

Regional Planning Tourism Strategies Based on the SOAR Approach (Case Study: Marivan City)

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Abstract: Recognizing aspects involved in tourism are necessary in order to plan and manage successful tourism in a region. What that provides the possibility of comprehensive analysis of the region to the planners is taking into account all positive and negative points but sometimes keeping in mind negative and positive points cause the researchers enlarge the obstacles and barriers unintentionally and be pessimistic in providing the strategies. In the present study, attempts have been done to study the positive aspects of a tourism planning with the introduction and use of positive approach “SOAR” and to provide appropriate strategies for tourism development optimistically. In this research, first, the strengths and opportunities available in the development of tourism in the city are identified and then, considering the ideal wishes and goals of tourism development in the region, strategies have been presented. In this study, the descriptive-analytic method also has been used, documents and survey methods, including interview and questionnaire have been used for collecting data. The results show that there are great strengths and very good opportunities for tourism development in region and by considering the tourism development goals, it is possible to study the necessary elements for achieving these aspirations, such as the preparation of a comprehensive tourism plan for the region, integrated urban management in the field of tourism, the border market development, providing the necessary grounds for inviting investors to invest in sports, therapeutic and nature surveying tourism, and preparing a bill to make the region to a free zone.

Key words: Tourism, regional planning, Marivan, SOAR.

Introduction

Urban tourism is a kind of tourism that citizens who are interested in various attractions such as cultural, historical, religious and natural while travelling, spend some of their leisure time in these places (Higham and Lueck, 2002). Since the destination of all tourists in this area ends in the city of Marivan, considering the aspects of urban tourism is of the utmost importance. Urban tourists have different characteristics. Mainly and generally, urban tourism is considered to have

two main motives and goals, which in fact are very different and include: Trade and Culture (Low, 1996). Urban centres, due to historical and cultural attractions are often considered as important tourist destinations. Cities with diverse attractions include: museums, monuments, theatres, sports stadiums, parks, town halls, shopping malls, historic sites and places of interest; places for major events or celebrities are attracting many tourists. Therefore, a lot of tourist facilities such as accommodation, catering, communications, transportation and other tourism services are located in

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cities the visitors use (Papeli Yazdi and Saghaei, 2006).

Tourism has many positive and negative complications and functions that should be taken into consideration throughout the planning process and be careful that its negative effects do not cause serious damage to the environment (Pearce, 1999). Considering too many negative aspects can also have negative consequences for the planning process because the researchers and planners look at everything with a pessimistic view and ultimately become very cautious in providing the strategies. Since tourism in our country progresses very low, it is necessary for planners and managers to leave their cautious strategies and to try to increase the volume of tourism by taking various risks. Marivan City, with the reception of a large number of tourists at different times of the year, as well as having a high tourism potential, can turn into a tourist attraction pole in the west of the country and thereby gain a lot of benefits for its inhabitants.

The purpose of this study is to identify the strength points and opportunities for tourism development and the desired aspirations of the host society and ultimately provide strategies for better tourism improvement in the city. In this research, a strategic approach named as SOAR has been used. This approach is a combination of the SWOT model and the positive perspective developed by Jacqueline M. Astoros. The usage of this model has so far been used in business (Stavros and Saint, 2010), management (Silbert, 2007), success (Kumar, 2005) and in education issues, and has not been used in tourism issues either in Iran or outside Iran. The purpose of this study was to introduce the SOAR approach and using it in tourism topics and provide strategies for tourism development in Marivan.

The Theoretical Framework of Research

Tourism has been confirmed as a powerful lever in a developmental pattern, based on the four decades' research of World Bank so that a review of the theoretical foundations of the tourism industry shows the role of this industry as an influential factor in development (Hawkins, 2006). In the course of tourism development, the urban areas are often considered as important tourist destinations due to their many historical and cultural attractions. Therefore, a lot of tourism facilities are concentrated in the cities (Papeli Yazdi and Saghaei, 2006).

Urban centres are the most important destinations that influenced the trends of tourism in the past decades.

The increase in the number of short trips has made these destinations as one of the main tourist centres and this phenomenon has shown itself in reducing the average travel of tourists in most parts of the world (Cooper et al., 1998). Urban tourism is a complex mix of activities which combine environmental properties and the ability of the city to attract visitors and provide services (Dinari, 2005).

An overview of the research literature shows that so far researchers have done in Iran about strategic planning of tourism development. In this article, we will refer to some of them. Mafi et al. (2009), in their research, investigated "The application of SWAT model in tourism management analysis in a case study of Mashhad" and believe that urban tourism management is a balanced weight in terms of achieving sustainable urban tourism and any inadequacy of urban management tourism in the present age has many negative consequences. Movahedi and Kohzadi (2010) in analyzing the factors affecting tourism development in Kurdistan province concluded that, despite the vast potential of Kurdistan in the field of tourism, lack of adequate infrastructure, weak marketing activities, and weak tourism management are the main obstacles to the tourism development of Kurdistan.

Mirsanjari and Yavorzadeh (2012) in a research entitled "Assessment of ecotourism potential modeling" has referred the urban green tourism as an effective method in addressing ecotourism issues in urban growth and waste management etc. It also shows how to invest in tourism and potential of existing cities by using the features and the potential of existing cities.

Research Methodology

In this research, the descriptive-analytical method has been used and the method of data collection and analysis of the required information has been a documentary, surveying and field. The type of research is applied and in order to complete the questionnaires, 23 persons from the research population including experts from Marivan county offices and organizations, academics and scholars as well as 30 domestic tourists who visited Marivan city have been used. The data of the questionnaire were analyzed using the content analysis method and the framework of the main elements of the SOAR approach. The realm of research is from the beginning of April 2014 to the end of August 2014.

Table 1: Statistical population, sample size and the sampling type

<i>Group</i>	<i>Sample size</i>	<i>Sampling type</i>
The experts	4	Non-random
Current City Managers	2	Non-random
Council of city	1	Non-random
Tourism graduates	7	Non-random
Governorate	2	Non-random
Environment	2	Non-random
Cultural heritage and tourism	5	Non-random

SOAR

The SOAR approach is a strategic planning framework that focuses on positive points and looks with a positive view at providing planning strategies to the future and aspects of the programme. In Western countries for nearly a decade, this approach has been used in management sciences. In Iran using this approach is rare, and this research is one of the first attempts to use this approach in tourism sciences. The SOAR approach involves a series of steps in which we will gain a general view of the system by creating a series of changes. This cannot be achieved except by engaging those factors that are in communication with one another which includes people of the community, authorities, thinkers and those individuals who are somehow involved in the planned community and destination.

In this approach, they are forced to think about their place of residence as a system in which its parts are mutually interdependent. In this research, the greatest strengths and opportunities in our community will be discovered through participating and contributing people. Then, those who involved in this process, will be invited to select their own aspirations and desires that they would like to achieve in the future. Finally, the desirable and measurable results will be selected for incentive and retrospective programmes. The SOAR approach consists of four key steps, identifying strengths, opportunities, aspirations and outcomes as seen in Table 2.

In summary, the SOAR Positive Finding Strategy opens a new horizon to traditional strategic planning. This new horizon is by promoting and highlighting the strengths, opportunities and aspirations of a set and engaging various groups of people who contribute to our society. In this regard, the four steps described in Figure 1, can be seen in the form of the SOAR strategy.

Table 2: The four key factors in the SOAR model

<i>Strategic research</i>	<i>Positive decisions</i>
Strengths What are our biggest assets and positive aspects?	Opportunities What are the best opportunities ahead of us?
Aspirations What is our desire and ideal future?	Results What are the best measurable results?

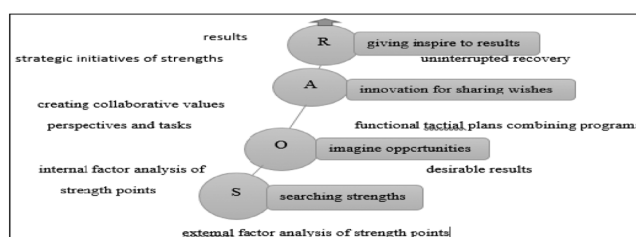


Figure 1: SOAR model framework.
(Source: Stavros and Sprangel, 2008)

Of course, the threats and problems will not be ignored. Instead, attempts will have to be done to solve solutions through a series of conversations about “what we can do” instead of “what we cannot”. For example, to solve the environmental degradation problem, we will address a study on “creating a sustainable and healthy environment” and discovering the opportunities that will result from the creation of a sustainable environment. The SOAR strategy has significant differences with other development strategies. These differences are due to questions that are being asked and also those who will answer these questions.

The Difference of SOAR with SWOT

One of the classic tools of strategic planning is SWOT model which for many years has been used properly. In this model, we will provide four strategies for combining these two things by identifying the strengths, weaknesses, opportunities and threats in a phenomenon. The first half of the SOAR model is same as the first half of the SWOT, and the difference is in the second half of the elements that in this model, instead of a negative attitude toward weaknesses and threats, it tends to focus only on the positive and ideal aspects of phenomena. SOAR, in fact, is a management model that identifies the strengths and opportunities as well as the aspirations and desires that will be achieved and the results that can be obtained from the positive phenomenological analysis, and ultimately provide desirable and good

strategies. In Tables 3, 4 the difference between the two models is quite clear.

Table 3: SWOT model

SWOT	Internal factors	Strength	Weak
	External factors	Opportunity	Threat

Table 4: SWOR model

SOAR	The evaluate of strategy	Strength	Opportunity
	Positive thinking	Ideal	Results

Source: Stavros & Hinriches, 2007

The main difference between SOAR and SWOT is that in the SWOT model high-level executives are trying to focus on strategies, but in the SOAR approach, more people try to be aware of different strategies at different levels. This is due to the positive nature of this model.

In the SWOT model, half of the researcher's focus is on weaknesses and threats, and since the sense that the essence or the basis of research is depended on solving problems and issues, the researchers mostly focus on the negative aspects and the positive points are less focused. In the SOAR approach, the emphasis is done only on the strength and opportunities and tries that by strengthening the two items; the weakness and threats be reduced. In fact, the purpose of this model is not to eliminate the problem, but to emphasize the strengths and opportunities that can ultimately change the balance in favour of the positive aspects.

Optimism (AI): A New Approach in Development Strategies

The positive point of view instead of focusing on problems, weaknesses and threats, identifies and builds current strengths and benefits. SWOT in the traditional process is a sample including of strengths,

Table 5: The difference of SOAR with SWOT models

<i>SWOT</i>	<i>SOAR</i>
Strength points <ul style="list-style-type: none"> • Available abilities and resources • The basis and foundations for development 	Strength points <ul style="list-style-type: none"> • What are the best resources? • What is our highest ability? • What are we proud of? • What of our performances will be raised by our strength points?
Weak points <ul style="list-style-type: none"> • Weaknesses and lack of resources and abilities • Inability and lack of competitiveness power 	Opportunities <ul style="list-style-type: none"> • What will be our performance without considering threats? • How should we reorganize to see the opportunities? • What does the company want from us? • How can we work best with others?
Opportunities <ul style="list-style-type: none"> • Potential external conditions in progress and development • Needs of applicants, new technologies, and desirable regulations 	
Threats <ul style="list-style-type: none"> • Foreign conditions, barriers in progress and development • Competitors, sudden changes, and undesirable regulations 	
Ideals <ul style="list-style-type: none"> • What level of progress should we achieve by considering strengths and threats? • How should our values form our ideals? • How should we can be a different organization for our shareholders and ourselves? 	
Results <ul style="list-style-type: none"> • What results should we be the (measurable results)? • To what should we be known for? • Our translation about three things: strengths, opportunities, and aspirations 	

Table 6: The SOAR approach and SWOT model analysis

<i>SWOT analysis</i>	<i>SOAR approach</i>
Analysis axis	Axis practice
Focus on weaknesses and threats	Focus on strengths and opportunities
Focusing on competition (be better)	Focus on abilities and achievement (best of all)
Progress and improvement of the same situation	Innovation and creativity
Including managers and individuals at the top levels of the organization	Including all people at different levels
Focus on analysis and planning	Focus on planning and implementation
Energy loss (weaknesses and threats are abundant)	Energizing (we are fine and we can be the best)
Focus on defects	Focus on results and works

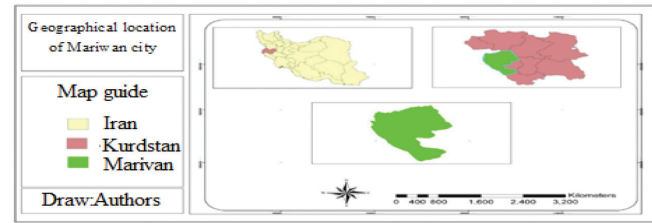
opportunities, weaknesses and threats. If we want to divide it into 50/50 sections, we must allocate 50% of its time to the positive points and 50% or the rest to the negative points. Man inherently tends to focus on the negative points (Stavros and Others, 2010).

Location Studies

Marivan is located 125 kilometres far from the West of Sanandaj. This city has an easterly longitude at most between 45 minutes and 46 degrees and is located at least between 58 minutes and 45 degrees and is northern width with at most 48 minutes and 35 degrees and at least between 19 minutes and 35 degrees of prime meridian and located at an altitude of 1320 metres above sea level. Marivan from the north limited to Saez city, from the northeast limited to Divandareh, from the east limited to Sanandaj, from the southeast to Sarvabad, from the northwest limited to the Shellir Valley, and from the west limited to Panjwin, in the city of Sulaimaniyah, of Iraq, with a 100-kilometre shared borderline. The population of the city of Marivan in 2011 is estimated to be 168,774 (Iranian Statistics Center, 2011).

Research Findings

In planning the tourism development strategies using the SOAR model, due to ascendant nature of the programming process in this model and the basic role of people and all the influential groups in tourism, the first step is the formation of a team of people from the city, officials, thinkers, scholars and other people who

**Figure 2. Geographical location and map of the political divisions of Marivan city.**

are part of the city's tourism process. In fact, one of the available differences between traditional development strategies and positive strategies in planning is the ascending nature of positive programmes.

According to Table 7, the major tourist attractions of Marivan City can be in the richness of the ecotourism attractions and the beautiful Lake Zarivar and the existence of diverse tourist sites and elements. Also, having villages with the privileged position of tourism, making of various handicrafts, the supply of local and special food in the tourist routes and the enjoyment of all the villages of the city from the distribution network electricity, water, telecommunications and appropriate communication paths, the existence of customs, the traditional and local culture, the traditional and unique dressing of citizens and the presence of local music in the development of cultural tourism.

On the other hand, the strategic, borderline and communication situation of the province and the ability to cross-border trade and the existence of the official customs of the Islamic Republic of Iran at the border of Bashmaq and the high-security level help the arrival of tourists from beyond the border.

The relative cheapness of foreign goods compared to other parts of the country and the presence of shopping malls and commercial complexes supplying foreign goods in the city, well-equipped restaurants, suitable hotels and accommodation centres in the city and the possibility of easy exchange of goods and currency with foreign countries such as China, the United Arab Emirates and Iraq, the variety of quantitative and qualitative types of foreign goods and the highly competitive pricing of goods and foreign commodities and the creation of the grounds for the supply of high quality foreign products at standard prices and the existence of business suitcases by some tourists is very important.

Table 7 shows opportunities for tourism development in the city, which allows for the possibility of exploiting the benefits of neighbouring Iraqi Kurdistan and having

Table 7: The strengths and opportunities of Marivan city

<i>S</i>	<i>Strengths</i>	<i>O</i>	<i>Opportunities</i>
S1	The richness of the ecotourism attractions (such as constant rivers, springs such as Kani Miran, Bilo Plain Water, Solver waterfall, Daszli Darband and massive and green Oak forests)	O1	The possibility of exploiting the benefits of neighboring Iraqi Kurdistan and the high income of its residents caused by oil dollars (especially proximity to the great city of Sulaimaniyah)
S2	The existence of diverse tourist sites such as commercial tourism, ecotourism, history and religion	O2	Neighboring Oroman Region as one of the best ecotourism and cultural attractions
S3	Exclusive and unique nature and diverse plant and animal species	O3	Having a potential to create suitable applications for the use of tourists such as game city, community space, handicrafts museum, restaurant, hotel ...
S4	A beautiful Lake Zarivar (Unique and its location is 2 km from the city of Marivan, along with the beautiful nature around it)	O4	Having a common language and culture between the Kurds of Iraq and Iran
S5	Beautiful snowy mountains for mountaineering in most days of the year	O5	Creation of the opportunity of familiarizing the people of the country with the culture and customs of the Kurd nation
S6	Having villages with privileged tourism locations such as the villages of the Uraman region, the village of Nogel with the Quran scriptures written on the deer's skin	O6	The interest of tourists to experience local culture and customs
S7	Diverse climate and favorable conditions for going nature in all seasons and pleasant weather in the warm season	O7	The economic progress of Kurdistan of Iraqi in recent decades and the intense desire of the citizens of the Kurdistan region to travel to Iran
S8	Providing local and special foods in tourist destinations such as Kalaneh, as well as offering lobster fish along with it	O8	Proximity to high and high populated poles such as Kermanshah, Sanandaj, and Hamedan
S9	The facilities and equipment's such as the distribution network of electricity, water, telecommunications and appropriate communication channels in all the villages	O9	The possibility of attracting students from Iraqi Kurdistan and make money in this way
S10	Having local and traditional culture and customs, traditional and unique citizenship dress, as well as local music	O10	The interest of the citizens of the capital and major cities in buying foreign luxury goods
S11	The strategic, border and communicational location of the province (adjacent to the Iraqi state) and the capability of border trade	O11	The positive mentality of Iranians about the cheap foreign commodity in Marivan
S12	Having cultural-religious attractions such as the Pire Shaliar in Oraman Takht	O12	Possibility to create and develop healthy mountain sports and recreation, according to the topography of the city
S13	Manufacturing of all kinds of handicrafts such as Giveh, rug, ...	O13	High demand for Iranian pilgrimage trips to Iraq and Syria, and vice versa, and being on the route of Marivan to religious tourists.
S14	The existence of the Islamic Republic of Iran's customs on the border of Bashmaq (access road to Sulaimaniyah)	O14	The proper temperature of the city of Marivan during the warm season compared to the hot weather of nearby cities in Iraqi Kurdistan
S15	The high-security rate of the region (especially social security) due to the extensive presence of military and security forces	O15	Lack of medical facilities in Iraqi Kurdistan and the arrival of therapeutic tourists to Marivan for treatment (the possibility of expanding medical tourism with the development of medical centers in the city)
S16	The relative cheapness of foreign goods compared to other regions of the country	O16	The entry of a large number of Iraqi Kurdistan government residents into the city of Marivan by their personal cars
S17	Having passages and commercial complexes offering foreign goods in the city	O17	The willingness to invest in the private sector in the commercial sector and the relatively large financial resources in this sector
S18	Existing well-equipped restaurants, well-equipped hotels and accommodation centers in the City (4 hotels and 5 hotels)	O18	High competitive power of the city's tourism products with rival cities in the west such as Baneh, Javanrood, Paveh
S19	The possibility of easy exchange of goods and currency with foreign countries such as China, UAE and Iraq, and the variety and diversity of quantitative and qualitative types of foreign goods in the city.	O19	Marivan's daily services to the city of Sulaimaniyah in Iraqi
S20	Extreme price competition in the foreign goods market at a reasonable price and the existence of a suitcase trade by some tourists	O20	Holding national and international cultural and national celebrations, including the annual holding of the International Theater Festival

a common language and culture and the economic development of Iraqi Kurdistan and the desire for Iraqi foreign tourists. About the category of health tourism, we can refer to the lack of medical facilities in Iraqi Kurdistan and the arrival of therapeutic tourists to Marivan to refer specialists, the possibility of entering Iraqi citizens of Kurdistan with a personal car to the city of Marivan, as well as the daily services of Marivan to the city of Sulaimaniyah in Iraqi. Other examples include the high demand for Iranian pilgrimage trips to Iraq and Syria, and vice versa, and the Marivan route for religious tourists. From the point of view of the domestic tourism development, it is also possible for tourists to experience the culture and customs of the local community and its proximity to the Oraman region as one of the best ecotourism and cultural attractions and to hold national and international cultural and national ceremonies, including the annual holding of the international theatre festival and the possibility of creating and developing healthy sports and recreational mountains according to the topography of the city.

In the dimension of business tourism, the interest of the citizens of the capital and major cities increases

to purchasing foreign luxury goods and the positive attitude forms between Iran people towards the cheap foreign commodities in Mariwan. The proximity to high populated poles with high purchasing power and highly competitiveness of city tourism products with rival cities in the west of the country and willingness to invest on behalf of private sector in the commercial ventures and the presence of relatively large financial capital in city will be effective.

Following this process, after reaching a series of strengths and opportunities in the tourism sector of Marivan, this discussion will deal with that, what are our hopes and wishes in the tourism sector of Marivan? At the end, according to these cases, a series of results were achieved in order to realize the aspirations, strengthen the strong and turn out the weak points and threats to opportunities and use the opportunities.

According to Table 8, the main goals and aspirations of tourism in the city of Marivan, include: a beautiful and clean city, becoming a free trade zone and a cultural tourism pole, the best destination for nature tourism in the west of the country, the recognition of Marivan as

Table 8: Ideals and results

<i>A</i>	<i>Ideals</i>	<i>R</i>	<i>Results</i>
A1	Become a free trade zone in the west of the country	R1	Providing a comprehensive tourism plan in the region
A2	Turning the city of Marivan into a cultural pole in the west of the country	R2	Integrated urban management in the field of development and expansion of city tourism and city beauty
A3	Make a city with a clean and beautiful landscape	R3	The development of the border market as a city development strategy
A4	The recognition of Marivan as a tourist destination on an international scale	R4	Provide the necessary grounds for inviting nature tourists to hold related tours
A5	Becoming the best destination for nature riding in the west of the country	R5	Providing the necessary grounds for inviting investors to invest in sports tourism in the city
A6	Marivan, as the largest and most equipped health tourism centers in the region	R6	Preparing a justification plan for investing in the tourism sector of the city
A7	Development of city tourism in accordance with the standards of the World Tourism Organization	R7	Preparing a justification plan and inviting doctors and capitalists to invest in health tourism camps such as specialized hospitals and nursing homes.
A8	The city of Marivan, as one of the most important destinations for sports teams for camps in the country and region	R8	Holding national and international exhibitions
A9	Development of transport facilities and access roads to the cities	R9	Conducting national and international seminars and festivals
A10	The city of Marivan, as the center for holding important political, economic and ... meetings between Iran and Iraq	R10	Preparing a bill to become a free trade zone in the west of the country

a tourist destination in the dimensions of international development and development of city tourism in accordance with the standards of the World Tourism Organization. Marivan city can be considered as the centre for important meetings of Iran and Iraq, the largest and most equipped health tourism centres in the region, and one of the important destinations for sports teams to host camps in the country and the region. In the second part of Table 8, a series of outcomes from the development of tourism in the city has been devised, which are derived from the available aspirations, strengths and opportunities. The presented results include: preparing a comprehensive tourism plan in the region, integrated urban management in the field of development and extension of city tourism and the city's beauty, the development of the city's border market, preparation of a justification plan for investment in the tourism sector, the preparation of a bill to become a free trade zone, preparing a justification plan and inviting physicians and capitalists to invest in health tourism camps, holding seminars and exhibitions at national and international festivals, and providing the necessary grounds for inviting investors to invest in sporting city tourism and eventually reducing unemployment, increasing income and rising living standards of the city through tourism development.

Conclusion

Marivan City, due to its geographical status and the presence of natural, cultural and foreign goods markets, can attract countless tourists across Iran as well as from Kurdistan of Iraq. It is important to address all aspects of tourism for the comprehensive planning of this issue in this region. Strategic planning helps country to achieve the goals of tourism development plans as a systematic way to make decisions and implement constructive measures to guide the process of development. Tourism has both positive and negative dimensions, which in studies goes to negative points and weaknesses due to the researchers' emphasis on issues and problems. Considering negative aspects can have negative consequences on the planning process because the planner becomes very cautious in providing strategies and since in our country the development of tourism is progressing slowly, tourism planners and managers need to leave their cautious strategies to some extent and, by adopting various risks, try to increase the volume of tourism. Among the patterns used to develop tourism, development strategies are the positive method (AI) and SOAR approach. Positive and SOAR

perspectives in strategic planning will create a lot of potential and energy for the success of an issue, while these potentials were ignored in traditional perspectives such as SWOT.

In a strategic planning using this perspective, instead of focusing on problems, weaknesses and threats, we will identify and build current strengths and opportunities. In this case, the focus is on the positive points in which all negative aspects are considered. In fact, focusing on positive points does not mean, not paying attention to negative points, but negative points should be considered as an opportunity. Unlike previous models, SOAR follows a blow-up planning process. The SOAR Strategy Framework consists of four important factors: strengths, opportunities, aspirations and outcomes. The main objective of this study is to familiarize with the potentials and positive points of tourism in Marivan city and provide strategies and measures for the development of tourism in this city. For this purpose, considering the strategic nature of SOAR after various interviews and completing a number of questionnaires with different individuals and groups involved in the tourism, we determined the positive points and opportunities and aspirations in the tourism sector of this city. Finally, considering the ideals of tourism development, the following essential and necessary elements for achieving these aspirations can be summarized as follows:

- Preparing a comprehensive tourism plan in the region
- Integrated urban management in the field of development and expansion of city tourism and beautifying the city
- The development of border markets as a strategy for the development of the city
- Holding various national and international exhibitions
- Provide the necessary grounds for inviting investors to invest in sporting tourism in the city
- Preparation of a justification plan for investing in the tourism sector of the city
- Preparing a justification plan and inviting doctors and investors to invest in health tourism projects
- Reduce unemployment, increase income and increase the welfare of residents of the city through the development of tourism at the county level.
- Holding national and international seminars and festivals
- Preparing a bill to become a free trade zone in the west of the country

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