization of the world economy, it is important to improve the process of attracting investments in economic activity, since this phenomenon is a guarantee of stable and effective development of the country's economy. An increase in investment resources and their effective use were and remain necessary prerequisites for the development of the state as a whole, as well as individual regions.

An important prerequisite for the intensification of investment activities and the inflow of investments is the investor's assessment of the investment attractiveness of the state or region. The Vinnytsia region has significant potential, in particular natural

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resources, labor, production and cultural resources, which makes it possible to consider the region as an object for attracting both domestic and foreign investments [105, p. 371-375].

Let's consider the main aspects of the "Tourism Development Program in the Vinnytsia Region for 2021 - 2027". Adoption of the Program is due to the need to create a coherent and effective system, which aims to develop a competitive tourist product capable of maximally satisfying the tourist needs of both external and internal tourists, and ensuring, on this basis, the comprehensive development of territorial communities of the region, their socio-economic growth under the condition of rational use and preservation of ecological balance, historical and cultural heritage, etc.

Also, the issue of effective use of natural recreational resources requires a priority solution. World practice proves that income from tourism, under the condition of effective use of recreational potential, can become the main source of filling the budget of territories, and at the destination level - increase the level of employment of the population and ensure the growth of its income.

The creation of a number of tourist and excursion routes will allow to harmoniously combine attractive conditions of rest and travel to fully satisfy the needs of the most demanding tourists.

Vinnytsia region has all the prerequisites for the intensive development of domestic and foreign tourism, namely: features of the geographical position and relief, a favorable climate, a wealth of natural, historical-cultural and tourist-recreational potentials.

Vinnytsia tourist industry is gaining momentum every day regarding the further development of the potential in this area of activity, which makes it possible to further generate significant interest of both domestic and foreign tourists in the tourist attractions of the region [106].

Vinnytsia region is located in the forest-steppe zone of the central part of the Right Bank part of Ukraine. The Southern Bug River divides the territory of the region into two parts: the left bank, which belongs to the Dnieper Highlands, and the right

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bank, the Podilsky Plateau. The surface of Vinnytsia is a raised plateau that descends in the direction from the northwest to the southeast.

Most of the territory of the Vinnytsia region is located within the boundaries of the Ukrainian crystalline shield. The complex geological history of the territory influenced the formation of the relief.

In the central part of the region, the South Bug River flows from the north-west to the south-east, and the Dniester River flows along the south-west border of the region. There are 204 rivers over 10 km long on the territory of the region. They belong to the basins of the Southern Bug (Zgar, Riv, Dokhna, Sob, Savranka), Dniester (Murafa, Lyadova, Markivka, Rusava, Nemia) and Dnieper (Ros, Hnylopyat, Guiva).

Forest-steppe landscapes are common in Vinnytsia. The forests are dominated by broad-leaved tree species: hornbeam, maple, linden, oak, ash. The herbaceous vegetation is characterized by great diversity. There are about a thousand species of wild plants alone.

In the Vinnytsia region, 1159 deposits and manifestations of 30 types of various minerals, dozens of peat deposits, as well as unique deposits of granite, kaolin, and fluorite have been discovered. A number of healing sources of mineral and radon water in the city of Khmelnyk have been developed and are operating in the region.

The current state of biological diversity in the Vinnytsia region is determined by a combination of natural and anthropogenic factors. Vinnytsia region is an ancient East Podolsk forest-steppe region in the southwest of the country. Most of the region is located on the eastern spurs of the Volyn-Podilsky Upland, a much smaller part of the territory is located on the western outskirts of the Dnieper Upland.

The relief of Vinnytsia is quite homogeneous: its territory is an undulating plain, which is most elevated in the northwest, and is lowered in the south near the Dniester. The entire territory of the region is densely cut by a dense network of river valleys, ravines and ravines, especially in the southwest. The largest rivers of the region are the Dniester, the Southern Bug, the Murafa and some others.

Broad-leaved forests are widespread, but if in the past they densely covered almost the entire territory of the region, now only separate massifs remain. However,

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even now, almost the entire central part of Vinnytsia is classified as a broad-leaved forest region in geobotanical zoning.

The tourist potential of the Vinnytsia region is shown in (Table 1.).

Table 1.

Tourist potential of Vinnytsia region

Nature reserve fund	Historical and architectural potential	Sanatorium-resort and recreational potential
National nature park - 1	Sights of cultural decline - 4330	Sanatoriums -15
Reserves of national importance - 23	Monuments of history - 1897	Deposits of mineral healing waters -1
Customers of local importance - 140	Monuments of archeology - 1739	Deposits of table water ("Regina") -1
Natural monuments of national importance - 10	Landmarks of urban planning and architecture - 548	Fresh water deposits -17
Local nature attractions value - 191	Monuments of monumental art - 98	Recreation centers - 126
Parks-monuments of garden and park art of general national importance - 16	Sights - garden and park art - 47	Out-of-town children's health and recreation facilities in the region - 11
Parks-monuments of garden and park art of local importance - 31	Landscape park of local importance - 1	Homesteads of rural green tourism - 30
Dendrological park of local significance - 1	Museums - 30	Vinnytsia - 35 enterprises developing and implementing tour products
Reserve tracts - 26		Hotels in Vinnytsia - 47
Regional landscape parks - 7		Public catering establishments in Vinnytsia - 322

**Source: created by the author based on [106].*

The classification of territories and objects of the nature reserve fund of the Vinnytsia region is shown in (Table 2.).

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Table 2.

Classification of territories and objects of the nature reserve fund of Vinnytsia region

№	Sights of nature state-wide value	Sights of nature local value	Regional landscape parks	Customers state-wide value	Customers local value
Zhmeryn district					
1.	-	22	-	2	13
Haysynsky district					
2.	2	45	1	6	40
Vinnytsia district					
3.	1	63	2	5	28
Khmilnytskyi district					
4.	1	12	-	2	10
Tulchyn district					
5.	1	15	2	3	23
Mogilev-Podilskyi district					
6.	5	34	2	5	26

**Source: created by the author based on [106].*

The "Tourism Development Program in Vinnytsia Oblast for 2021-2027" was developed in accordance with the "State Regional Development Strategy for 2021-2027" and the "Strategy for Balanced Regional Development of Vinnytsia Oblast until 2027".

The adoption of the "Program" is due to the need to create a coherent and effective system capable of developing a competitive tourist product that can satisfy the tourist needs of both external and internal tourists and ensure, on this basis, the comprehensive development of territorial communities of the region, their socio-economic growth under the condition of rational use and preservation of ecological balance, historical and cultural heritage, etc.

The classification of territories and objects of the nature reserve fund of the Vinnytsia region is shown in (Table 3).

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Table 3.

Classification of territories and objects of the nature reserve fund of Vinnytsia region

№	Parks-monuments of garden and park art state-wide value	Parks-monuments of garden and park art local value	Dendrological park local value	National natural parks Національні природні парки	Reserve tracts
Zhmeryn district					
1.	1	7	-	-	3
Haysynsky district					
2.	2	-	1	1	8
Vinnytsia district					
3.	3	9	-	-	9
Khmilnytskyi district					
4.	2	6	-	-	-
Tulchyn district					
5.	2	4	-	-	1
Mogilev-Podilskyi district					
6.	1	5	-	-	5

**Source: created by the author based on [107].*

At the present stage, the most popular types of tourism by purpose of travel in Vinnytsia are: cultural and educational, medical and recreational, recreational, rural green tourism, event, sports and active, religious tourism and pilgrimage.

The "Tourism Development Program in the Vinnytsia Region for 2021-2027" also offers a description of the region's strengths and weaknesses.

Depending on the availability and combination of types of tourist and recreational resources and factors of tourist attraction, as well as on the level of tourism organization, different territorial units can be distinguished within the region. They will differ according to the instruments of regional policy in relation to them, according to the level and methods of positioning, according to the intensity of tourist and recreational activities.

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It is necessary to define the following territorial units as a tourist area, a tourist zone and a tourist center [108].

Let's dwell on the peculiarities of their organization in more detail. Tourist district. As a rule, they understand a separate territorial unit, based on the commonality of natural, cultural and historical-architectural resources, united by a common tourist infrastructure and perceived as a complete object.

Territorial formations of Vinnytsia region within administrative districts and their groups can be considered as tourist districts. In addition, this territorial category can be considered quite broadly, depending on the system of criteria characterizing it, and the scale of implemented tourist and related projects (for example, how a tourist area can be the territory of the Vinnytsia region as a whole).

Tourist zone. A tourist zone is considered a territory where recreational activity is one of the spheres and which includes networks of tourist enterprises and enterprises that ensure their functioning (tourism infrastructure). As an example of tourist zones of the Vinnytsia region, the following territories can be: Central (Middle Buzka), Northern (Upper Dniester), South (Pridnistrovska), West (Mid-Rapha), North-Eastern, South-Eastern.

Tourist center. A tourist center is considered a set of tourist facilities compactly located on the same territory, united by a common infrastructure and intended for the purpose of serving tourists. The main characteristics of a tourist center are the localization and concentration of tourist display objects and the high intensity of tourist and recreational activities.

In the Vinnytsia region, the following areas are famous tourist centers: Shargorod, Khmilnyk, Bar, Mogilev-Podilskyi, Nemyriv, as well as Bershad and Yampil.

Based on this typology of territories, from the point of view of the intensity of tourist and recreational activities and the density of tourist attractions and tourism infrastructure in Vinnytsia region, the territories of the following tourist zones are of greatest interest:

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Central (Serednyobuzka) – Vinnytsia, Nemyriv, Tulchyn, Ladyzhyn, village Stepashki of the Haysyn district.

Northern (Verkhnyobuzka) – Khmelnyk.

Southern (Prydnistrovska) – Yampil, Mogilev-Podilskiyi. Zahidna (Sednyomrafska) – the city of Bar, the city of Shargorod.

South-Eastern – village Kryzhopol, Bershad, village Marshes of Tulchyn district. This is the second largest tourist zone of the region.

North-Eastern. It is in the stage of formation, has high transport accessibility [108].

Strategic approaches to the management of territorial development in Ukraine have already become a mandatory element of regulating economic and social relations in all regional centers and most cities of Ukraine.

The improvement of these mechanisms is facilitated by the processes of globalization, which make it possible to use the gained experience and technologies of the application of strategic management, the development of the system of local self-government under the influence of the processes of decentralization, the increase in the level of responsibility of local authorities for the improvement of all spheres of the life of the territory, the improvement of the quality of the provision of public services [109, p. 80-85].

On behalf of the German Federal Ministry of Economic Cooperation and Development (DMZ), the Swiss State Secretariat for Economic Affairs (SECO), the project "Integrated development of cities in Ukraine" was created.

The executor of the project is "Deutsche Gesellschaft fur Internationale", the political partner is the Ministry of Development of Communities and Territories of Ukraine (Minregion), national partners are local self-government bodies.

So, the territory of the project is the cities of Ukraine, namely: Lviv, Chernivtsi, Vinnytsia, Zhytomyr, Kyiv (Podilskiyi district), Poltava, Melitopol, Kharkiv.

In order to overcome challenges, Ukrainian cities are increasingly seeking to apply an approach that experts call integrated urban development. Planning based on this strategy promotes sustainable development, social balance and social diversity.

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Optimization of city management processes and procedures is carried out through the development and application of modern planning tools, such as the concept of integrated urban development (KIRM) or the plan of sustainable urban mobility (PSMM) [109, p. 80-85].

The fundamental basis of the formation of a socially oriented national economy should be local administration. According to the "European Charter of Local Self-Government", this concept means the right and real possibility of local self-government bodies to regulate a significant part of public affairs at the expense of their own responsibility in the interests of the local population.

To improve the quality and comfort of life of the population, the financial potential of the territory, the financial support of local authorities and the increase of municipal finances are important - the sum of money that local self-government bodies have to solve the socio-economic tasks set by the state and the local population [110].

It should be noted that, despite the risks caused by the COVID-19 pandemic, the entrepreneurs of the hotel and restaurant sector of Vinnytsia united in 2020 and founded the "HlibSil" hospitality association.

With the support of the "Stina" union and the "PROMIS" project, 6-module training was conducted for the members of the newly created organization, the mission and vision project of the union was developed, and the key points of the membership policy were outlined. By joining forces and establishing new partnership conditions, the members of the association will work to increase the number of tourists in the Podilsk region, in particular through the development of food culture and gastrotourism.

The "Vinnytsia standard of hospitality" is actually universal, and it can be applied by any entrepreneur or industry worker who in one way or another interacts with guests, namely: tells, presents, treats, accommodates, organizes, provides premises. The standard can be implemented in the work of both the event industry and travel companies. And it is this mechanism that makes it possible to create "added value" - it applies not only to the hotel and restaurant business. In the future, together with the "HlibSil" hospitality association and the "Stina" union, the interaction of the

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key subjects of the tourist market will be developed and help them in cross-selling and promotion, forming joint products [111].

The city of Vinnytsia is located on the banks of the Southern Bug and is the administrative center of the Vinnytsia region, one of the historical centers of Eastern Podillia. The city is located in a strip of forest-steppe, within the boundaries of the Volyn-Podilsky crystalline massif. In Vinnytsia, considerable attention is paid to the development of green areas, with the aim of creating conditions for leisure and active recreation of Vinnytsia residents and city guests. The vegetation of the city is characteristic of the forest-steppe.

According to the director of the City Council's Marketing and Tourism Department O.M. Vesheleni, the year 2020 united the tourist community of Vinnytsia. Thanks to the activity of the Tourist Council under the mayor, the "Tourism Development Strategy until 2030" was approved and the "Hlib Sil" hospitality industry association was created.

6.2. Formations in the field of tourism in Vinnytsia region

Vinnytsia is able to achieve noticeable results and increase the demand for its tourist products already in the new season by combining the efforts of the authorities, the public and business. To ensure this process, the financing of the "Tourism Development Program for 2021-2023" was approved and provided for the purpose of restoring pre-quarantine indicators [107].

In Ukraine, there are certain problems in the field of tourism that limit innovative development. Particular attention should be paid to the imperfection of the legislative framework for rural green tourism; coordination of rural green tourism at the level of oblast, district; professional education of farm owners and staff; preferential lending and provision of subsidies, as well as preferences for persons who create favorable conditions for the development of rural green tourism.

The synergistic effect of increasing the competitiveness of the cluster in the tourist market is reflected in (Figure1).

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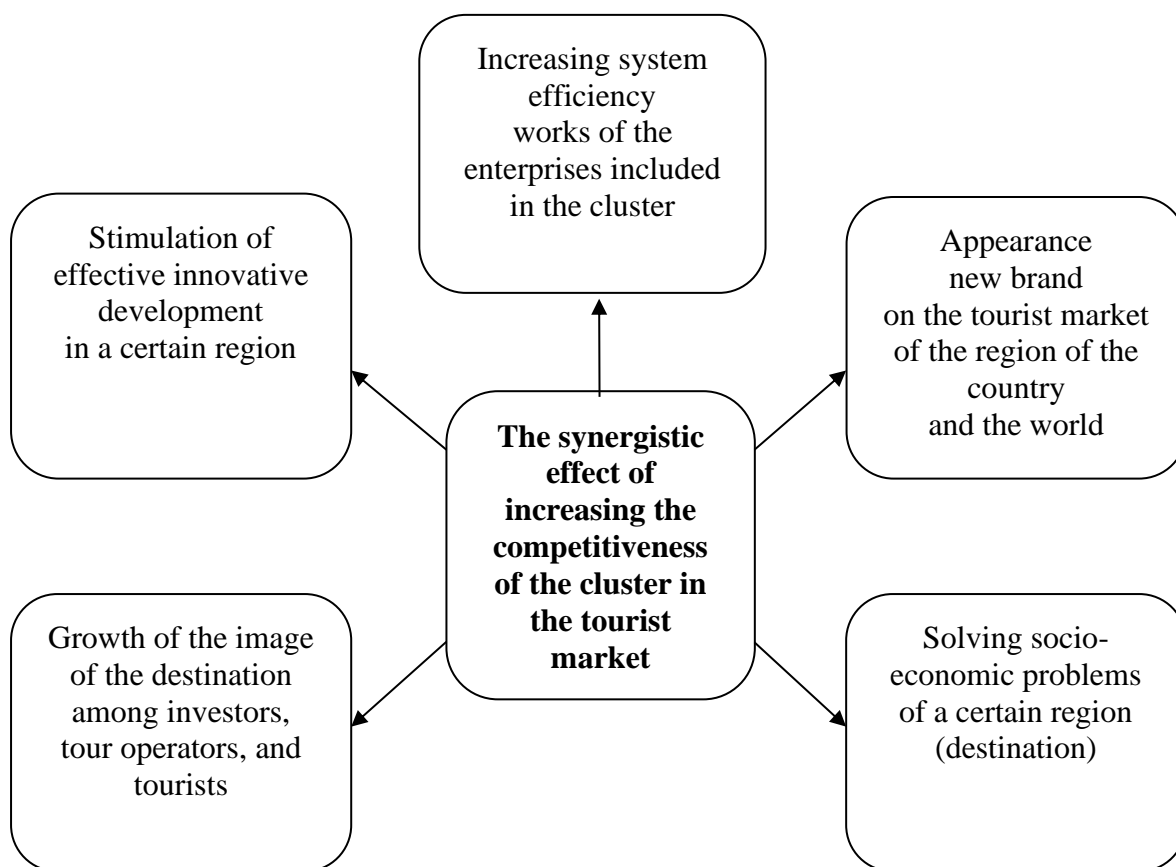


Figure 1. The synergistic effect of increasing the competitiveness of the cluster in the tourist market

**Source: created by the author based on [112, p. 26-31].*

The above-mentioned aspects were proposed for discussion at the Information Seminar "Actual issues of organizing and conducting business in the field of green tourism", which took place in Vinnytsia. The seminar initiated the effective cooperation of a significant number of scientific and research institutions, educational institutions, local self-government bodies, museum workers, tourist operators, public catering establishments.

The prospects of cross-sectoral cooperation models in communities, the conditions for the creation of agritourism clusters, the use of local cultural, natural and social potential of communities for the development of the industry were also highlighted at the All-Ukrainian Forum of Green / Rural Tourism, which was held at the Vinnytsia National Agrarian University as part of the "Image Mapping" project of the Public association

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"Pangaea Ultima Development Center" with the support of the Embassy of Finland in Ukraine [113].

The forum initiated the effective cooperation of a significant number of scientific and research institutions, educational institutions, the Ministry of Agrarian Policy and Food of Ukraine, the Department of Tourism and Resorts of the Ministry of Economic Development and Trade, local self-government bodies, museum workers, tourist operators, catering establishments, which contributes to social - economic development of regions and Ukraine as a whole.

To increase the competitiveness of the enterprise, it is necessary to study the essence of business processes, the practical experience of economic activity of integrated structures that create favorable conditions for the development of production and sale of products and provision of services.

It is for the formation and development of competitive tourist destinations that the cluster approach is widely used in tourism. In the regional development strategy, the cluster approach is a form of territorial and sectoral organization of production, which contributes to the implementation of innovative entrepreneurial projects of economic development, provides a synergistic effect of interaction with scientific and project institutes with the interested participation of regional and municipal management bodies [112, p. 26-31].

It should be noted that at tourist forums, international and all-Ukrainian conferences, scientific research and practical results are presented, namely: prospects for the development of tourism in rural areas; challenges and new opportunities of the tourism industry in Ukraine; tourism is the key to dynamic socio-economic development of rural communities; features of educational programs for owners of agricultural estates; international support for the sustainable development of rural tourism; activities of the recreation cluster; the essence and concept of fundraising; astronomical tourism; categorization of the rural accommodation base; information technologies in green tourism; green tourism and patriotic education; prospects for the development of green / rural tourism in Vinnytsia.

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Green rural tourism in the Vinnytsia region is a pleasant pastime in the picturesque corners of the country, which allows you to fully enjoy your vacation by visiting a network of agricultural estates located in the villages of the Vinnytsia region. Full range of services, comfortable living conditions, traditional Ukrainian cuisine, pleasant unobtrusive service and the most democratic prices. Tourists are offered the following services and entertainment: basketball, baseball, football, swimming pool, walks to the quarry, archery, fishing and others.

It is possible to increase the competitiveness of the recreational and tourist sphere by increasing the movement of tourist flows. One of the means to gain competitive advantages in the market, as well as to improve the attractiveness of the territory for potential tourists, is the creation of such a territorial and industry association as a tourist cluster.

The complication of the system of socio-economic relations between regions in connection with the development of productive forces and production relations led to the emergence and development of a new phenomenon, such as interregional economic ties. The development and optimization of mechanisms of state regulation of interregional economic ties is aimed at deepening integration processes, expanding existing and establishing new ties, ensuring regional food security, and improving the well-being of the population.

At the same time, the division of labor, its specialization also implies cooperation, since one is impossible without the other. This basis is based on the interrelationship and interdependence of the processes of specialization, cooperation, and concentration, which objectively occur, and hence the integration and placement of production.

These processes form the deep basis of improvement of territorial, branch and organizational structures of production. Scientific and technological progress and the most effective ways of intensification, which are a general pattern of the development of interregional economic ties, are inextricably linked with them [114, p.101-104].

Rural tourism in general and agritourism in particular solve the problems of diversification of the enterprise in the regions engaged in the production of agricultural products and increase the level of employment of the labor potential through the creation

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of additional jobs. At the same time, rural tourism performs a significant cognitive function and contributes to the education of citizens in the spirit of patriotism, the creation of national consciousness and a conscious attitude to nature.

Understanding the essence and problems of work in agriculture. In addition, rural tourism is a type of relatively cheap, but quite pleasant and at the same time active rest, recreation and health.

The main service of rural tourism is providing tourists with temporary accommodation. In Ukraine, among the main types of rural buildings equipped to receive visitors, the following can be distinguished:

- a farm estate (a plot of land with a residential building, household buildings, surface and underground communications, perennial plantations located on it, which is located outside the settlement);

- agricultural residence (residential premises located in rural areas, containing no more than five rooms (depending on the housing category), adapted for the accommodation of tourists, and owned by private property rights of the owner, who is engaged in agricultural activities or is engaged in the field of service or social sphere of the village);

- agro-hotel (agri-pension) (residential building (group of buildings) of the hotel type, specially designed for the organization of providing recreational services to the population in rural areas) [115, p. 84-91].

The decisive factor in the "Sustainable Development Strategy of Ukraine until 2030" is the innovative direction of development, which is based on the active use of knowledge and scientific achievements, the stimulation of innovative activities, the creation of a favorable investment climate, the renewal of production assets, the formation of high-tech activities and sectors of the economy, and the improvement of energy efficiency of production, stimulation of balanced economic growth based on attracting investments in the use of renewable energy sources, in environmentally safe production and "green" technologies [116, p. 3-6].

A systematic approach to environmental management will provide the highest management with information that will be useful for achieving long-term success and

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acquiring opportunities that will contribute to sustainable development by: preserving the state of the environment, preventing or reducing adverse impacts; reducing the potential adverse impact and environmental conditions on the organization, its employees and residents of the settlements where it is located [117].

Ensuring the sustainable development of the transport and logistics system involves the introduction of innovative models, organizational management and environmental technologies, which will correspond to the modern transformative transformations of the national economy and contribute to reducing the negative impact of transport on the environment.

These measures should take place in the context of the concept of green growth proposed by the Organization for Economic Cooperation and Development.

Also, it is worth noting that the functioning of the transport and logistics system should be carried out within the framework of the European transport policy TEN-T, aimed, first of all, at the efficient use of resources and the reduction of greenhouse gas emissions.

Let us consider related cities, partner cities, twin cities – two cities, mainly from native countries, between which permanent friendly ties have been established for mutual acquaintance with life, history and culture, to achieve better mutual understanding, strengthening cooperation and friendship between their populations, as well as for sharing experience in solving similar problems faced by city management bodies and organizations.

So, the city of Kielce, which is located in central Poland, 170 kilometers south of the country's capital, Warsaw. Fossilized remains of corals, sponges and shells in local caves are proof that millions of years ago a warm sea stretched over the place of the capital of the Świętokrzyskie Voivodeship. What other sights await tourists? The city is extremely picturesquely located, as the ridges of the Świętokrzyskie Mountains pass through it. Traveling through the city of Kielce, you will feel the difference in heights (from 231 m to the highest hill in the city – Telegraf Mountain – 406 m).

The city is the only one in Europe with a variety of rock formations. They can be touched and photographed in five nature reserves of the city, which are definitely worth

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seeing (four reserves of inanimate nature: "Kadzelnia", "Vetshnya", "Slihovice", "Besak-Bilogon" and landscape reserve "Karchuvka").

The newest attraction of the reserve "Kadzelnia" is the first waterfall in the city and a network of caves, open to visitors, of a completely different nature than the Paradise cave.

Ukraine pursues a multi-vector foreign policy. Special attention is paid to the development of bilateral relations in legal, political, trade and economic, humanitarian, scientific, cultural and other spheres. Among the European states, the French Republic occupies an important place in the foreign policy activity of the Ukrainian state.

Dijon is a city and municipality in France, the administrative center of the Burgundy-Franche-Comté region and the Côte d'Or department. Twin cities of Vinnytsia are shown on (Figur 2).

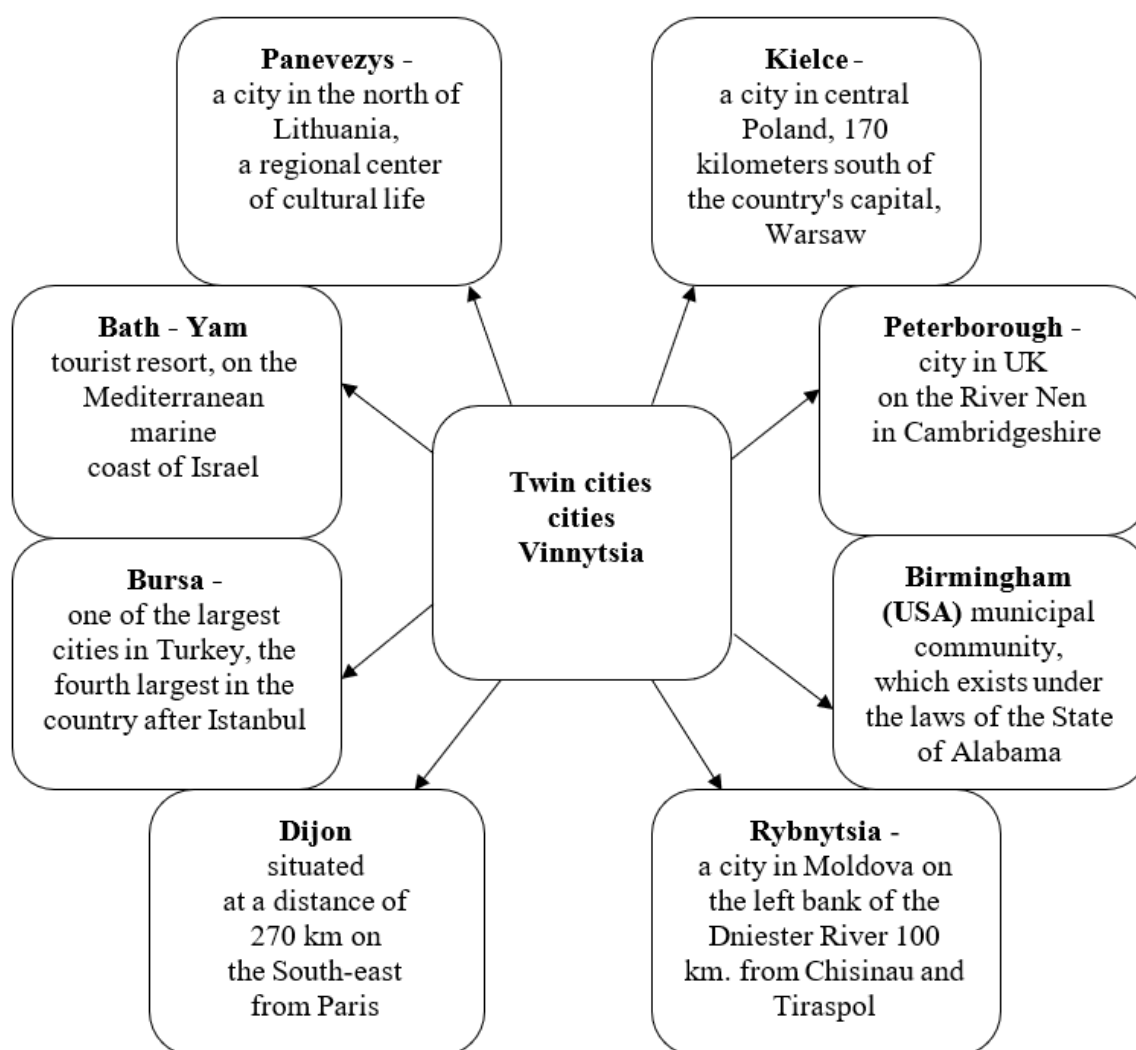


Figure 2. Twin cities of Vinnytsia

**Source: created by the author based on [118].*

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The year 2020 has become a challenge for the entire world economy, which in the last more than half a century has experienced the greatest upheaval caused by a global emergency. From the very beginning, the COVID-19 pandemic had the most significant impact on the travel industry: according to the World Tourism Organization, in the 10 months of 2020, the drop in international arrivals amounted to 72%, compared to last year and returned the industry to the level of 1990.

The tourist offer of the city of Vinnytsia to reorient itself to the requests of travelers in the realities of quarantine. Yes, the number of tastings and gastro tours with an emphasis on Podil cuisine has increased significantly. Vinnytsia guides have introduced new formats of excursions on motor ships and bicycles, using the potential of the city's recreational and natural areas, which are especially popular during quarantine restrictions.

The activity of the Art Association "PLAI" from Vinnytsia, which organized the "Intercity live: Eurotrip" festival, is also important for the study of European identity. This action is possible thanks to a grant from the "House of Europe" program of the European Union. From the description of the project, it is known that the event will be the first interdisciplinary online festival in Ukraine, which will unite cultural figures, artists and spectators from anywhere in the world.

The public association, "PLAI" Art Association joined in the creation of a number of festivals, concerts and art events in Vinnytsia, including the "Air GogolFest" festival, the "SUN-Territory" art weekend, the Vinnytsia "Green Double Bass" and many other concerts Ukrainian and foreign bands.

"House of Europe" is a program financed by the European Union, created to support professional and creative exchange between Ukrainians and their colleagues in the countries of the European Union.

The program focuses on the culture and creative sector, education, medicine, social entrepreneurship, media and youth work [119].

It should also be noted that the city of Vinnytsia and the French city of Dijon cooperate in the direction of the development of gastronomic and event tourism. The cities of Dijon and Vinnytsia, as well as the regions of Burgundy and Podillia have a

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significant number of common features, and the resource of agricultural production and food industry allows maintaining the status of gastronomic capitals even for cities with a population of less than half a million.

The Vinnytsia City Council reported that a striking example of the revitalization of gastrotourism in Dijon is the project to create the "City of Gastronomy" quarter (Dijon - Cité internationale de la gastronomie), which is scheduled to open in 2021.

This complex, with an area of 6,5 hectares, on the territory of the former central hospital, will showcase food and drink as part of the culture of all France (as well as "UNESCO World Intangible Cultural Heritage") and will combine exhibition and tasting halls, an academy, a hotel, shopping playgrounds, a cinema and ecological residential quarters, which will allow to attract almost a million additional tourists every year [120].

The basis of the socio-economic model of diversification of production activities of the population in European countries is small and medium-sized entrepreneurship, which occupies a predominant share in the sectors of the economy, stimulates the development of competition in the European economy, forces large companies to increase production efficiency and introduce new technologies. The production of non-agricultural products and the provision of services also include tourism and the development of handicrafts.

Folk crafts are an integral part of the culture and lifestyle of traditional Ukrainian society. On the one hand, they are related to the economy and the development of natural resources, and on the other hand, they are part of the spiritual culture of the people, as they reflect the creativity and knowledge of the people. Craft, that is, small-scale production by hand, served to satisfy personal household needs, to order or sale. The geographical location of Ukraine, its natural wealth contributed to the development of a significant number of crafts and artistic industries [121, p. 84-90].

Vinnytsia is a part of the Podil region, the history of which begins as early as the 12th century, when the northern part of the modern Vinnytsia region was part of the so-called Bolokhiv land. During the Mongol-Tatar invasion, the name Podillia appeared for the first time.

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This is the land of gray legends and melodious songs, the land of ancient farmers - inheritors of the traditions of the hardworking Trypilians, warlike Scythians and courageous Sarmatians, wise Slavs and champions of justice - the Cossacks. Blessed by God, the Vinnytsia region fascinates with the calm beauty of the landscapes, the generous decoration of the fertile land, spring waters, emerald forests, and vast fields.

Like small islands of the past - ancient barrows and hillforts, palaces, churches, churches, remains of former defense structures, monuments to outstanding compatriots who made our land great, places of victories of brave sons of the Ukrainian people, which have come down to us through the ages to amaze and to captivate the descendants with their greatness, beauty and uniqueness of creations of both nature itself and human genius.

There are many museums in Vinnytsia. The outstanding surgeon and anatomist, public figure and teacher M. Pirogov spent the last 20 years of his life in the Vyshnya manor in Vinnytsia.

On the territory of the park planted by Mykola Ivanovich, there is a national manor museum, where the scientist's embalmed body has been stored in the crypt for 120 years in a row. The museum is an important part of the cultural heritage of Ukraine and is included in the State Register of Historical and Architectural Monuments of National Importance.

His memorial park is a monument of garden and park art. Field sessions of the Academy of Medical Sciences, Pirogov readings, congresses, scientific conferences, musical events and festivals are held in the museum [122].

It is possible to develop and update the tourist potential of the Vinnytsia region with the help of the interaction of management and coordination bodies, advertising and information enterprises and institutions, collective means of accommodation, food establishments, producers of tourist services, leisure institutions, health resorts, tourist destinations, transport infrastructure - this everything will ensure the creation of a synergistic effect and contribute to strengthening the competitive advantages of this region.

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A significant part of the historical and cultural heritage of Podillia is made up of ancient palace-park complexes, which reflect different eras. These are real jewels in which nature, architecture, fine art are combined into a compositionally complete work. Podil's palaces have always been the centers of the most valuable art collections, original centers of culture.

Vinnytsia region is a strategically important cultural, political and economic region of Ukraine, which at the same time can become one of the largest tourist, recreational and resort regions of Ukraine. An important component of the region's recreational potential is its socio-geographical position.

The well-known sanatoriums of Khmilnyk and Nemirov are in increasing demand among tourists who plan to get better in Vinnytsia region. After all, Vinnytsia is rich in high-quality mineral and fresh underground waters. Far beyond the borders not only of the region, but also of Ukraine, the well-known resort of state importance, the city of Khmilnyk, which is also called the "radon treasury", the Ukrainian Baden-Baden.

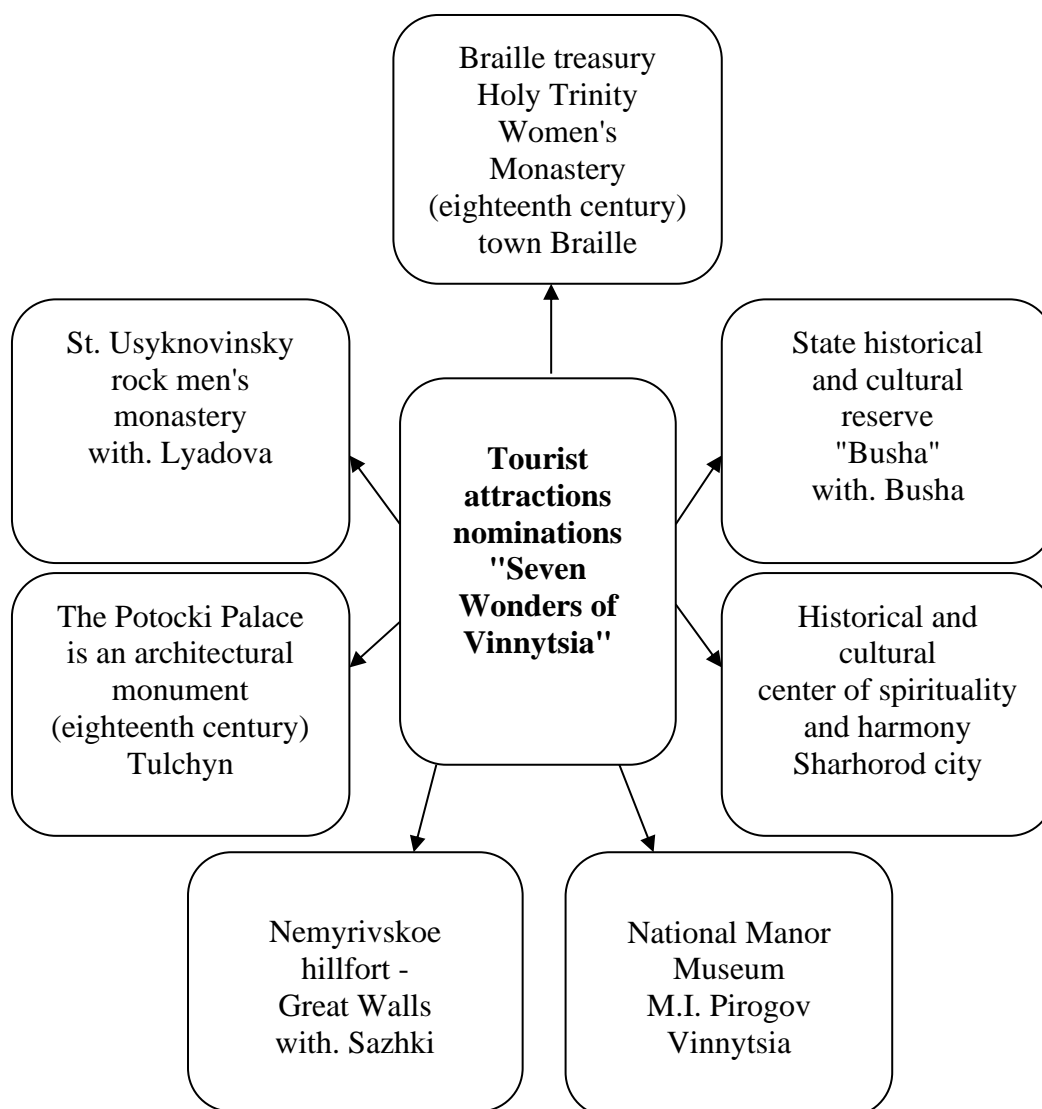
The radon waters of Khmelnyk have no equal among the well-known mineral waters of Europe. The balneological resort includes 7 sanatorium-resort institutions, which makes it possible to improve the health of up to 50 thousand people, both from Ukraine and abroad, and this is a considerable potential for the development of resort tourism [123].

The land of Vinnytsia is vast and fertile, beckoning with the cozy coolness of the forests, the quiet splashes of the ponds, the greatness of the people's spirit and the sincerity of human hearts. Is there still a place in the world where a mournful song pours so insightfully and gently, where the singing of a nightingale lulls you to warm memories and the soul flows to the immeasurable heights of human existence?

In 2007, the Vinnytsia Regional Council, with the aim of popularizing new tourist routes in Eastern Podillia, held the "Seven Wonders of Vinnytsia" competition and honored the brightest masterpieces of the Vinnytsia region, created by nature and the work and inspiration of man. Another twenty-one unique sights were recognized in the nomination "Pearls of Podillia" [124].

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Tourist attractions of the nomination "Seven Wonders of Vinnytsia" are shown on (Figur 4.).



Figur 4. Tourist attractions of the "Seven Wonders of Vinnytsia" nomination

**Source: created by the author based on [124].*

Vinnytsia nurtured and gave the world outstanding personalities who glorify the spiritual land with their efforts and talent. And the colorful pages of the history of our region "tell" about the finds of the Tryplian culture, the weapons of the Scythians and the gold of the Sarmatians, the sights of the Cossack era. The beauty of Vinnytsia is unique historical, architectural, natural sights, spiritual shrines, but not all of them are well known in Ukraine and beyond.

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The process of self-renewal must be balanced and encompass the four dimensions of our nature: physical, spiritual, mental, and social/emotional.

The social/emotional dimension is human relationships, attitudes towards people. And the spiritual dimension is related to the search for the meaning of existence. This is the path to the goal, the contribution of one's efforts and organizational integrity.

In order for the organization, like the individual, to be effective, all four dimensions must be developed and renewed in a wise and balanced manner. Each dimension that is neglected will create a negative force field of resistance that will repel efficiency and growth. Organizations and individuals that recognize each of the four dimensions in their program statement will provide a strong foundation for balanced renewal [125, p. 322-323].

Historically, Ukraine did not have the best legacies to successfully modernize - the Eastern Christian tradition, the Russian Empire, and communism. However, Ukrainian independence created chances to overcome history. In particular, the combination of some (relative) democracy and successive years of economic growth gave Ukraine the opportunity to form a middle class and a young generation that has a set of values of an open society.

If the trend continues, then in 20-25 years the country will reach the state of open access and then the mechanism of sustainable development will be activated. This phenomenon implies a change in the way of thinking about the country itself.

Therefore, the program of a civilizational leap, in addition to the final plan of economic reforms, should include the humanitarian dimension: how and in what direction to reform education and culture, transform Ukrainian science, develop independent media, change the perception of one's past and one's place in the modern world - all that, which works to change the value base of society [126].

Our houses, villages and cities are located on the territory of the country. In addition, the territory has traditionally been the main source of food for the people and even today the products and natural resources of the country are of great importance and constitute a crucial component of the nation's wealth. And transformed into a

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landscape, the territory takes on a completely different meaning for those who belong to it, those who are able to distinguish specific places where memorable battles and events took place, and to identify specific monuments and shrines that reflect the distinct character of the nation.

Citizens eventually came to believe that the landscape embodied the traditions, history, and culture of the nation they shared with previous generations. The landscape is also a source of beauty, elevation and exploitation. It was transformed into a symbol of the nation, embodying traditions, ideas, hopes and feelings, some of which awaken a sense of belonging to the nation [127, p. 33-36].

The concept of "rural tourism" is similar in terms of leisure to the concept of "ecological tourism". Ecological tourism (ecotourism) is an educational and recreational type of tourism, focused on natural (slightly altered by man) territories, which involves engaging in various forms of active recreation in natural landscapes without harming the environment.

At the present stage, ecotourism is developing most dynamically in territories with natural value (national and landscape parks). Ecotourism is aimed at protecting the natural and cultural environment of regions visited by tourists. It assumes that travelers are people with high environmental awareness.

Ecotourism is the only direction in the tourism industry that is interested in preserving its main resource, the natural environment or its individual components (natural monuments, certain species of animals or plants). Ecotourism is one of the fastest growing sectors of the tourism industry.

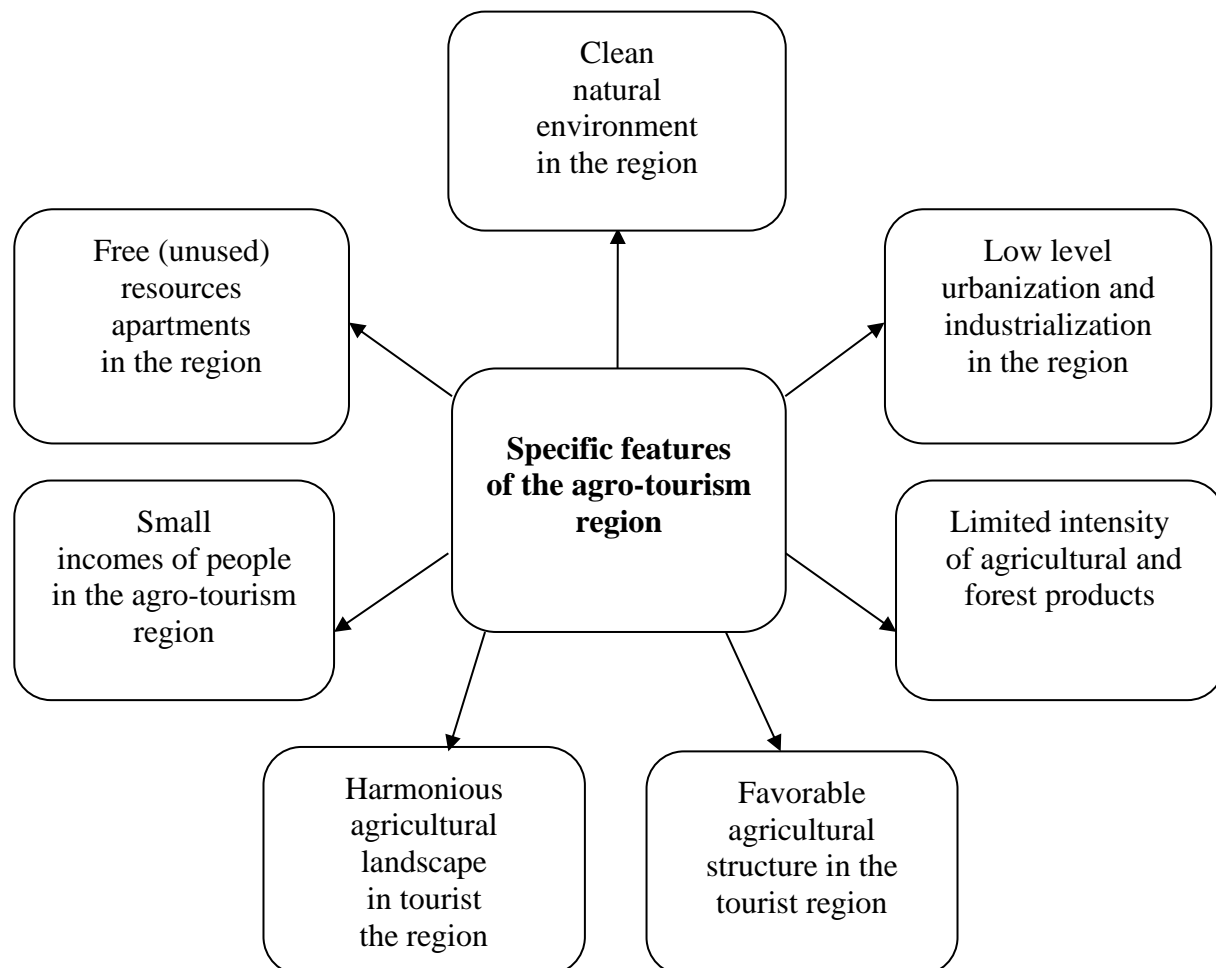
Sustainability in tourism is a positive overall balance of environmental, socio-cultural and economic impacts of tourism, as well as the positive impact of visitors on each other.

So, the distinguishing features of ecotourism are that it creates and satisfies a person's desire to communicate with nature, prevents a negative impact on ecology, culture, aesthetics, and forces the tourism potential to contribute to the restoration of natural resources and the socio-economic development of the territory.

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There are specific features that an agro-tourism region must have for the successful development of tourism.

But, unfortunately, the features are usually the opposite of the realities in which vacationers live (Figur 4).



Figur 4. Specific features of the agro-tourism region

**Source: created by the author based on [128].*

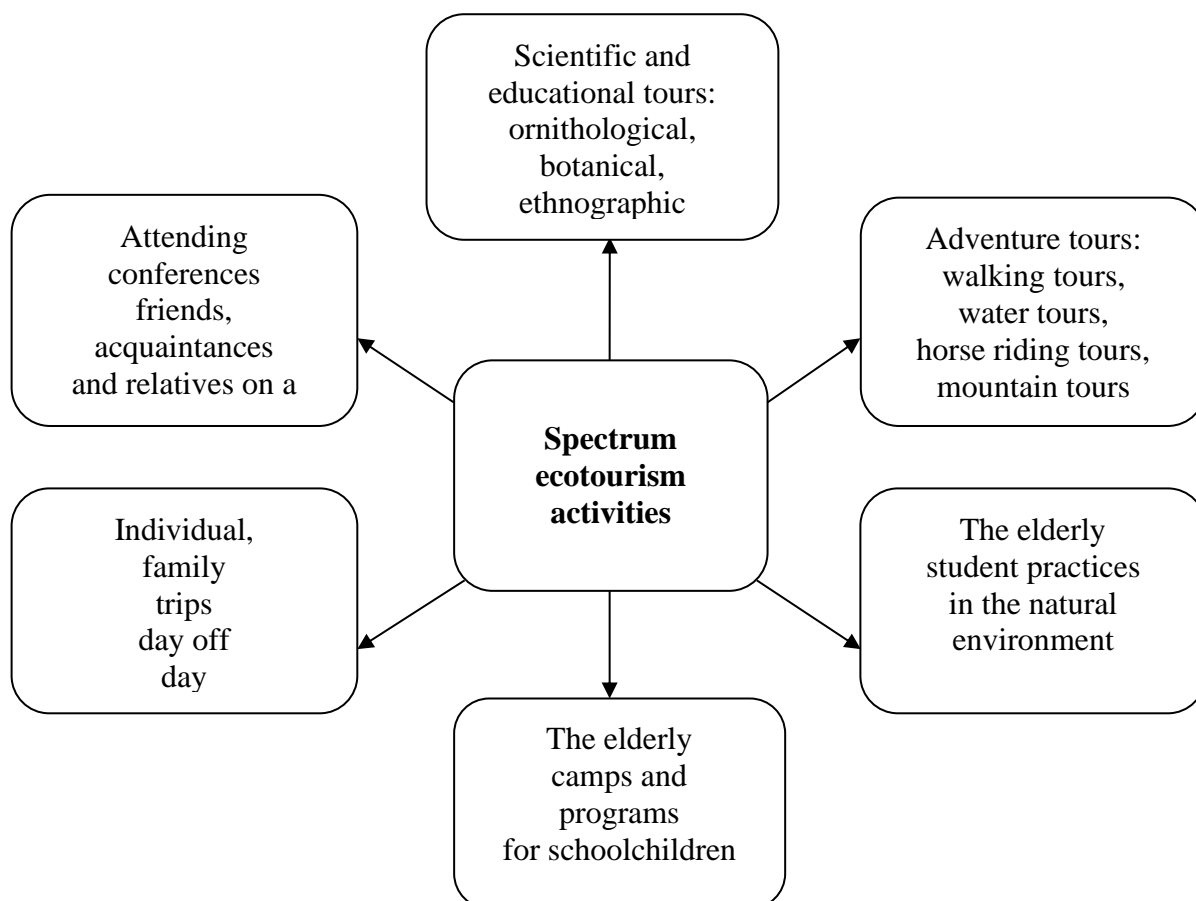
In addition, the development of ecotourism contributes to the improvement of the ecological, educational and general cultural level of both visitors and local residents.

However, rural tourism (as well as agrotourism) and ecotourism differ in the main purposes of use. Rural tourism is a type of free time in the form of stationary recreation with the possibility of short radial trips and hikes. Instead, ecotourism is a way of spending free time in the form of non-stop movement, discovery of wild nature,

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itinerary familiarization with natural and historical attractions of the territory, derived knowledge of traditions and local culture [129].

Under the conditions of appropriate organization, ecotourism can include a fairly wide range of activities (Figur 5).



Figur 5. The range of ecotourism activities

**Source: created by the author based on [129, p. 8-9].*

The modern network of natural reserves of Ukraine was formed as a result of the work of many generations of conservationists and plays an important role in solving the problems of preserving biological and landscape diversity, maintaining ecological balance in nature, and shaping the outlook of people, communities, and society. In total, more than 11,000 protected areas with the status of a reserve or national park have been created in the world.

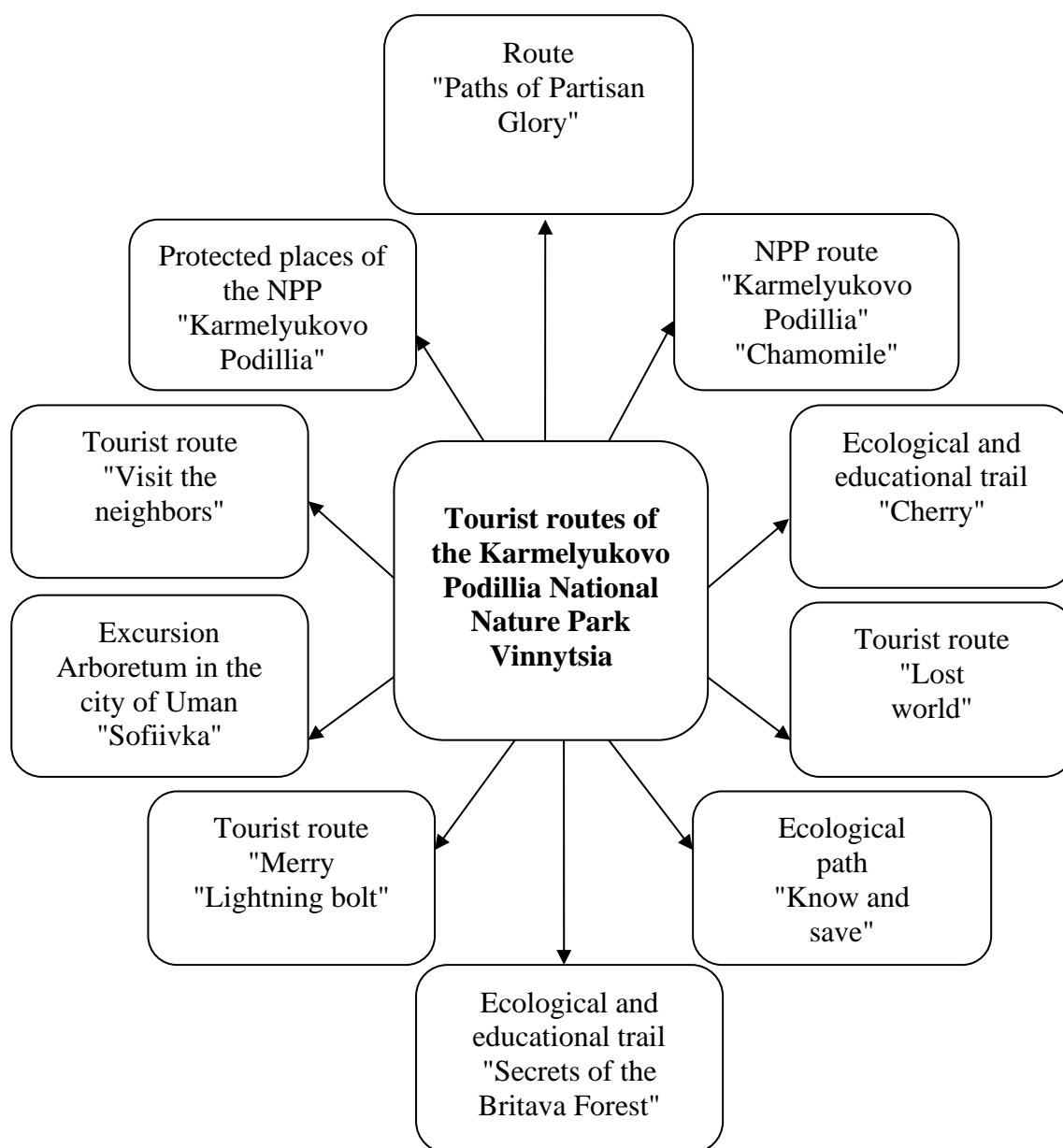
There are 645 territories and objects of PZF of national importance in Ukraine: 19 natural and 4 biosphere reserves, 48 national nature parks, 309 sanctuaries, 132

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natural monuments, 18 botanical gardens, 7 zoological parks, 19 dendrological parks, 89 nature parks garden and park art.

Their total area is 2144.49 thousand hectares (within the territory of Ukraine), or 54,7% of the entire actual area of the PZF and 3,55% of the area of Ukraine. The number of territories and objects of PZF of local importance is 7,456 units with an area of 1,8 million hectares.

The tourist routes of the Karmelyukovo Podillia National Nature Park are shown in (Figur 6).



Figur 6. Tourist routes of the National Natural Park "Karmelyukovo Podillia"

**Source: created by the author based on [130].*

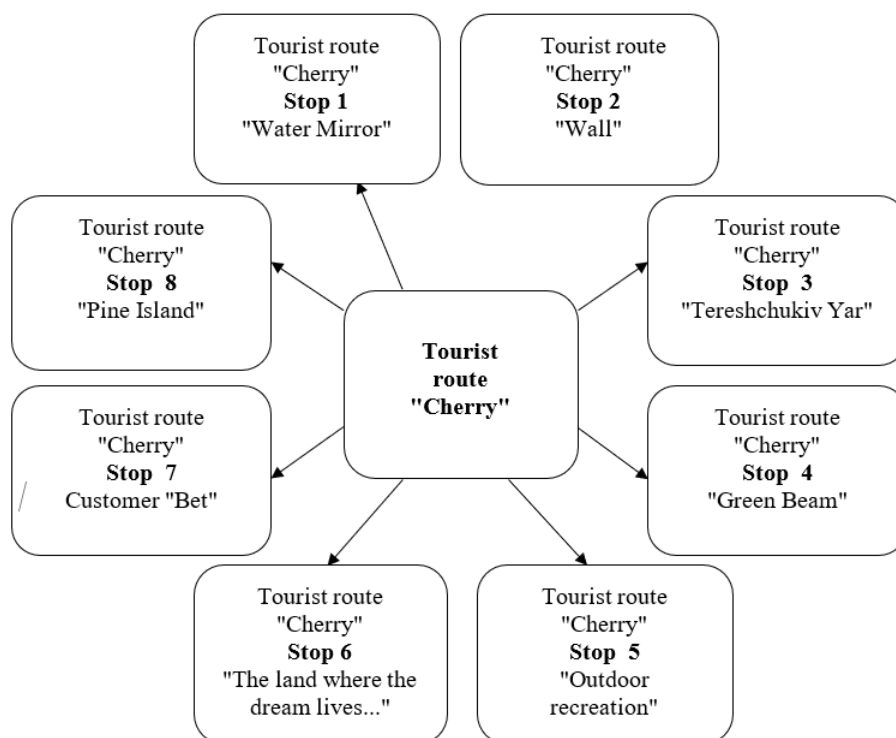
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424 territories and objects of the nature reserve fund are under state protection. Among them – one national nature park and three regional landscape parks – Karmelyukovo Podillia National Nature Park; RLP "Dniester"; RLP "Nemyrivske Pobuzhzhya"; RLP "Seredne Pobuzhzhya".

Karmelyukovo Podillia National Nature Park organizes interesting and exciting nature trips for connoisseurs of natural resources, historical and cultural heritage, folk traditions, and active recreation. Today, the area of the park is more than 20,000 hectares of state-owned land, including 16,000 hectares of Chechelnytsky Forestry.

It should be noted that the International Youth Forum "Southern Podillia - Pearl of Ukraine" is traditionally held in the Karmelyukovo Podillia National Park in June. For four days, more than eight dozen people from Vinnytsia, Cherkasy and Moldova have the opportunity to participate in various competitions, contests, entertainment programs, exchange experiences and enjoy communication with nature.

Precisely for the purpose of research and popularization of interesting folk traditions, the tourist route "Cherry" in the Karmelyukovo Podillia NPP is shown on (Figur 7).



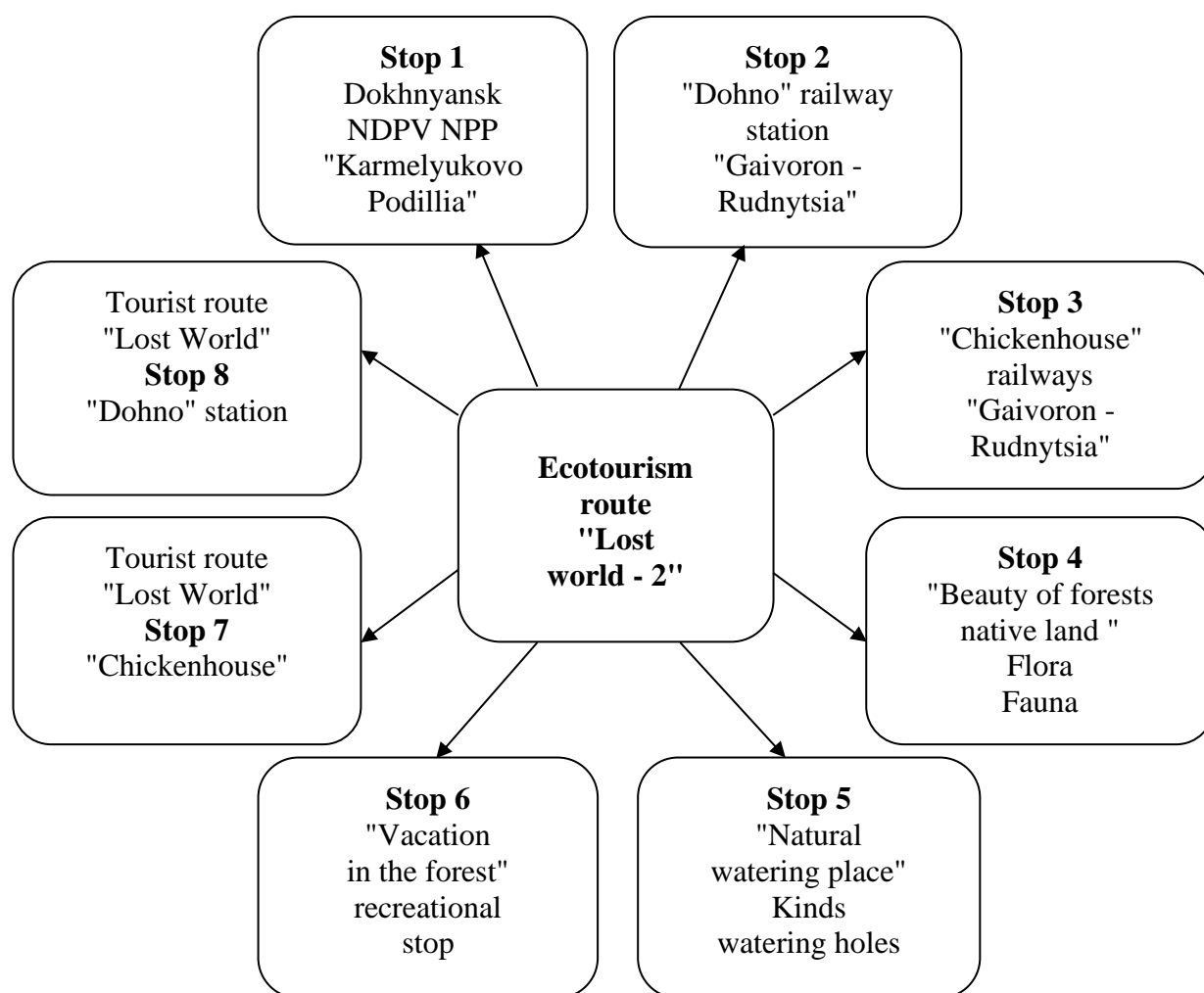
Figur 7. Tourist route "Cherry" of the National Nature Park "Karmelyukovo Podillia"

**Source: created by the author based on [130].*

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The ecological trail "Cherry" is a beautiful panorama of the corners of nature. This route involves getting to know the botanical monument of nature of national importance "Tereshchuk Yar", where a relict plant grows – the tartarnic thorn. There is an equipped comfortable place for rest on the trail, and numerous springs quench the traveler's thirst.

Visitors are offered interesting ecotourism routes, including: ecotourism route "Lost World - 2" NPP "Karmelyukovo Podillya", which is shown on (Figur 8.).



Figur 8. Tourist route "Lost World - 2" of the National Nature Park "Karmelyukovo Podillia"

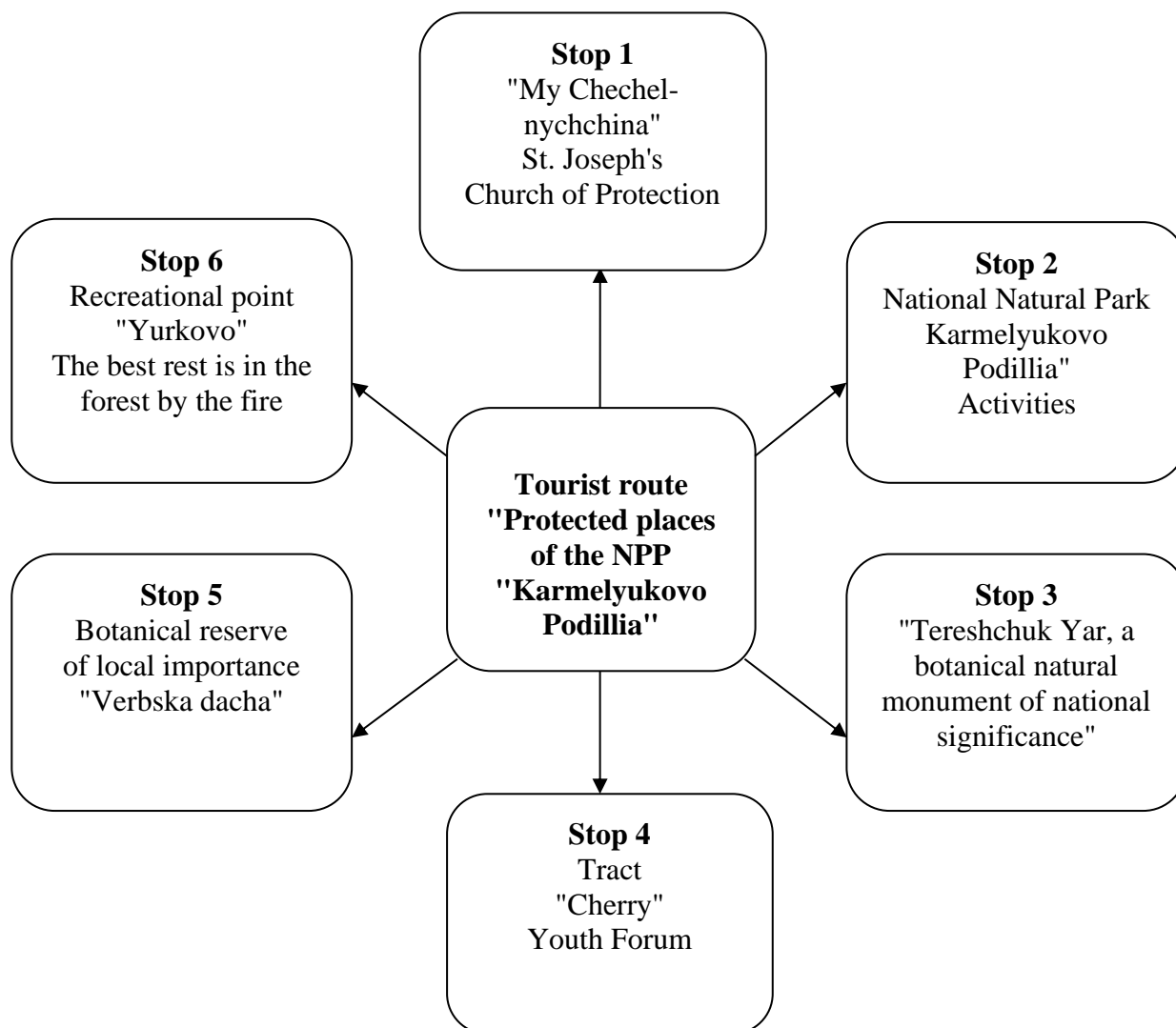
**Source: created by the author based on [130].*

The management and employees of the Karmelyukovo Podillia NPP are qualitatively improving the activities of the nature park. Cooperation with the Ministry of Ecology and Natural Resources of Ukraine, the Department of Agro-Industrial

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Development, Ecology and Natural Resources of the Vinnytsia State Administration, the Department of International Cooperation and Regional Development of the Vinnytsia State Administration, the tourist company "Sevied" (France, Leon), the tourist company "Acord" (Ukraine, Lviv), educational institutions. Traditionally, the "Cherry" tract was chosen as the venue. Participants live in a tent city [130].

The tourist route "Reserved places" of the Karmelyukovo Podillia National Nature Park is shown on (Figur 9).



Figur 9. Tourist route "Reserved places" of the National Nature Park "Karmelyukovo Podillia"

**Source: created by the author based on [130].*

This is a combined route, part of which passes through a rare narrow-gauge railway, and part of which is a walking journey into the world of nature. You have the

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opportunity to get acquainted with the picturesque nature of Podillia, to visit the center of the Old Believers of Podillia "Kurenivske Trimonastyrya", to spend your free time in an interesting way.

Karmelyukovo Podillia National Nature Park organizes interesting and exciting nature trips for connoisseurs of natural resources, historical and cultural heritage, folk traditions, and active recreation.

The park was created for the purpose of preservation, reproduction and rational use of unique natural and historical-cultural complexes of Southern Podillia, which have an important environmental, scientific, historical-cultural, aesthetic, recreational and health significance.

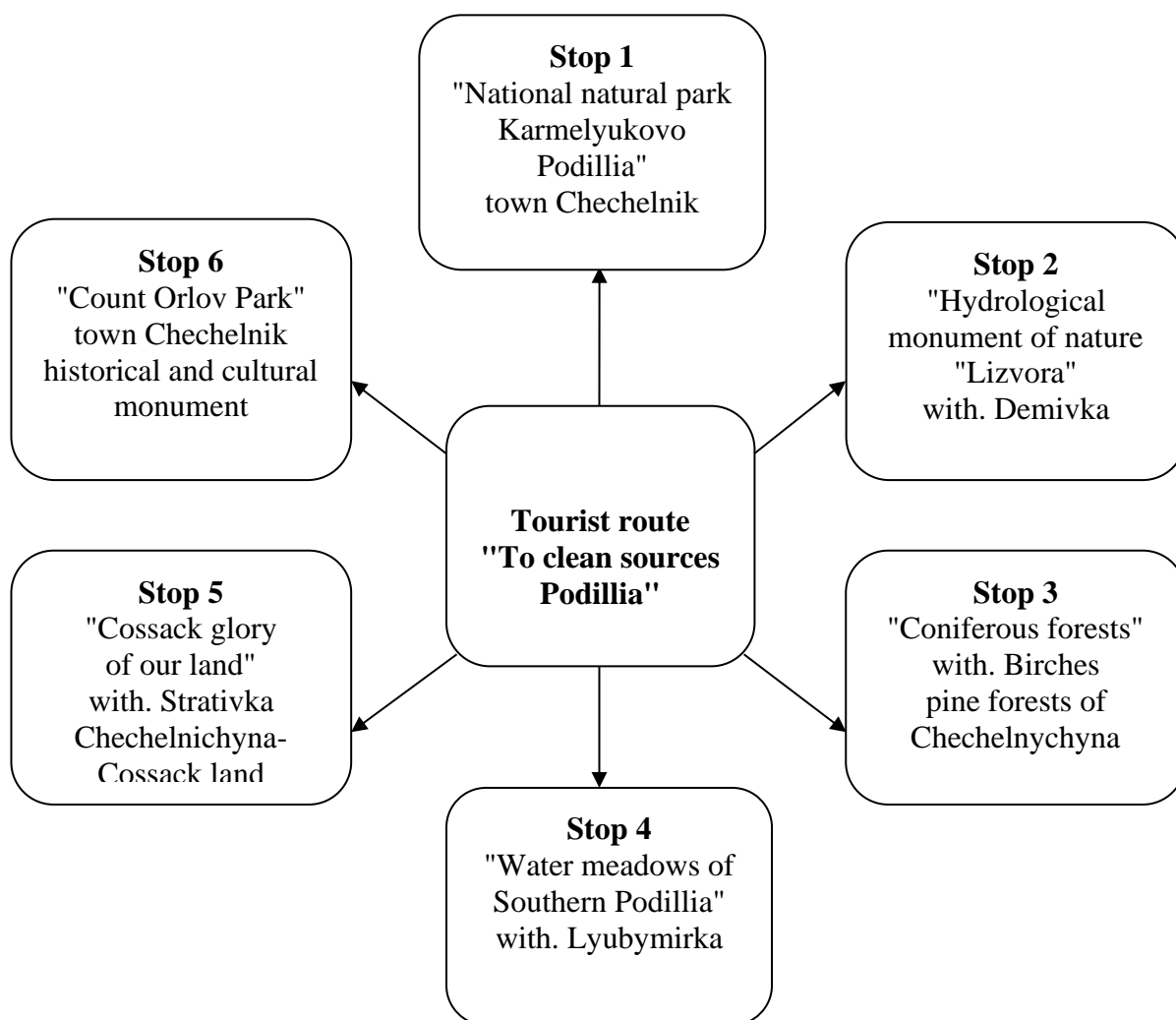
Its main tasks are: preservation and reproduction of valuable natural and historical-cultural complexes and natural objects on its territory; creation of conditions for organized tourism, rest and other types of recreational activities in natural conditions with observance of the regime of protection of protected complexes and objects; organization and implementation of research works, including the study of natural complexes and their changes under conditions of recreational use; creation and implementation of scientific recommendations on environmental protection; reproduction of certain types of flora and fauna; restoration of disturbed ecosystems; management and effective use of natural resources; organization and monitoring of landscape and biological diversity; maintaining and ensuring ecological natural balance in the region.

Revival of local traditions of nature use, centers of local arts and crafts and other types of folk art.

The main landscape areas of the Park are mezhyric undulating loess plains with medium humus soils. Meadow landscapes have been preserved in fragments, mainly within the steep slopes of streams and river valleys, along the edges of forest areas.

The tourist route "To the clean springs of Podillia" is shown on (Figur 10.).

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Figur 10. Tourist route "To the clean springs of Podillia"

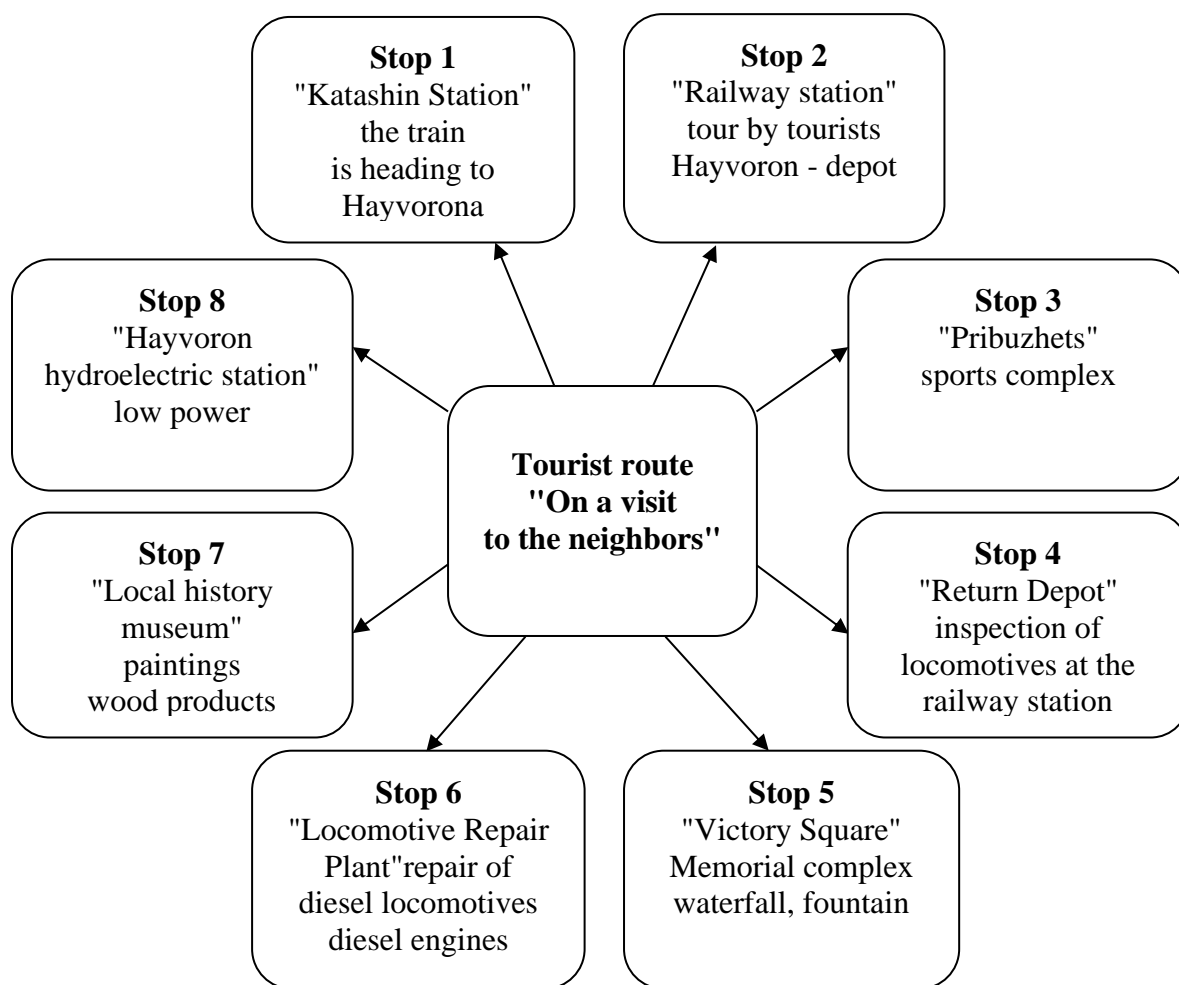
**Source: created by the author based on [130].*

Valley landscapes are characterized by a combination of terrace areas with chernozem-meadow and meadow-chernozem soils and floodplain areas with meadow, meadow-swamp soils, and floodplain forests. Within the park, broad-leaved forest landscapes of common and rock oak prevail almost exclusively.

The route "Visiting Neighbors" runs along the narrow-gauge railway to the city of Gaivoron. During the trip, we have the opportunity to familiarize ourselves with the work of the railway and road depot, interesting exhibits in the local history museum, and visit a granite quarry.

The tourist route "Visiting neighbors" in the Karmelyukovo Podillia NPP is shown on (Figur 11.).

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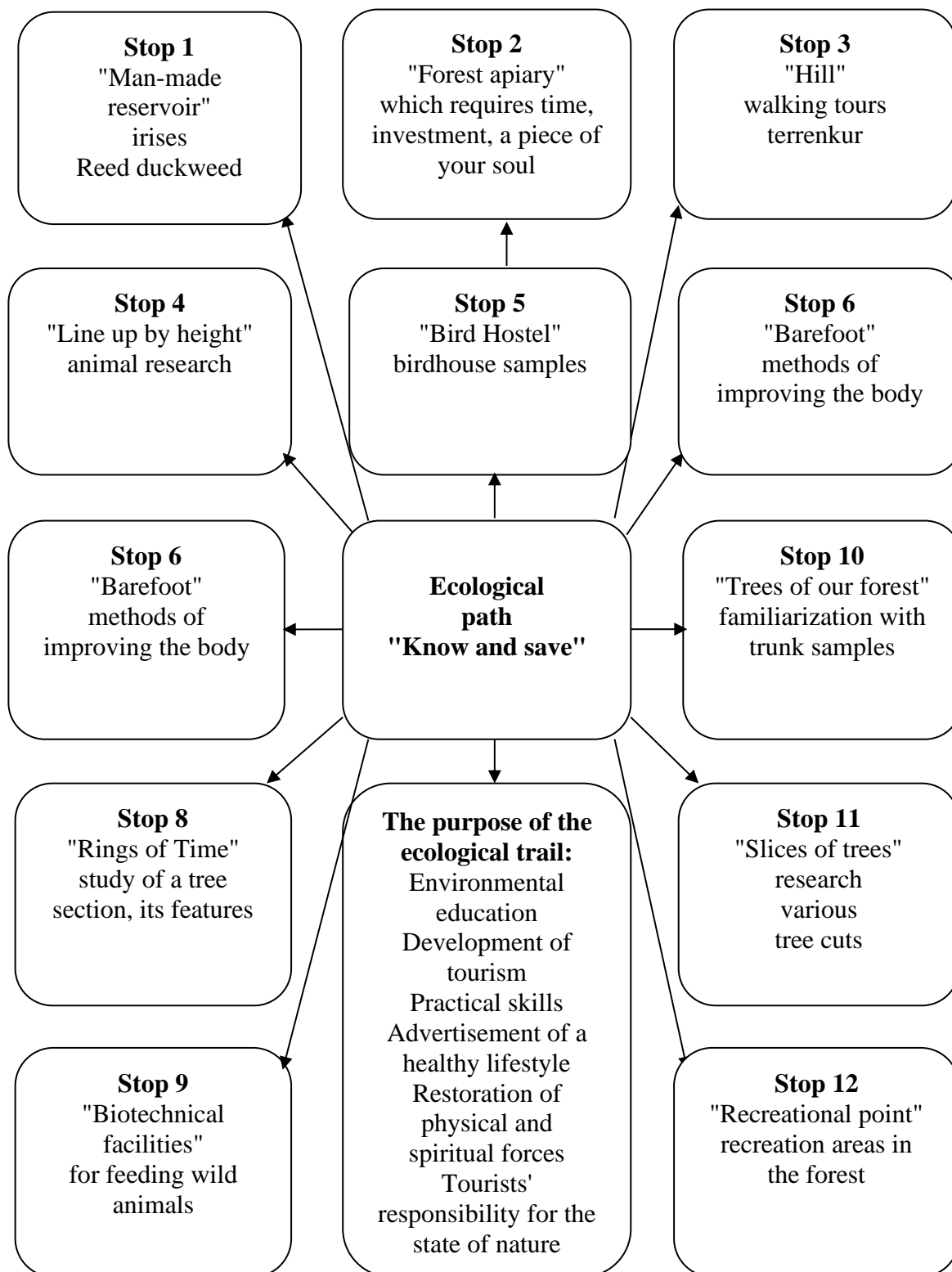
Figur 11. Tourist route "Visiting the Neighbors" of the "Karmelyukovo Podillia" National Nature Park

**Source: created by the author based on [130].*

In the Karmelyukovo Podillia National Nature Park, gray forest and dark gray forest soils, podzolized chernozems, leached chernozems, and typical chernozems are found on the plains. Gray forest and dark-gray forest soils (and, to a large extent, podzolized chernozems) are mainly occupied by forest vegetation, under which they were formed.

The ecological trail "Know and Save" in the NPP "Karmelyukovo Podillia" is shown in (Figur 12.).

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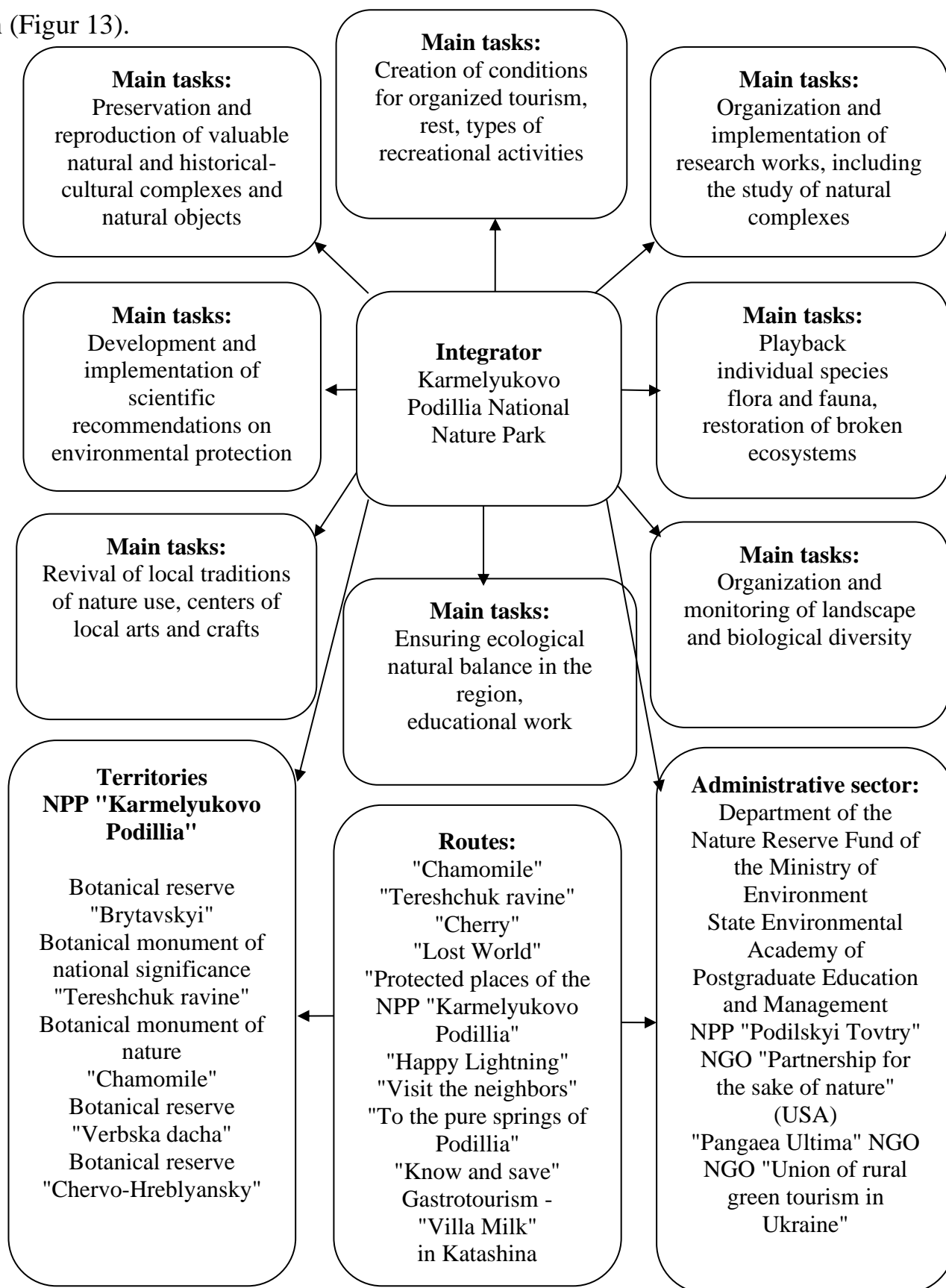


Figur 12. Tourist route "Know and save" of the Karmelyukovo Podillia National Nature Park

*Source: created by the author based on [130].

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The project model of the Karmelyukovo Podillia National Nature Park is shown in (Figur 13).



Figur 13. The project model of the Karmelyukovo Podillia National Nature Park

**Source: created by the author based on [130].*

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In the Karmelyukovo Podillia National Nature Park, gray forest and dark gray forest soils, podzolized chernozems, leached chernozems, and typical chernozems are found on the plains. Gray forest and dark-gray forest soils (and, to a large extent, podzolized chernozems) are mainly occupied by forest vegetation, under which they were formed.

Karmelyukovo Podillia National Nature Park constantly offers a variety of excursions. Visitors get to know the modern robotic farm and the "VILLA MILK" dairy factory built according to the latest technologies, where they taste the products.

In the forestry ecological and educational center, the Park employees conducted the quest "Interesting adventures in the forest".

Next, tourists visit the village. Olgopil, the square of two poets, the local ecological and naturalistic center of children's creativity, got acquainted with the man-made island of Tuzla-2.

Protected business is an important direction of nature conservation activities, which is created for the preservation and careful use of unique and typical corners of nature. Government employees, activists of environmental organizations, scientists and individual enthusiasts of the environmental movement are obliged to create and implement priority environmental protection programs in practical activities.

The park includes oak forests of natural origin, which are rare for Ukraine, areas of meadow-steppe vegetation, which are a place where endangered plants grow, presents a wealth of biodiversity and represents the unique nature of Southern Podillia. It has a beneficial physical and geographical potential, which is determined by the beauty and diversity of landscapes, the predominance of picturesque hilly terrain, considerable forest cover, and the presence of interesting species of plants and animals.

Karmelyukovo Podillya National Nature Park is located in the southeastern part of the Vinnytsia region, bordering Odesa region – the south of the Haysyn district.

When distinguishing regions from the standpoint of administrative and economic management, a border region is defined as a territory covering one or more administrative-territorial units of one state and directly adjacent to the state border. The

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border region is the internal territory of the state, where its regional policy is implemented.

It should be noted that the separate parts – Western Podillia (Podilskyi Voivodeship), Eastern Podillia (Bratslav Region), Opillia and Poberezhye (Polish. Pobereże) – a historical region in the southern part of the former Bratslav Region are defined.

The coast, located between the Yahorlyk and Murafa rivers at the confluence of the Dniester and Boga (Southern Bug) rivers, reached the borders of the Crimean Khanate. The northern part of the Coast was owned by the Potocki family (palace in Tulchyn), and the southern part by the Konetspolsky family.

Cross-border cooperation is carried out in the adjacent territories of at least two neighboring states. In this case, we mean the cross-border region – a certain territory covering the border administrative-territorial units of neighboring states.

The presence of a border is the factor that determines a cross-border region among a set of territorial entities. There cannot be a cross-border region on non-contiguous territories.

Like any region, a cross-border region has a defined territory, population, settlement system, has economic, ecological, technological, political, cultural subsystems, is formed, functions and develops. The main specificity of the functioning of the cross-border region is that in order to ensure the territorial system, coordination of the activities of individual border territories is necessary, which is implemented through cross-border cooperation in various organizational forms.

We will remind that cross-border cooperation is a specific sphere of foreign economic, political, ecological, cultural and educational and other types of international activity, which is carried out at the regional level and, covering all their general forms, differs in the need and possibilities of their more active use, as well as a number of features, namely: the presence of a border and the need to arrange it, the joint use of natural resources and, accordingly, the joint solution of environmental security problems, wider mutual communication of the population of neighboring

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states and personal connections of people, a significantly higher load on the infrastructure (roads, communications, the field of service, roadside infrastructure).

The paradigm of the theory of post-industrial society is the priority of man, his creative and intellectual potential, conditions of his life. Special attention should be paid to this moment, because the basis of Euroregional cooperation is the effort to create quality living conditions for the population on both sides of the border, to eliminate signs of peripherality, to eliminate the existence of a border, to ensure the necessary freedom for a person, without which the realization of his creative potential is impossible.

Only with the help of the concept of post-economic society can the emerging social whole be adequately contrasted with all historical forms of society united in the economic era, only in this case it is possible to restore the adequate character of the doctrine covering the entire historical path traveled by human civilization.

The concept of a post-economic society allows one to determine the main characteristic of today's transformation, which is the transition from labor to creative activity, and to determine the main "growth points" in which the formation of new social relations is actively taking place, to realize the importance or, on the contrary, the insignificance of certain changes in the life of modern society (we refer to such "growth points" as cross-border regions and TCS).

Cross-border clusters cover adjacent border territories of neighboring states, which include institutions and firms located on both sides of the border. Therefore, cross-border clusters can be defined as groups of independent companies and associated institutions that are geographically concentrated in a cross-border region, cooperate and compete, specialize in different fields, are connected by common technologies and skills, and complement each other, which ultimately makes it possible to obtain synergistic and network effects, diffusion of knowledge and skills.

The peculiarity of cross-border clusters is that cluster participants are located in different tax, customs, and legislative environments of neighboring countries, but they can have joint enterprises and organizations, use common infrastructure and function primarily in cross-border markets.

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Another feature of cross-border clusters is that the intensity of network interactions in the cluster is limited by the presence of a border, which creates additional barriers for the free movement of goods, labor, and capital. Different mentality, traditions, language, culture, and negative pages of history can also be barriers to establishing cooperation.

It takes time for clusters to become successful. Numerous examples show that it takes a decade to form a cluster to create a significant and real competitive advantage. It is necessary to bring the organization of the functioning of the regional cluster to the level at which it can work in the cross-border network as an equal partner, i.e. ensure the following conditions:

- formation of the identity of regional clusters, sufficient level of cluster development at the regional level;
- qualified management of the cluster, which has strong positions in the region, connections with key regional actors (government, business, science and the public);
- a critical mass of regional firms participating in the cluster, interested in cross-border partnership.

A step-by-step approach to creating a cross-border network is optimal. At the first stage, coordinators/managers of regional networks are primarily involved in the development of the cross-border network. They should jointly discuss and create an infrastructure for establishing cross-border cooperation.

Experience shows that this process can be initiated by representatives of clusters independently or under external influence, which would initiate the process and establish incentives to compensate the operating costs of each regional cluster organization. The role of such an external agent can be assumed by relevant authorities or Euroregional structures.

The second stage of cluster formation will be characterized by the integration of enterprises participating in regional clusters into the cross-border network, their promotion to the neighboring region and country, active use of the services of partner networks for the realization of new business opportunities.

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A key feature of partnerships is the desire of the parties to achieve certain tasks that they cannot accomplish alone, by pooling skills and certain resources on the basis of legality, voluntariness, equality, mutual respect and mutual concessions of the parties in the negotiation process.

Necessary conditions for such cooperation are the same vision of the goals of cooperation, the presence of common problems for partners, and the search for optimal ways of implementing joint actions to solve or prevent them.

Cross-border partnership is defined as an organizational form of cross-border cooperation carried out on the basis of voluntary cooperation of two or more territorial communities, their representative bodies, local executive bodies, public organizations, legal entities and individuals from different sides of the border, operating in accordance with the terms of a formalized contract (charter, framework agreement, etc.), with the aim of implementing joint projects, programs and solving social, charitable, cultural, educational, scientific and management tasks.

In accordance with Clause 6 of the Order of the CMU the Ministry of Regional Development together with the National Academy of Sciences of Ukraine initiated the project "National strategy for the creation and management of cross-border clusters" as a tool for the implementation of state regional policy in cross-border regions with the aim of increasing the competitiveness of the latter.

The stated Strategy reflects the general vision of the state regarding the creation and support of the development of cross-border clusters, taking into account the specifics of each border/cross-border region of Ukraine.

The main tasks of forming and supporting the development of cross-border clusters are defined in the Strategy: increasing the competitiveness of cross-border regions; increasing the index of human life; promoting the formation of new and the development of existing Euroregions as an institutional platform for the identification of cross-border cluster initiatives and the development of cross-border clusters; providing an innovative investment model for the development of enterprises and other business entities located in cross-border regions; introduction of new technologies in the production of goods and services; ensuring broad support in Ukrainian society for

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activities related to the identification of cross-border cluster initiatives and the development of cross-border clusters; creation of new relations and implementation of contractual principles (principles of public-private partnership) between state authorities, local self-government bodies, institutions and organizations of the non-state (private) sector, which ensure the development of cross-border clusters [131].

Tourism increasingly plays the role of an indicator of political relations between regions, a stabilizer of partnership relations at the national level. Therefore, taking into account the great importance of tourism, the state has identified it as one of the priority directions of the development of the national economy and culture, the sphere of realization of the rights and needs of people and society, one of the defining components of the socio-economic policy of the state and regions.

Today, in Ukraine there are a number of problems that do not contribute to the development of the tourism industry, lead to a significant destruction of economic and social relations in the tourism sector. This is, first of all, the absence of a management system in the tourism sphere due to the undefined special central body of the executive power on tourism issues, as well as the absence of a clear state policy aimed at the development of green tourism.

The radical development of information technology has a significant impact on the tourism industry, as it increases the efficiency of operations and provides opportunities for business expansion in geographical, marketing and operational aspects.

Information technology is vital for information processing as well as for monitoring environmental issues. In recent years, the development of information and reservation systems tied to a specific region or destination (tourist information systems) has become widespread.

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