



 Research Article

The Role of The Master Plan in Tourism Development: A Case Study of The Kuvasoy City Center and Riverside Area

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ABSTRACT

This study investigates the role of the master plan in promoting regional and sustainable tourism development through the case study of the development master plan for the Kuvasoy city center and riverside area. The research demonstrates the significance of the master plan in functional zoning, the phased development of tourism infrastructure, the coordination of public and private investments, the regeneration of public spaces, and the diversification of the urban economy. Based on the planning indicators presented in the project documentation, the implementation strategy for the period 2026–2035, the functional structure of an 850-ha planning area, an investment portfolio valued at USD 98.7 million, and the expected socio-economic outcomes were comprehensively analyzed. The implementation of the master plan is projected to generate approximately 4,550 permanent jobs and between 960 and 1,630 temporary construction jobs. In addition, the project is expected to contribute approximately USD 48 million directly to the city's gross product and up to USD 94 million to the regional gross product through indirect and induced economic effects. The findings demonstrate that a master plan should not be regarded merely as a spatial scheme for locating tourism facilities but rather as an integrated planning instrument that combines spatial development, investment management, environmental sustainability, and the interests of the local community within a unified strategic framework. Tourism market positioning scenarios further indicate that the annual number of visitors could increase from approximately 18,000 to 70,170 following the successful implementation of the proposed development strategy.

KEYWORDS

Tourism; master plan; Kuvasoy City; riverside area; functional zoning; tourism infrastructure; investment; sustainable development; public spaces; phased implementation.

INTRODUCTION

In international practice, tourism is widely recognized as an effective instrument for diversifying regional economies, increasing employment, integrating cultural and natural resources into economic circulation, and enhancing the attractiveness of urban and rural environments. However, the implementation of tourism facilities through isolated projects without considering the transport, engineering, environmental, and social capacities of a territory often results in uncoordinated urban development, seasonal fluctuations in tourism demand, excessive pressure on local resources, and reduced investment efficiency. Consequently, the adoption of a comprehensive territorial planning approach in the form of a master plan has become increasingly important for sustainable tourism development.

A master plan is a strategic planning document that defines the long-term spatial structure of a specific territory by integrating functional zoning, transport and engineering infrastructure, public spaces, investment projects, and implementation mechanisms into a coherent development framework. In the tourism sector, a master plan facilitates the systematic inventory of tourism resources, the identification of target visitor segments, the design of tourism routes, the assessment of the environmental carrying capacity of the area, and the phased allocation of investments [1, 2].

Kuvasoy City possesses significant natural and economic advantages for tourism development, including its riverside environment, foothill landscape, established industrial base, and transport infrastructure. These resources provide favorable conditions for the development of tourism, wellness, sports, and recreational services. The master plan for the development of the Kuvasoy city center and riverside area has been designed to integrate these assets into a unified spatial and economic system. Therefore, the objective of this study is to examine, through the case of this master plan, the strategic role of integrated spatial planning in tourism development, to evaluate its phased implementation mechanisms, and to provide a scientific assessment of its anticipated socio-economic impacts.

LITERATURE REVIEW AND THEORETICAL BACKGROUND

The theory of tourism planning emphasizes the importance of an integrated approach to tourism development. Inskeep argues that tourism resources, accommodation facilities, transport systems, engineering infrastructure, marketing, and governance institutions should be considered as components of a unified planning system [3]. Similarly, Gunn and Var define a tourism destination as the spatial interaction between tourism demand and supply, emphasizing that

effective planning should ensure the integration of visitor flows, service chains, and the local environment [4].

Butler's Tourism Area Life Cycle (TALC) model identifies the stages of destination development, including exploration, growth, consolidation, stagnation, and rejuvenation [6]. This framework provides a theoretical basis for considering a master plan not as a one-time planning document but as an adaptive management instrument that should be continuously updated in response to changing market demand and external conditions. Hall further conceptualizes tourism planning as the interaction of policy, institutions, stakeholders, and spatial decision-making, highlighting the importance of stakeholder participation and public involvement throughout the planning process [5].

Contemporary international approaches to sustainable tourism emphasize that tourism planning should pursue not only economic growth but also the conservation of natural resources, protection of cultural heritage, enhancement of local community well-being, and improvement of governance effectiveness [2, 7, 8]. Accordingly, the quality of a tourism master plan should be evaluated not merely by the number of tourism facilities constructed but also by its contribution to environmental sustainability, the provision of accessible public spaces, the generation of local income, and the long-term return on investment.

METHODOLOGY

This study employed a combination of systems analysis, territorial planning, functional zoning, comparative assessment, scenario forecasting, and synthesis of project indicators. The empirical

basis of the research consisted of the planning documents prepared for the master plan of the Kuvasoy city center and riverside area, including materials related to functional zoning, implementation strategies, and projected economic impacts [10].

The analysis was conducted according to five principal evaluation criteria: (1) the spatial distribution of tourism and public functions within the planning area; (2) the logical sequence of phased implementation; (3) the balance between public and private investment; (4) the projected impacts on employment generation and gross regional product; and (5) the capacity of the proposed development framework to ensure engineering infrastructure, transport accessibility, and environmental sustainability. The development indicators projected through 2035 were treated as forecast scenarios, recognizing that their realization depends on the availability of investment, market demand, institutional capacity, and infrastructure readiness.

RESULTS AND DISCUSSION

1. Tourism and Spatial Development Potential of Kuvasoy City

Kuvasoy City is located in the eastern part of the Fergana Valley and possesses significant potential for recreation and tourism due to its riverside landscape, foothill environment, and existing urban infrastructure. According to the master plan documentation, the city's population reached approximately 43.5 thousand in 2025, while the gross city product amounted to USD 478 million. Kuvasoy accounted for 2.7% of regional employment and 2.8% of the regional gross product [10]. The current tourist flow, estimated

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retail outlets, cafés, restaurants, sports and children's playgrounds, a pedestrian bridge, and pedestrian and cycling paths. The primary objective of this zone is to transform tourist flows

into economic activity while creating income-generating opportunities for local businesses and entrepreneurs.

ХУДУДИЙ СТРАТЕГИЯЛАР ВА РЕЖАЛАШТИРИШ ҚАРОРЛАРИ

ҚУВАСОЙ Шаҳар маркази ва дарё бўйи ҳудудини ривожлантириш бош режаси

Мастер режа зоналари

А зона - Соғломлаштириш ва экологик рекреация

■ Дарёбўйининг энг ғарбий қисми Қувасойнинг соғломлаштириш туризми асосини шакллантиради. У паст зичликдаги, табиат билан интеграциялашган объектларни ўз ичига олади: санаторий, сув спорти ҳудудлари, экологик қўл, ресторан, кемпинг майдони ва спорт майдонлари. Ушбу зона даволашни, дам олиш ва экологик тажриба изловчи узок муддатли таширф буюрувчиларга мўлжалланган. Фарона йўналиши томонидан кириб келиш нуктасида жойлашгани сабабли, мазкур ҳудуд лойиҳанинг биринчи қўринадиган дарвозаси вазифасини бажаради.

В зона - Тижорат ва меҳмондўстлик

■ Марказий зона минтақавий ҳаракат оқимлари ва мавжуд турар жой ҳудудлари кешимасида жойлашган бўлиб, асосий иқтисодий катализатор вазифасини бажаради. Меҳмонгона, савдо маркази, тижорат бинолари, савдо расталари ва кафе объектлари туристлар ҳамда маҳаллий аҳолига хизмат кўрсатиш билан бирга дарҳол даромад манбаини шакллантиради. Пиедалар кўприги ва болалар майдончаси дарёбўйи ҳудудини шаҳар билан боғлаб,

ушбу зонани мастер-режанинг энг очик, қўринадиган ва осон етиб бориладиган қисмига айлантиради.

С зона - Кўнгилочар ва тадбирлар ҳудуди

Дарёбўйининг шарқий қисми юқори таъсирга эга, таширф буюрувчилар оқими таянадиган объектларни жойлаштириш учун мўлжалланган: аттракционлар ва сув слайдлари ҳудуди, саргузашт боғи, вақтинчалик сахна, фестиваль майдони, музей, кўргазма макони ва ўрмон терапевси ҳудуди. Мазкур зона Қувасойни йирик миқёсли тадбирларни қабул қила оладиган минтақавий кўнгилочар дестинацияга айлантиради. Шу билан бирга, кенг қўламли яшил инфратузилма орқали экологик сезирлик сақлаб қолинади.

Д-Е-Ф зоналар - Шаҳар маркази ва турар жой ҳудудлари

■ Шимолий зона мавжуд шаҳар марказини аралаш фойдаланиш тамойили асосида зичлаштиради. Бу ҳудуд қўйидагиларни ўз ичига олади: 564 та турар жой бирлиги (76 525 м²), офис бинолари (25 102 м²), тижорат объектлари, жамоат маркази (4 500 м²), бозор

майдони. Ушбу зона аҳолини ушлаб қолиш ва малакали мутахассисларни жалб этиш учун зарур бўлган шаҳар фаоллиги ва яшашбоп муҳитни шакллантиради ҳамда ишлаб чиқариш ва саноат драйверини тўғридан-тўғри қўллаб-қувватлайди.

■ **Болғовчи инфратузилма:** Дарёбўйи бўйлаб пиеда ва велосипед йўлаклари (жами 10,6 км) А-В-С зоналарни қамраб олиб, барча объектларни ягона узлуksиз макон сифатида интеграция қилади. Бу болғовчи тизим алоҳида лойиҳаларни ягона, яллит дестинацияга айлантиради ҳамда автомобил ҳаракатига муқобил бўлган фаол транспорт турларини таъминлайди.

■ Ғарбдан шарққа қараб жойлашув кетма-кетлиги ҳавф-хатарни бошқаришга асосланган: аввал ўз самарадорлигини исботлайдиган соғломлаштириш ва тижорат тавни лойиҳалари (А-В зоналар) орқали асосий талаб шакллантирилади. Бу эса кейинчалик кўнгилочар инвестицияларни (С зона) амалга ошириш имконини беради. Шаҳар ядроси (Д-Е-Ф зоналар) эса фақат дарёбўйи ҳудудининг муваффақияти Қувасойни тўлиқ қийматли дестинация сифатида тасдиқлагандан сўнг ривожлантирилади. Бу ендашув турар жой инвестицияларининг шаклланган инфратузилма ва иқтисодий фаоллиги билан таъминланишини кафолатлайди.

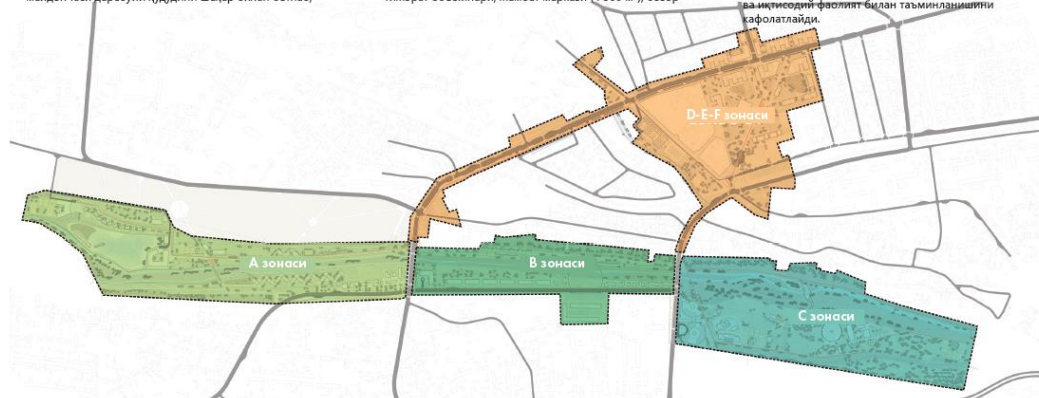


Figure 2. Functional zoning of the Kuvasoy Master Plan (Zones A, B, C, and D-E-F). Source: Master Plan documentation [10].

Zone C is intended primarily for day visitors and comprises a museum, an amphitheater, a riverside recreation area, an adventure park, festival and exhibition venues, picnic areas, and open-air sports facilities. Meanwhile, Zones D, E, and F accommodate residential, office, commercial, market, and civic functions, thereby integrating the riverside development into the city's everyday urban life. This planning approach prevents the tourism area from becoming a seasonal or isolated enclave and promotes its

continuous social and economic interaction with the surrounding urban fabric.

The overall functional zoning scheme illustrates the spatial relationships among Zones A, B, C, and D-E-F, as well as their integration with the riverside corridor and the city center (Figure 2).

3. Phased Implementation Strategy of the Master Plan

The Kuvasoy Master Plan proposes a five-phase implementation strategy covering the period from 2026 to 2035. The underlying principle of this phased approach is to prioritize projects capable of rapidly activating the development area, involving relatively low investment risk and generating initial visitor demand, before

proceeding to capital-intensive facilities that require stable tourist flows and long-term investment. Spatially, development is planned to progress sequentially from west to east and from the riverside corridor toward the city center (Figure 3).

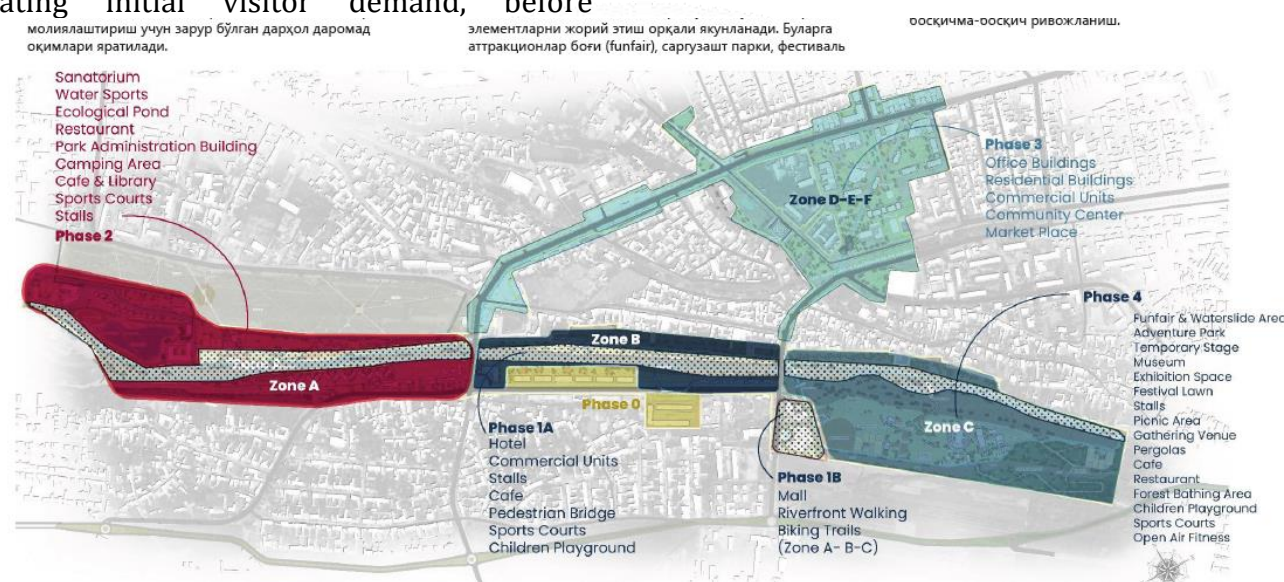


Figure 3. Spatial framework of the phased implementation strategy of the Kuvasoy Master Plan.
Source: Master Plan documentation [10].

Table 1. Phased implementation strategy of the Kuvasoy Master Plan

Phase	Target Year	Main Activities
Phase 0	2026	Inventory of existing conditions, establishment of baseline indicators, assessment of land resources and engineering infrastructure, and development of a monitoring system.
Phases 1A–1B	2028	Construction of pedestrian and cycling routes, bridges, cafés, retail facilities, hotels, sports facilities, and children's playgrounds as "pioneer" projects intended to stimulate early development activity.
Phase 2	2030	Development of wellness and nature-based tourism facilities, including a sanatorium, water sports infrastructure, camping sites, restaurants, and eco-tourism attractions to increase visitors' length of stay.

Phase 3	2032	Integration of Zones D–E–F with the city center through the development of urban squares, market areas, civic facilities, office buildings, commercial developments, and residential neighborhoods.
Phase 4	2035	Completion of the integrated tourism and recreation destination through the construction of a museum, amphitheater, festival and exhibition venues, an adventure park, picnic areas, and outdoor sports facilities.

The phased implementation strategy substantially reduces both financial and investment risks. Initial investments in pedestrian infrastructure, public spaces, retail facilities, and cafés are expected to increase visitor numbers and create the market demand necessary to support subsequent investments in sanatoriums, hotels, museums, and large-scale recreational attractions. Unlike conventional development models, which prioritize the construction of major facilities before establishing market demand, this approach promotes the gradual development of demand alongside project implementation.

Furthermore, each implementation phase should be linked to clearly defined performance indicators that determine readiness for subsequent stages. These indicators may include annual visitor numbers, hotel occupancy rates, the number of operating business entities, the volume of private investment, the level of engineering infrastructure readiness, and the satisfaction of local residents. Such performance measures provide an evidence-based framework for evaluating project progress and supporting informed decision-making throughout the implementation process.

4. Economic and Social Impacts

According to the project documentation, the total investment required for implementing the master plan is estimated at USD 98.7 million. Of this amount, USD 15.9 million will be financed through public investment, while USD 82.8 million will be provided by the private sector. Consequently, private capital accounts for 83.9% of the total investment portfolio, whereas public funding represents 16.1%. The primary role of public investment is to provide enabling infrastructure—including roads, engineering networks, public spaces, and social facilities—that creates favorable conditions for private-sector development. The investment structure and the projected multiplier effects are illustrated in Figure 4.

The composition of the investment portfolio demonstrates the catalytic role of public expenditure. On average, each USD 1 of public investment is expected to leverage approximately USD 5.2 of private investment. This ratio highlights the importance of the master plan in defining investment parcels, allocating infrastructure responsibilities, and reducing investment risks for private developers.

Table 2. Key economic indicators of the Kuvasoy Master Plan

Indicator	Projected Value
Total investment value of the master plan	USD 98.7 million
Public investment	USD 15.9 million
Private investment	USD 82.8 million
Permanent jobs created	4,550
Temporary construction jobs	960–1,630
Direct contribution to the Gross City Product	USD 48 million
Additional contribution to the Regional Gross Product	Up to USD 94 million
Cumulative private-sector revenue potential (10 years)	USD 65 million
Cumulative private-sector revenue potential (15 years)	USD 172 million

Upon full implementation, the master plan is projected to generate approximately 4,550 permanent jobs, while an additional 960–1,630 temporary jobs are expected to be created during the construction phase. Permanent employment opportunities will primarily emerge in the hospitality, food service, retail, sports, cultural services, transport, public utilities, and facility management sectors. Beyond the number of jobs created, their qualification requirements, seasonality, and accessibility to local residents represent important indicators of the project's long-term socio-economic sustainability.

The project further estimates a direct contribution of approximately USD 48 million to the Gross City Product, together with an additional multiplier effect of up to USD 94 million on the Regional Gross Product. The direct economic impact reflects the value added generated by tourism and commercial facilities, whereas the multiplier effect represents the broader economic activity stimulated through supply chains, transportation, construction, food production, local services, and household consumption.



Figure 4. Investment structure and projected economic impacts of the Kuvasoy Master Plan.
Source: Master Plan documentation [10].

5. Development Outlook for 2035 and Urban Transformation

According to the master plan documentation, Kuvasoy's population is projected to reach approximately 60,000 by 2035, while the Gross City Product (GCP) is expected to increase to USD 684 million. The city's share of regional employment is forecast to rise from 2.7% to 3.5%, whereas its contribution to the Regional Gross Product (RGP) is projected to increase from 2.8% to 3.8% [10]. These projections reflect not only

the anticipated growth in tourist arrivals but also the strengthening of the city's role within the regional service economy, commercial sector, and real estate market. In addition, tourism market positioning analyses estimate that the annual number of visitors could increase from approximately 18,000 to 70,170, representing nearly a 3.9-fold increase.

The projected growth in tourist arrivals was derived using the Location Quotient (LQ) approach, which evaluates Kuvasoy's relative

position within the tourism market and population structure of the Fergana Region. This development scenario assumes that Kuvasoy will evolve from a transit point on the route to

Kyrgyzstan into an independent tourism destination, characterized by longer visitor stays and year-round utilization of riverside tourism and recreational facilities (Figure 5).



Figure 5. Preliminary forecast of annual tourist arrivals to Kuvasoy by 2035. Source: Master Plan documentation [10].

From a methodological perspective, the demographic projections presented in the project documentation require further harmonization. While the economic impact assessment estimates a population of 60,000 by 2035, the tourism market positioning analysis reports a projected population of 127,288. This discrepancy may result from differences in spatial coverage, demographic assumptions, or growth scenarios. Therefore, during the feasibility study stage, the planning area, baseline year, demographic

scenario, and calculation methodology should be explicitly specified to ensure consistency and transparency of the forecast.

Population growth will inevitably generate additional demand for social infrastructure. Consequently, the expansion of tourism facilities should be accompanied by proportional investments in schools, preschool education, healthcare services, public transportation, municipal utilities, and accessible green public

spaces. Otherwise, rapid growth in tourism and commercial investment may place considerable pressure on the city's urban service systems.

One of the most significant expected outcomes of the master plan is the transformation of Kuvasoy's identity from a predominantly industrial city into a multifunctional urban destination that integrates industry, nature, wellness, and cultural tourism. Furthermore, the enhancement of the riverside corridor through pedestrian, cycling, cultural, and recreational functions is expected not only to strengthen the city's tourism appeal but also to improve the quality of everyday urban life for local residents.

6. Institutional and Environmental Preconditions for Sustainable Implementation

The successful realization of the master plan and the achievement of its projected economic outcomes depend fundamentally on the effectiveness of project governance. First, a dedicated project management office should be established to coordinate the activities of the municipal administration, construction and housing authorities, tourism agencies, environmental organizations, cadastral services, transport authorities, utility providers, and private investors. This institutional framework should centrally manage implementation phases, budgets, land allocation, technical approvals, private investment projects, and monitoring activities throughout the project lifecycle.

The second prerequisite is the implementation of the master plan through a Geographic Information System (GIS)-based management platform. Digitally integrating information on land parcels, construction projects, engineering

infrastructure, funding sources, implementation schedules, and responsible institutions would facilitate continuous project monitoring and enable the early identification of deviations from the approved development strategy. The third requirement is the establishment of measurable performance indicators for each implementation phase. These indicators may include tourist arrivals, average length of stay, hotel occupancy rates, private investment volume, employment generation, the participation of local businesses, water and energy consumption, and resident satisfaction.

Special attention should also be given to the environmental management of the riverside development area. Environmental carrying capacity, water protection zones, flood and landslide risks, waste management, and the continuity of the urban green infrastructure network should be incorporated into all planning and implementation stages. Limiting development density along the riverfront, reducing the proportion of impervious surfaces, restricting private vehicle access, and prioritizing pedestrian mobility, cycling infrastructure, and public transportation would contribute to the creation of a sustainable tourism environment.

The long-term social sustainability of the master plan cannot be achieved without the active participation of the local community. Therefore, dedicated mechanisms should be established to encourage local entrepreneurs to participate in retail activities, cafés, family-operated guesthouses, handicraft production, tour guiding, transport services, and tourism-related events. Regular public consultations and continuous assessment of community perceptions would further strengthen public acceptance of the project while ensuring an appropriate balance



between development objectives and local interests.

Scientific Novelty and Practical Significance

The scientific novelty of this study lies in demonstrating, through the case of Kuvasoy City, that a tourism master plan should be understood not merely as a spatial scheme for the allocation of tourism facilities but as an integrated planning mechanism that combines spatial development, tourism demand generation, coordination of public and private investment, regeneration of public spaces, and environmental governance within a unified strategic framework. The study also identifies the necessity of harmonizing demographic and tourism forecasting scenarios within a single master plan to ensure methodological consistency and improve planning reliability.

From a practical perspective, the study proposes a five-stage implementation model consisting of baseline assessment → early catalytic projects → expansion of tourism infrastructure → integration with the city center → development of a fully functional tourism destination. This phased implementation framework reduces the risks associated with constructing large-scale tourism facilities before sufficient market demand has emerged and enables each subsequent development phase to be initiated on the basis of measurable outcomes achieved during the preceding stage.

CONCLUSIONS

The master plan for the development of the Kuvasoy city center and riverside area represents a comprehensive planning framework that integrates tourism development with the urban

economy, public spaces, transportation systems, engineering infrastructure, and residential development. Through functional zoning, the plan establishes complementary relationships among wellness and nature-based tourism, commercial and service activities, day-visitor infrastructure, and mixed-use functions within the city center.

The phased implementation strategy for the period 2026–2035 prioritizes the development of public spaces and early revenue-generating projects to stimulate tourism demand, followed by investments in sanatoriums, museums, amphitheaters, and major cultural and recreational facilities. Such an approach reduces investment risks while enabling the allocation of financial resources in accordance with actual market demand. Tourism market projections indicate that annual visitor numbers could increase to approximately 70,170. However, achieving this objective will require the simultaneous improvement of transport connectivity, destination branding, event programming, and accommodation capacity for overnight visitors.

Within the total investment portfolio of USD 98.7 million, the private sector accounts for 83.9% of total investment, highlighting the catalytic role of public infrastructure expenditure in attracting private capital. The projected creation of 4,550 permanent jobs, together with an estimated USD 48 million contribution to the Gross City Product and an additional USD 94 million impact on the Regional Gross Product, demonstrates the considerable economic potential of the proposed master plan. Nevertheless, the realization of these projected outcomes depends upon effective integrated project governance, GIS-based monitoring, compliance with environmental



constraints, and the active participation of local communities.

Overall, the findings indicate that a master plan should be regarded not merely as an architectural or urban planning document but as a strategic governance instrument capable of enhancing the long-term competitiveness, investment attractiveness, and socio-environmental sustainability of a territory. Furthermore, the reliability of future development projections depends on the consistent application of unified spatial boundaries, baseline assumptions, and forecasting methodologies across all analytical components of the master plan.

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