

Arthur D Little

A-1675

**National Tourism
Product Development Plan
Final Report Volume II**

**National and Regional Action
Plans 1995 - 1997
27 October, 1994**

Arthur D. Little

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BIBLIOTEKA IV
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Naukowo-Zadawczych

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Introduction

National and Regional Action Plans 1995 - 1997

The State Sports and Tourism Administration (SSTA) concluded a contract with Arthur D. Little in December 1993 for the preparation of a National Tourism Product Development Plan. The project was a component of the Tourin I facility, financed by the PHARE programme of the European Union.

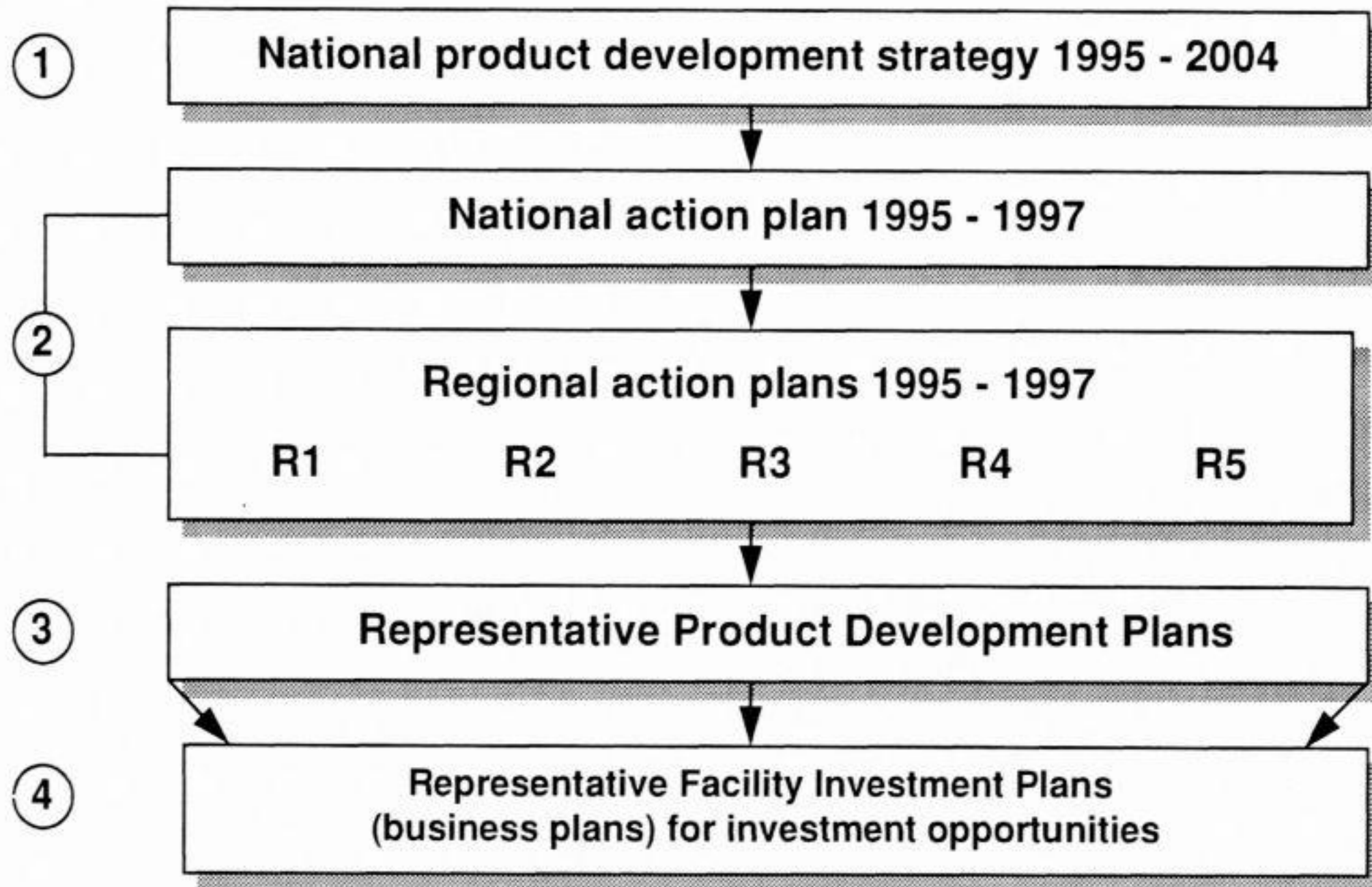
The Government's principal objective was confirmed as the creation of a viable, market-oriented tourism sector, based upon private ownership and initiative. The Arthur D. Little assignment represented an important part of this process -- the elaboration of the National Tourism Product Development Plan for Poland.

As defined in the project Terms of Reference, the National Tourism Product Development Plan study was to include a review of the country's tourism assets and liabilities, accommodation and other tourist facilities, accessibility and transportation, telecommunications and tourism-related technologies, as well as a review of which tourism products need to be targeted at which groups of customers in Poland and in identified foreign markets, and of the means to sell and promote the tourism products in the most suitable manner. It would also cover appropriate improvements needed to national and regional policy to support tourism development.

Arthur D. Little's Final Report is presented in two volumes with two volumes of Appendices. Volume I of the final report presents the National Product Development Strategy for 1995 - 2004 supported by Representative Product Development Plans and outline Representative Facility Investment Plans in appendices as indicated in Figure 1 attached.

Figure 1

Outputs of Arthur D. Little's National Tourism Product Development Plan



Introduction

This Volume II presents the National and Regional Action Plans from 1995 - 1997 as presented under item 2 in the attached Figure 1.

The action plans presented in this report are the result of a consultation held during September 1994, including a series of face-to-face meetings in Warsaw between Arthur D. Little, the SSTA, and a number of executives from a number of voivodship tourism authorities in the country. In addition, the report takes into account written submissions received from the SSTA and voivodship authorities received during October 1994.

Format

The Regional and National Action Plans for 1995 - 1997 are presented in this volume in a standard format, so as to facilitate a common approach across the country. Based upon consultations held, visits made by our team and interviews with interested parties, we have identified a number of priority strategic objectives for each of the Polish Touristic Zones in the country and for the SSTA itself. See Figure 2 for presentation of Tourist Zones.

In many cases, strategic objectives have been discussed and agreed directly with the interested parties. In other cases, the regional authorities were unable for one reason or another to enter into consultation with us and we have therefore applied our knowledge and proposals without the benefit of face-to-face discussions and feedback. Inevitably, therefore, the level of detail and specificity of the action plans varies from region to region, reflecting the degree of involvement of the relevant regional personnel. Furthermore, given the similarity of certain objectives across different zones, a certain amount of repetition of tasks inevitably results.

Introduction

Each strategic objective is expressed in terms of a practical end result. In order to achieve this end result, a number of requirements are identified, for each of which a responsibility for bringing about that requirement, and the main action tasks associated with its implementation, are identified.

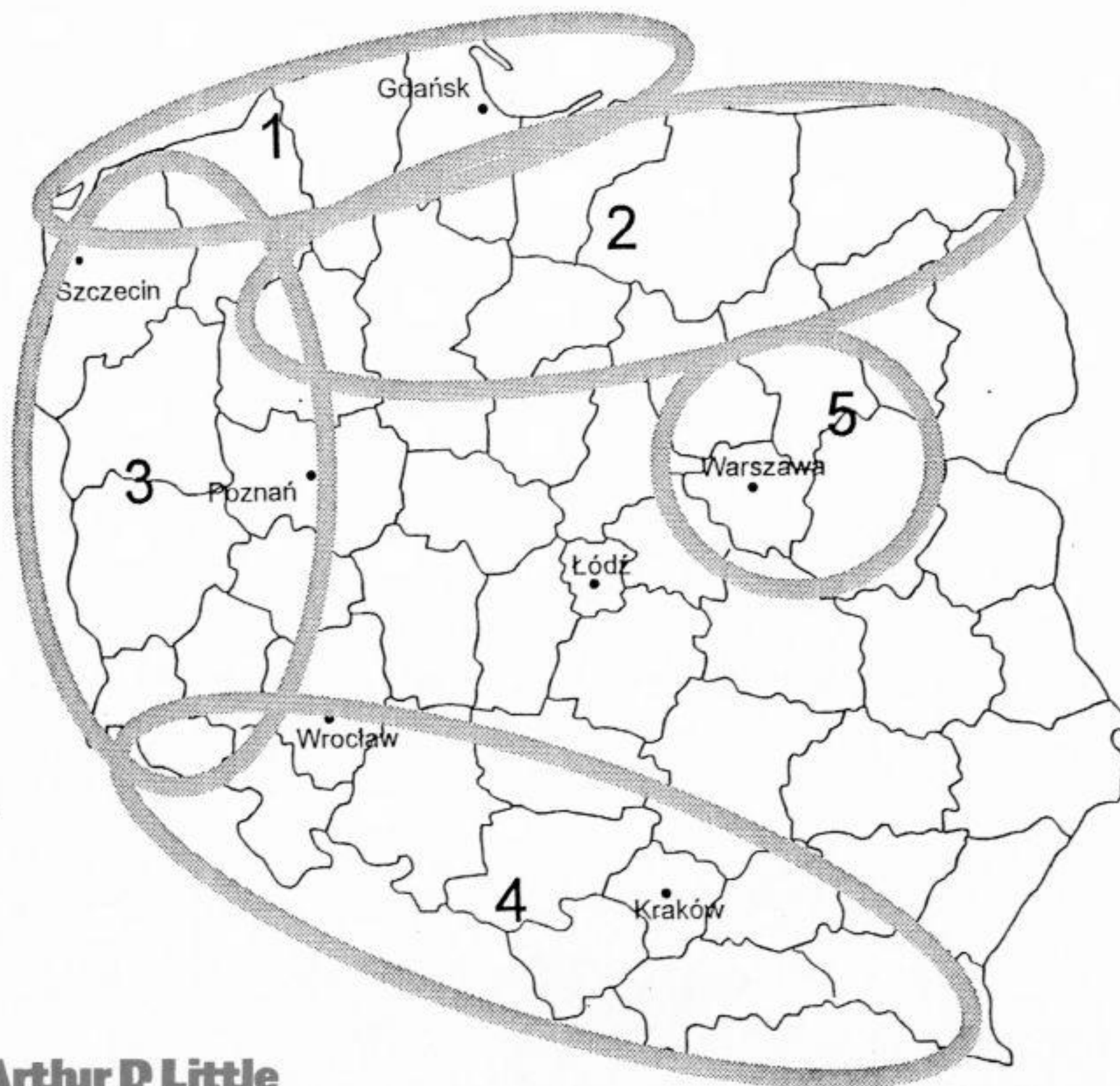
On the bottom page relating to each of the strategic objectives, we present a 36 month time chart with each of the action task numbers identified, relating to the chart on the top page. As discussed with the SSTA, we have purposely left the time chart empty, since the intention is for each team responsible for implementation of the action plans to work on their respective pages and time charts and complete the implementation timing on their own account. We believe that, this report should act as a working document and manual for the successful implementation in this manner, of strategies developed in Volume I.

This is a dynamic document, that needs to be reviewed and updated on a regular basis by all those involved.

The strategic objectives defined are intentionally limited in number. The intention is to encourage regional and national tourism teams to focus on a few real priorities, rather than to dilute their efforts across a wider range of objectives. However, these action plans are not exclusive of any other initiatives that should be taken by the relevant authorities. They should be considered as the priority blueprint for the development of relevant areas.

Figure 2

Polish Tourist Zones



- 1. Coastlands
- 2. Lakelands
- 3. Western Borderland
- 4. Highlands
- 5. Capital

Introduction

Definition

In a number of action plans, we describe a series of actions under a heading of "Little Jewel Strategy". For ease of understanding, we explain this concept further here.

At the current state of industry maturity, growth and development are restricted non-availability of suitable facilities. Tourists cannot visit the area unless the facilities exist. The "vicious circle" is completed by the reality that initial investors cannot see an economic rate of return for their money without seeing a stable flow of visitors.

We recommend that gmina authorities take the initiative to "break the vicious circle" by providing attractive terms to investors and operators, so as to establish a "little jewel" of high standard which would be profitable to the investor and become the engine for further development.

Attractive terms might include offering land as a contribution to a joint venture with distribution of profits delayed until capital investment has been repayed. Alternatively, land can be offered to developers on long leasehold (e.g. 99 year) with a period (say, 10 years) rent free.

The interest of such arrangements for the gmina authorities is that the initial project will generate tourist activity, acting as a "pole of magnetism" for other development. The "halo effect" resulting from this reaction will mean that other surrounding property will increase in value, more than compensating for any theoretical losses for the original subsidy.

Strategies for SSTA

1. Put in place a high performance service and support to the tourism industry, based upon Strategic Tourism Units (STUs)
2. Secure necessary funding to accelerate industry development
3. Establish inter-Governmental structures to develop effective coordination on tourism-related issues
4. Develop common understanding among all tourism professionals on the National Tourism Development Plan
5. Encourage development of industry associations
6. Put in place an effective system of grading and accreditation of private accommodation for tourism use
7. Implement effective network of foreign representative tourism offices and local tourism information offices
8. Implement a training and skills development programme aimed at a rapid upgrading of tourism industry service levels

Strategies for SSTA

Strategic objective I : Put in place high performance service and support to the tourism industry, based upon Strategic Tourism Units (STUs)

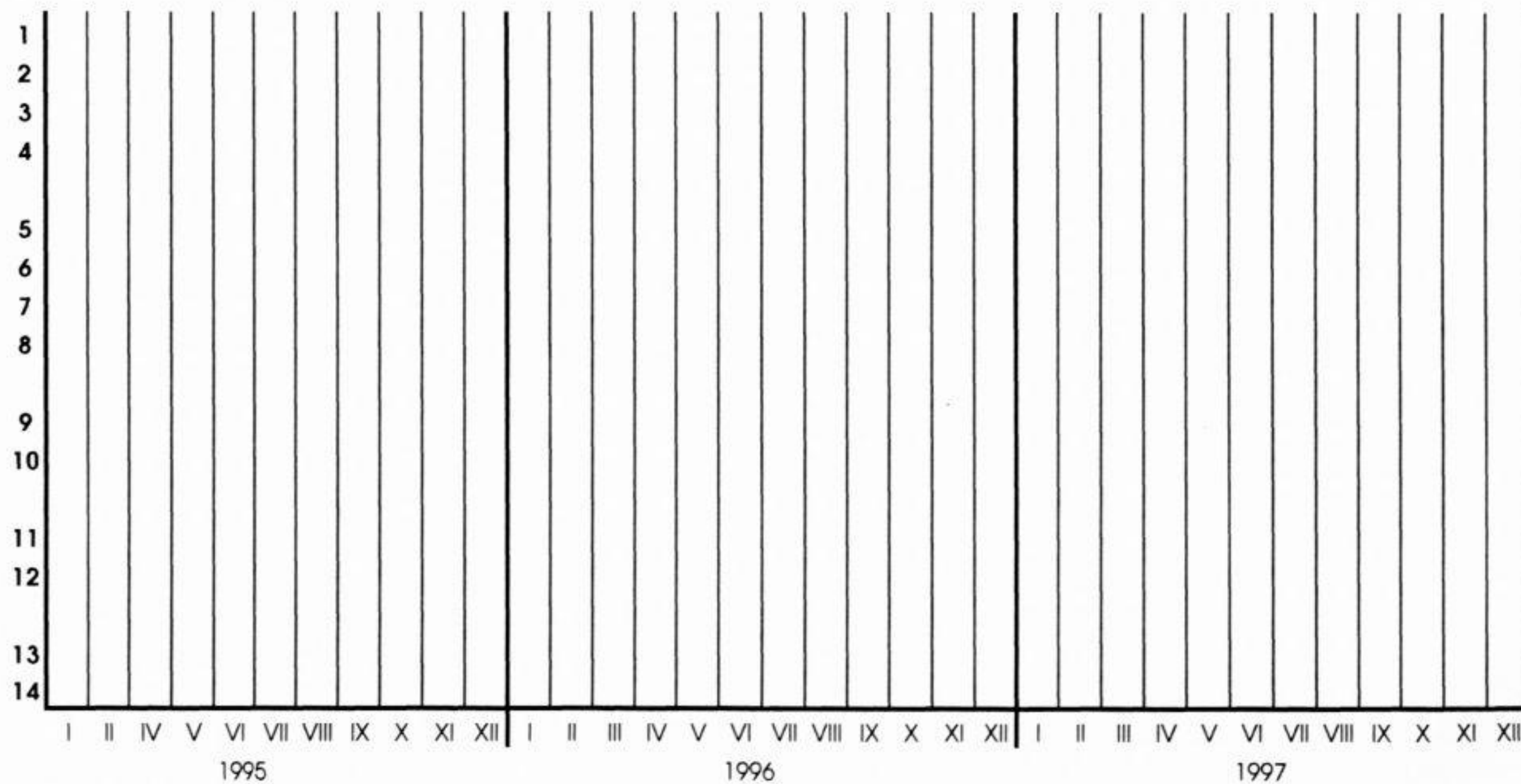
Requirement	Responsibility	Action tasks
Definition of a clear organisational structure and allocation of resources based upon STU "Task Forces"	SSTA/PAPT/PART	<ol style="list-style-type: none"> 1. Prepare job descriptions, job profiles 2. Match available skills to requirements in STUs 3. Reinforce structures through selective external recruitment 4. Request EU PHARE for funding for selected technical experts under contract
Implementation of STU-based organisation	<p>SSTA senior management STU staff</p> <p>SSTA senior management</p>	<ol style="list-style-type: none"> 5. Define and communicate launch date for STU-based organisation 6. Mandate each STU to prepare STU development plan based upon ADL study, in cooperation with relevant regional authorities 7. Review and approve plans 8. Launch new STU work programmes
Definition of criteria and nature of services and support to regional organisations/LDOs	SSTA/regional authorities/LDOs	<ol style="list-style-type: none"> 9. Agree criteria for promotional and product development support e.g. <ul style="list-style-type: none"> - existence of, and agreement to LDO plan - coherence with brand values 10. Communicate clearly to regional authorities and LDOs
Establishment of coherent brand management, marketing and promotional capability	SSTA/PAPT	<ol style="list-style-type: none"> 11. Commission external specialists to develop umbrella brand and product and regional sub-brands (PHARE support?) 12. Agree integrated responsibilities for marketing and promotion between SSTA and PAPT
Upgrading of quality of information to the industry	SSTA/IT/PAPT	<ol style="list-style-type: none"> 13. Agree basis of collection of statistics with GUS <ul style="list-style-type: none"> - separation of tourism data - means to improve quality - assumptions for adjustment for planning purposes 14. Define terms of reference and commission information system project under TOURIN 2

Strategies for SSTA

Strategic objective 1: Put in place a high performance service and support to the tourism industry, based upon Strategic Tourism Units (STUs)

Action tasks

Action tasks planning



Strategies for SSTA

Strategic objective 2 : Secure necessary funding to accelerate industry development

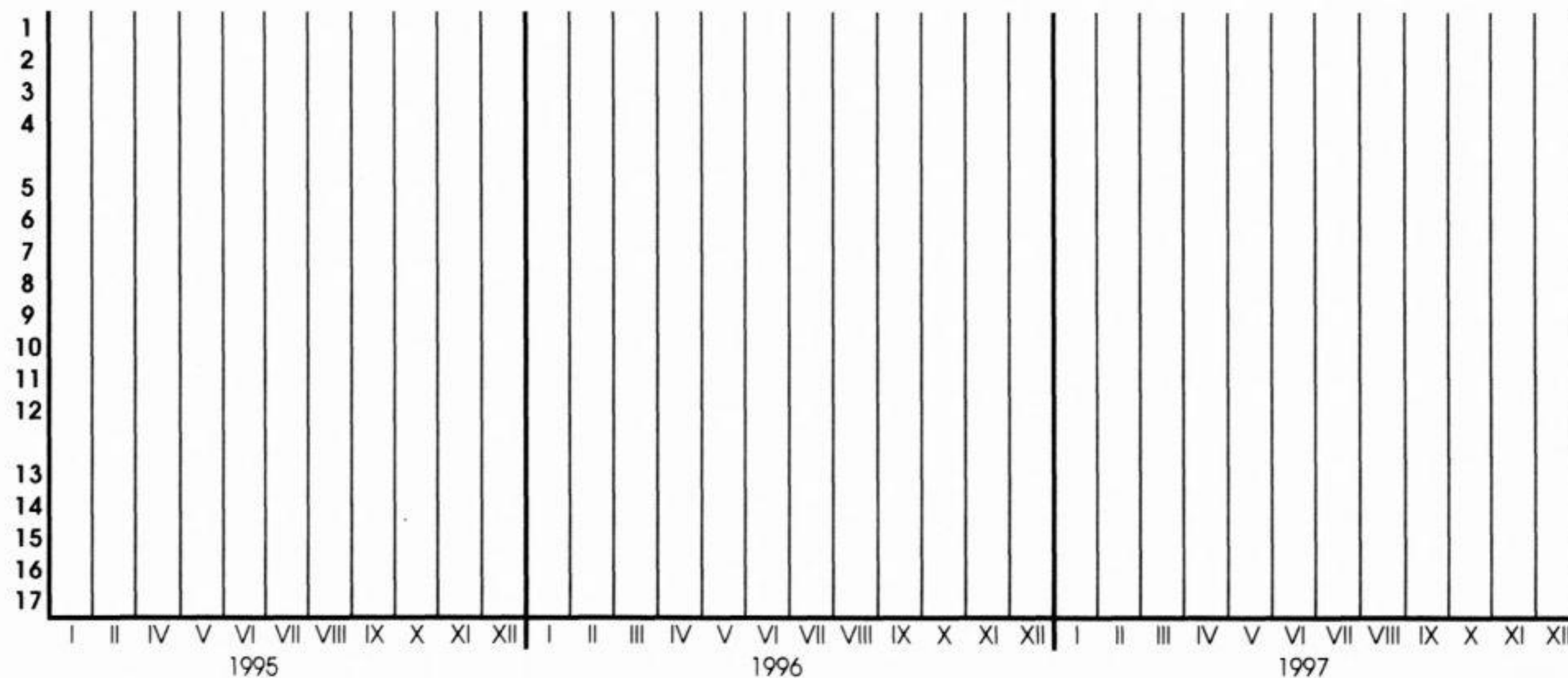
Requirement	Responsibility	Action tasks
Clear understanding by Government (Prime Minister's Office, Ministry of Finance and other key Ministries) of importance of tourism for economic development, so as to secure (increased) stable share of State Budget	SSTA senior management	<ol style="list-style-type: none"> 1. Distribute ADL report to key decision-makers 2. Set up meetings to demonstrate economic benefit 3. Demonstrate economic benefit in submissions to State Budget 4. Refine economic impact measurement tools over time
Investment by professional tourism investors in major projects	SSTA/PART	<ol style="list-style-type: none"> 5. Define precise sites for projects where ADL's Representative Facilities Plans can be implemented 6. Prepare draft Business Plans 7. Secure funding to run an Investors Conference in Poland (PHARE?) 8. Commission specialist conference organisers to prepare conference 9. Secure necessary commitments from Government on key measures to be announced at Conference. 10. Identify targeted investors and issue invitations 11. Prepare and implement Conference 12. Follow up on interest developed at Conference
Establishment of "Polish Tourism Industry Investment Fund" - a specialised commercial venture capital entity	SSTA/PART	<ol style="list-style-type: none"> 13. Define objectives, investment criteria, structure and intended management team 14. Secure agreement from founder investors (Polish Government and EU PHARE?) 15. Identify and recruit key managers to fund management company 16. Raise funds from international and Polish institutions 17. Develop initial investments

Strategies for SSTA

Strategic objective 2: Secure necessary funding to accelerate industry development

Action tasks

Action tasks planning



Strategies for SSTA

Strategic objective 2 : Secure necessary funding to accelerate industry development (Continued)

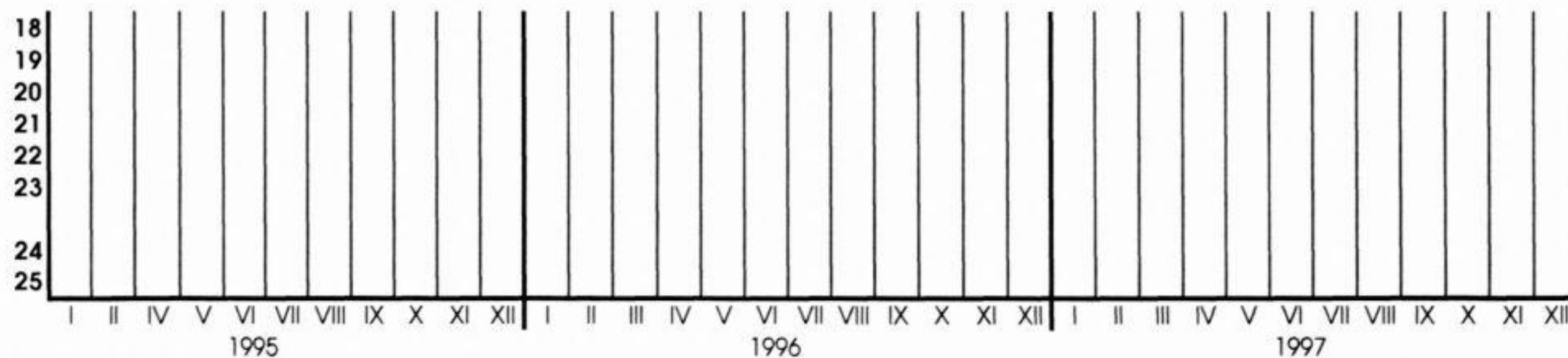
Requirement	Responsibility	Action tasks
Pool of grant aid funds for small, infrastructure projects and for small, important but non-commercial private projects	SSTA	18. Define objectives, disbursement criteria and responsibilities 19. Secure agreement from founder contributors (Polish Government and EU PHARE?) 20. Establish professional and independent team responsible for project evaluation, disbursement and follow-up 21. Solicit contributions from other national and international donor agencies 22. Implement initial projects 23. Develop information materials on fund for the industry, and communicate effectively
Donor financing for discrete programmes, e.g. <ul style="list-style-type: none"> • Modular sewage treatment plants • Museum upgrading • Selected monuments with tourism development potential 	SSTA	24. Obtain application criteria and documentation from foreign national and international aid agencies 25. Make applications to most appropriate agencies 26. Define and explain proposed disbursement criteria and procedures 27. Implement when (and if) funding is obtained

Strategies for SSTA

Strategic objective 2: Secure necessary funding to accelerate industry development (Continued)

Action tasks planning

Action tasks



Strategies for SSTA

Strategic objective 3 : Establish inter-Governmental structures to develop effective coordination and cooperation on tourism-related issues

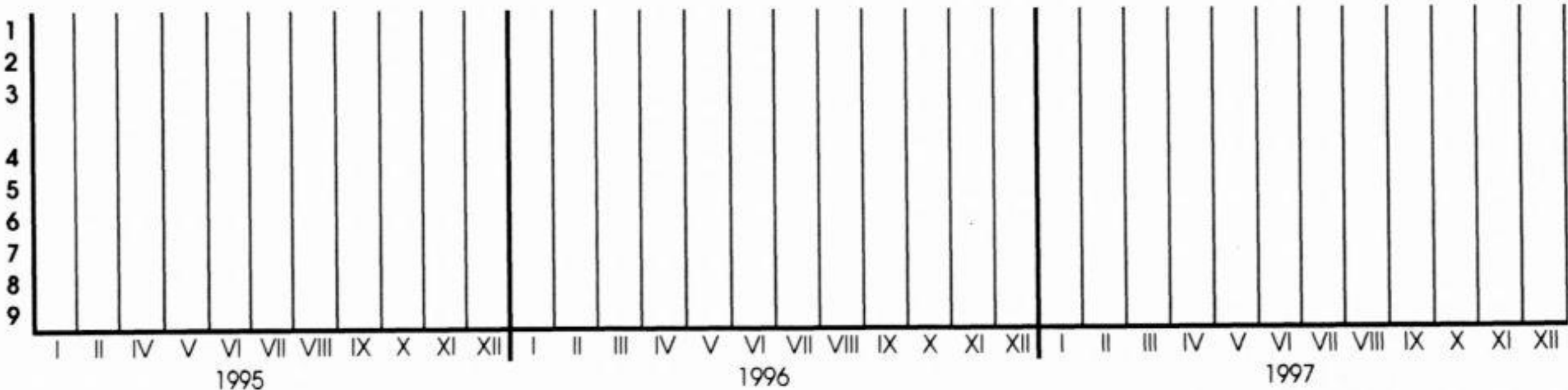
Requirement	Responsibility	Action tasks
High-level Government policy and planning Committee for tourism	SSTA/key Ministers/Prime Minister's Office	<ol style="list-style-type: none"> 1. Prepare charter, proposing objectives, scope, membership, authorities of Committee and circulate for comment to relevant Ministers (Environment, Culture, Transport, Finance) 2. Secure backing from key Ministers and from Prime Minister's Office 3. Secure approval and launch cycle of meetings
Priority areas of action for Government intervention in policy and facilitation	New Committee	<ol style="list-style-type: none"> 4. Select national parks, nature reserves, landscape parks and other protected territories having a high potential for tourism development 5. Agree guidelines for tourism in these areas including controls and incentives 6. Identify national monuments and sites with as yet undeveloped potential for tourism exploitation 7. Agree controls and incentives for the sensitive development of these sites 8. Develop financing and other policy proposals for integration into a revised Tourism Industry Strategy for adaption by the Cabinet 9. Identify actions to be undertaken by the tourism sector to implement the potential Warsaw 2012 Olympic Games project

Strategies for SSTA

Strategic objective 3: Establish inter-Governmental structures to develop effective coordination and cooperation on tourism-related issues

Action tasks planning

Action tasks



Strategies for SSTA

Strategic objective 4 : Develop common understanding among all tourism professionals on the National Tourism Product Development Plan

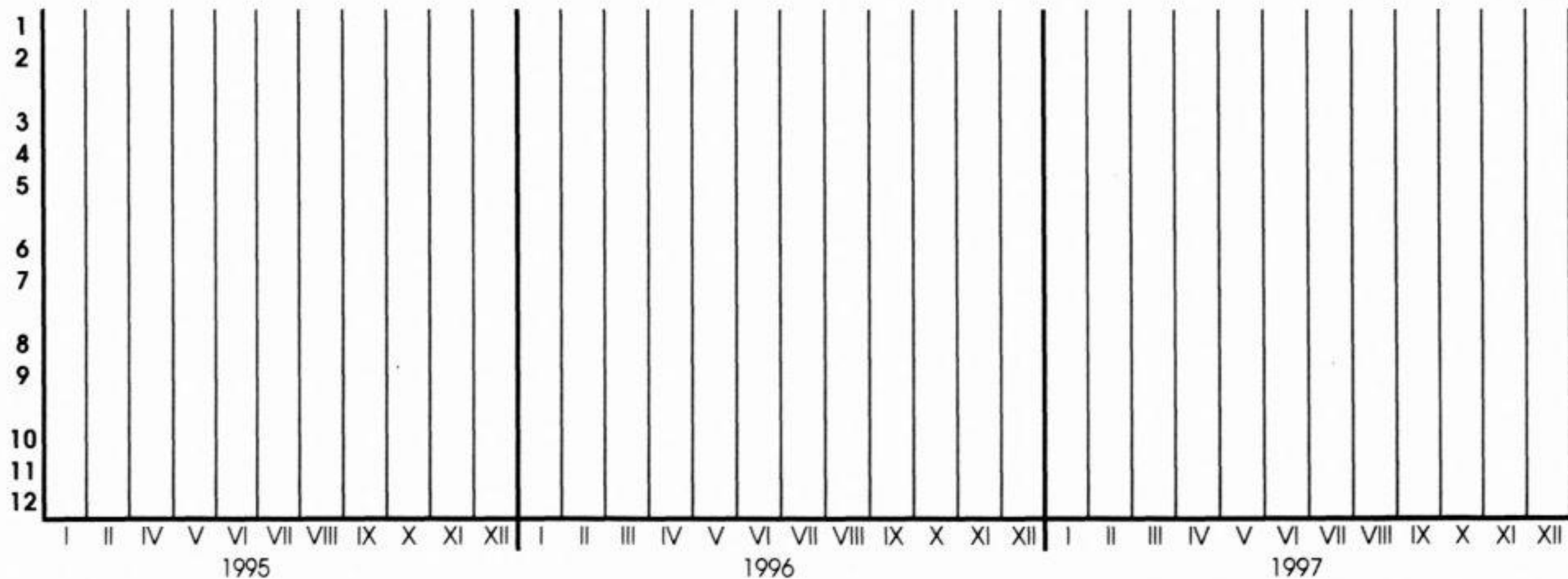
Requirement	Responsibility	Action tasks
Wide distribution of ADL reports to all involved in tourism	SSTA Product Development Dept.	1. Identify comprehensive mailing list of all public and private entities involved in tourism 2. Distribute reports (with summaries)
Consultation with industry professionals	SSTA/STU teams	3. Set up programme of visits to major centres where the Plan proposals would be presented and consultation encouraged 4. Advertise programme of visits 5. Conduct visits
Integration of feedback into future plans	STU teams	6. Consolidate reactions from visits, decide on any modifications required 7. Update plan and establish structures and procedures for annual update
Widespread agreement within gminas and voivodships, or means to develop tourism and resulting economic benefit, e.g. : ● benefit of rent free leasehold or joint venture structure for initial projects ● "halo" effect benefits	SSTA Product Development Dept PART	8. Prepare and conduct a series of seminars within voivodships, attended by gmina authorities 9. Use real case histories and trainers experienced in investment structuring
Understanding within voivodships and gminas on need for LDOs and support role of STUs within SSTA	SSTA/STUs/ voivodship tourism authorities	10. Distribute paper defining recommended structure of LDOs and support role of STUs 11. Hold explanatory meeting 12. Promote and explain

Strategies for SSTA

Strategic objective 4: Develop common understanding among all tourism professionals on the National Tourism Product Development Plan

Action tasks planning

Action tasks



Strategies for SSTA

Strategic objective 5 : Encourage development of industry associations

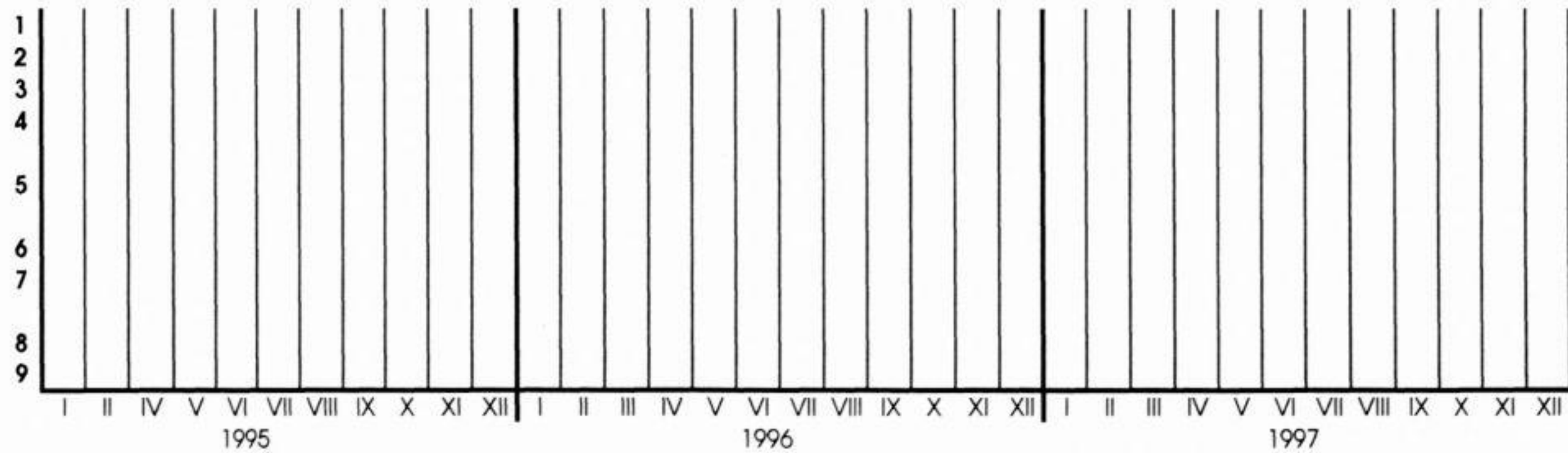
Requirement	Responsibility	Action tasks
Identification of areas where private industry associations are required or need strengthening	SSTA Promotion Department	1. Review international experience to establish ideal requirements 2. Compare with current associations (incl. PTTK) 3. Evaluate effectiveness of current associations and areas needing strengthening 4. Propose plan for new associations and for strengthening measures
Identification of association "champions"	STU teams	5. For each main area, identify individual or company prepared to "champion" association development
Support of development of associations in early stages	STU teams	6. Provide technical and financial support for literature and marketing 7. Support associations in early stages with help of personnel from STUs
Participation in association promotional programmes	STU teams	8. Encourage associations to develop own marketing and promotional programmes providing technical support 9. Provide "matching funds" to programmes meeting STU-defined criteria

Strategies for SSTA

Strategic objective 5: Encourage development of industry associations

Action tasks planning

Action tasks



Strategies for SSTA

Strategic objective 6 : Put in place an effective system of grading and accreditation of private accommodation for tourism use

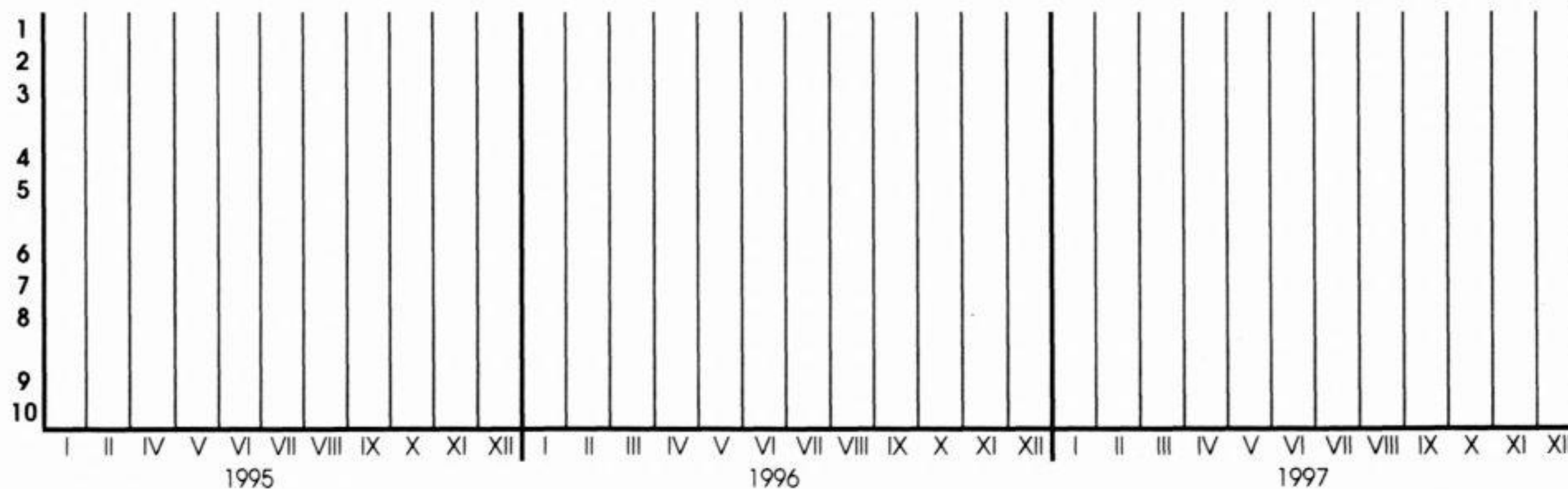
Requirement	Responsibility	Action tasks
Definition of standards for facilities and service by main category <ul style="list-style-type: none"> • Bed and breakfasts • Guest houses/farm houses • Hotels • Camping sites/holiday villages 	SSTA Promotion Department/STU	1. For each category, commission external specialists to define physical standards and service norms 2. Adapt standards to Polish situation 3. Publish standards and communicate to interested parties
Implementation of a grading and accreditation system	SSTA Promotion Department	4. For each category, define appropriate Polish "logo" for grading (e.g. 1-5 star) 5. Select Polish and foreign specialist contractors capable of administering a grading & accreditation system (inspections, controls, publications, distribution) 6. Invite selected contractors to bid for a 2 to 3 year contract to set up and administer a system in accordance with the standards defined 7. Secure support funding until system becomes self-financing (for PHARE 2) 8. Launch system
Promotion of new systems and programmes	SSTA Promotion Department	9. Develop information materials and promote directly through press, other media and through industry associations 10. Support development of directories of accommodation

Strategies for SSTA

Strategic objective 6: Put in place an effective system of grading and accreditation of private accommodation for tourism use

Action tasks planning

Action tasks



Strategies for SSTA

Strategic objective 7 : Implement effective network of foreign representative tourism offices and local tourism information offices

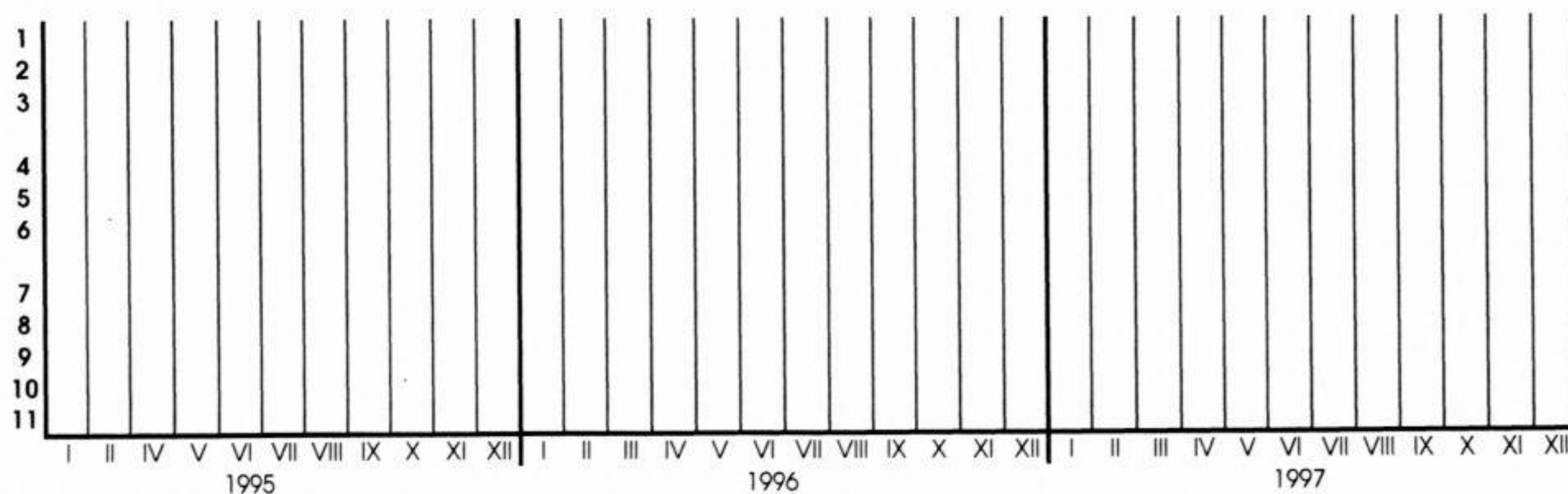
Requirement	Responsibility	Action tasks
Identification of key locations for foreign representative offices <ul style="list-style-type: none"> ● primary ● secondary (in association with Orbis, LOT or Ministry of External Trade) 	SSTA/PAPT	1. Select key outbound markets where a representative office would be desirable, consistent with National Product Development Plan and finance availability, 2. Enter into discussions with Orbis, LOT and Ministry of External Trade in order to discuss scope and terms for sharing foreign representative office space and resources 3. Agree foreign network (primary and secondary)
Specification of roles and responsibilities of foreign representative offices	SSTA/PAPT	4. Develop job descriptions, skill profiles and operational priorities for representative offices 5. Develop list of target tour operators, travel agents and opinion formers 6. Implement agreed promotional programme with STUs and PAPT
Efficient local Tourism Information offices	SSTA senior management in support of PAPT / LDOs	7. Agree with local voivodship, Chamber of Tourism, PTTK and other authorities the mandate, role and responsibility of local offices 8. Where possible, agree one site for tourism offices per location (avoid proliferation) 9. Set up shared funding of these offices (including private sector funds) 10. Develop appropriate materials, including materials in English, German and other languages 11. Set up staff training programmes

Strategies for SSTA

Strategic objective 7: Implement effective network of foreign representative tourism offices and local tourism information offices

Action tasks planning

Action tasks



Strategies for SSTA

Strategic objective 8 : Implement a training and skills development programme aimed at a rapid upgrading of tourism industry service levels

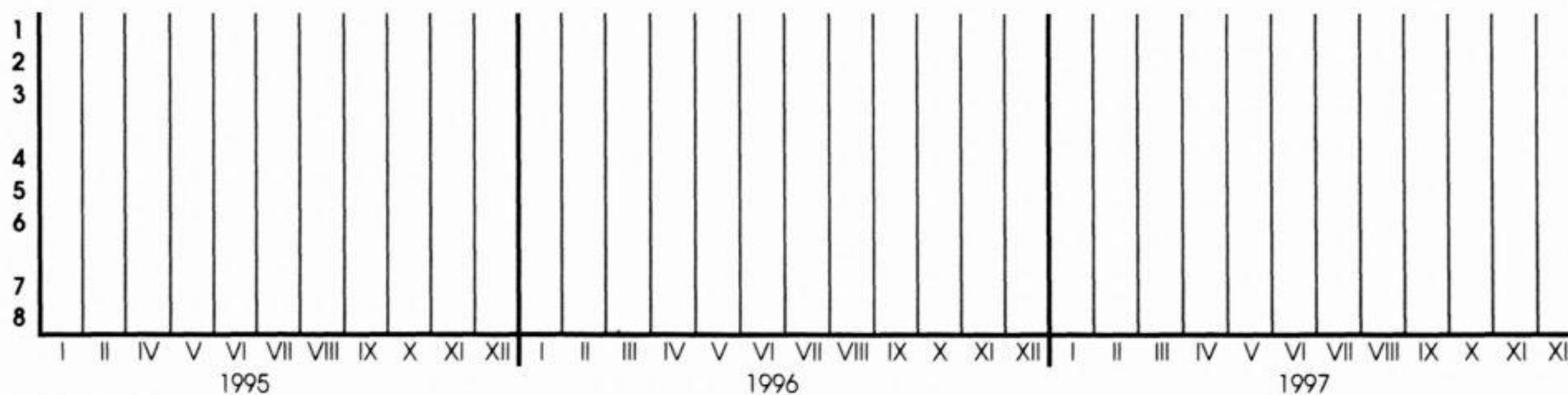
Requirement	Responsibility	Action tasks
Presence in Poland of international operators with high service levels and capability for quality training programmes	PART SSTA senior management/PART	<ol style="list-style-type: none"> 1. Introduce requirement in bidding documents for new projects that operator must have in high quality reputation and effective training programmes 2. Give priority in privatisation of facilities to operators with service and training credentials 3. Promote Polish tourism to international operators with high quality service reputation (e.g. through Investors Conference and other)
Emphasis in education and vocational training programmes on customer service	SSTA Training staff and STUs	<ol style="list-style-type: none"> 4. Review the existing training programs and asses what needs to be done to meet requirements 5. Enter into dialogue with Ministry of Education and educational institutions, to agree customer service emphasis in curricula 6. Encourage development of customer service trainers and "trainers of trainers"
Tourism-specific training programmes supported by Government funding	STU teams	<ol style="list-style-type: none"> 7. Define criteria under which industry associations will receive "matching funds" for training initiatives 8. Secure funding and implement (EC PHARE?)

Strategies for SSTA

Strategic objective 8: Implement a training and skills development programme aimed at a rapid upgrading of tourism industry service levels

Action tasks planning

Action tasks



Strategies for Coastlands Zone

1. Create effective regional structure for organisation of tourism
2. Develop Coastline with selected international-class holiday centres
3. Develop Tri-City into a world-class General Interest Tourism destination
4. Increase value added from transient tourism (Tri-City and major routes)
5. Develop Kaszuby into a first class rural tourism destination
6. Develop holiday centres in the Drawsko Lakeland area
7. Develop Szczecin into a General Interest Tourism destination
8. Increase value added from transient and cross border tourism (Szczecin and major routes)

Coastlands Zone

Strategic objective 1: Create effective regional structure for organisation of tourism

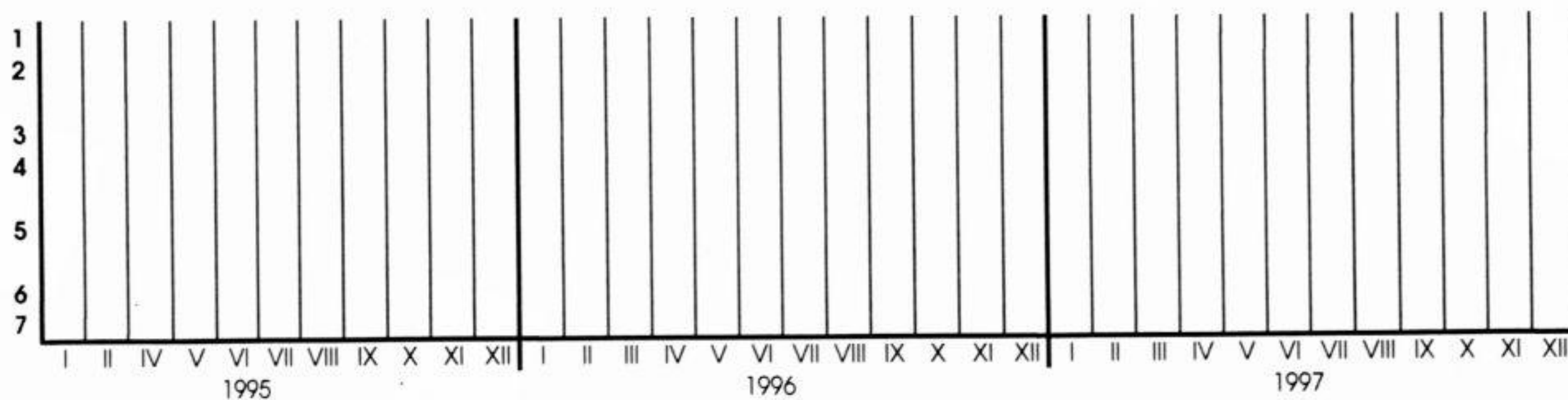
Requirement	Responsibility	Action tasks
An executive structure (LDO) based upon inter-voivodship agreement	Members of existing inter-voivodship agreement	1. Specify LDO's job descriptions 2. Adopt appropriate legal structure
Financing for local tourism activities	LDO	3. Promote idea of joint sponsorship of LDO (Gminas, Urząd Wojewódzki, private entrepreneurs) 4. Seek SSTA help
Full time staff	LDO	5. Identify and recruit tourism professionals who really want to make things happen
Launch and promotion of new office	LDO	6. Designate office space and adopt budget 7. Invite SSTA product managers to help start activity

Coastlands Zone

Strategic objective 1: Create effective regional structure for organisation of tourism

Action tasks planning

Action tasks



Coastlands Zone: Coastline

Strategic objective 2: Develop selected international-class holiday centres

Requirement	Responsibility	Action tasks
Good accommodation	LDO / STU / Local Authorities	<ol style="list-style-type: none"> 1. Prepare inventory of the existing accommodation 2. Define the area's accommodation needs Use "little jewel strategy " to develop accommodation: 3. Identify site (e.g. land for camp sites, existing loss-making company- or FWP-owned holiday centres, bungalow sites) 4. Acquire for minimal cost 5. Define required specifications (e.g. standard, size, price, accompanying facilities, environment protection norms) and terms 6. Launch tender procedure 7. Select winner and monitor performance
Diversified activities	LDO / STU	<ol style="list-style-type: none"> 8. Develop local events (outdoor concerts, folklore festivals, accept street performers, sports competitions) 9. Create activity centres for children 10. Encourage local tourism professionals to organise regular sightseeing trips to nearby areas 11. Organise competitions open for everybody
Appropriate associated infrastructure	LDO / STU	<ol style="list-style-type: none"> 12. Create boardwalks along beachfronts 13. Make inventory of the existing restaurants, bars and fast food outlets 14. Commission / conduct market research to define local restaurant, bar, fast-food needs 15. Encourage local entrepreneurs to create facilities adapted to these needs 16. Create sign posted bicycle / fitness circuits 17. Make sure bicycle rental is available 18. Create weather forecasting information and communication procedures
Good environmental policy	LDO / STU / Local Authorities	<ol style="list-style-type: none"> 19. Respect clean beaches standards 20. Introduce Blue Flag initiatives 21. Reduce visual pollution

Coastlands Zone

Strategic objective 2: Develop selected international-class holiday centres

Action tasks

Action tasks planning

Coastlands Zone: Coastline

Strategic objective 2: Develop selected international-class holiday centres (Continued)

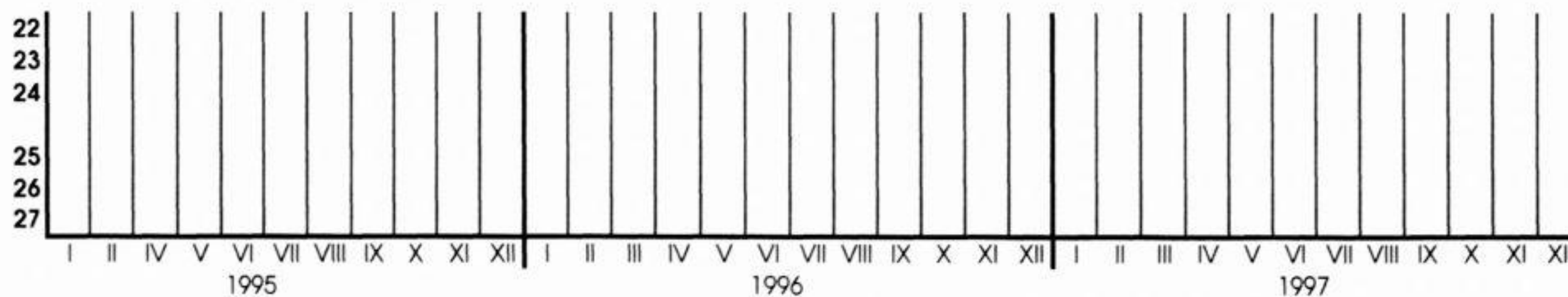
Requirement	Responsibility	Action tasks
Excellent promotion	LDO / STU	22. Adopt "All things for holidays" positioning 23. Create brochures consistent with this image (multi lingual brochures must be edited by native speakers) 24. Develop close contacts with tour operators
Competent and client friendly personnel	LDO / STU	25. Define needs in terms of number and qualifications of specialised personnel: (life guards, first aid paramedics, guides, etc.) 26. Establish and implement hiring program 27. Train all personnel in customer-oriented attitudes

Coastlands Zone

Strategic objective 2: Develop selected international-class holiday centres (Continued)

Action tasks planning

Action tasks



Coastlands Zone: Tri-City

Strategic objective 1: Develop into a world-class General Interest Tourism destination

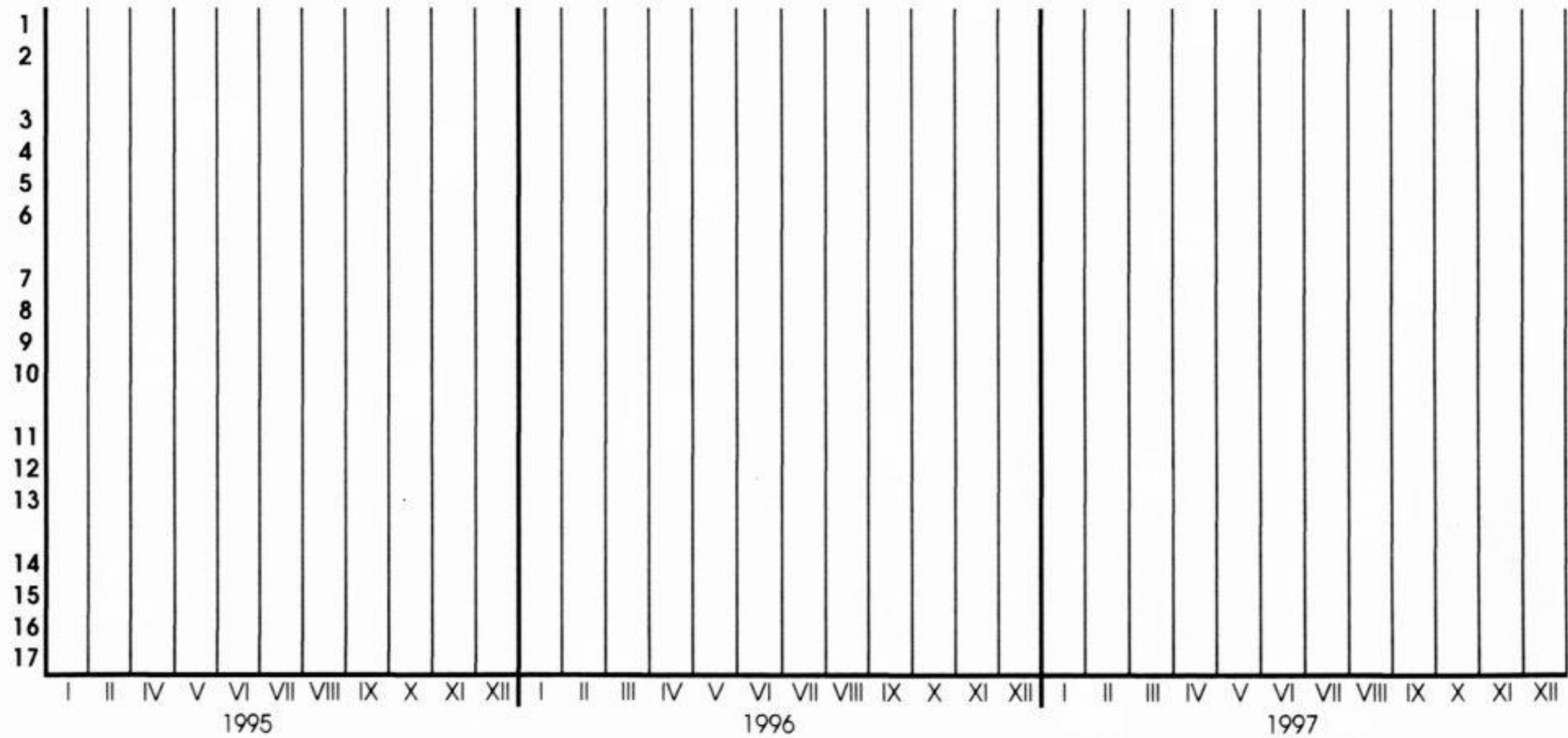
Requirement	Responsibility	Action tasks
Good access	STU / LDO / LOT LDO / STU / PKP	1. Encourage airlines to adapt international flight schedule to week-end travellers' needs (via Warsaw and direct from selected European cities) 2. Encourage PKP to develop a network of high speed inter city trains with major Polish agglomerations
Attractive, well presented tourism product	STU / LDO	3. Select one or two museums for programmes to make them "user friendly" 4. Create self guided tours (sign posts, maps, guidebooks, building plaquing) 5. Ensure that main monuments are clean, easy to identify and open to public during reasonable periods (including Sundays, no lunch break) 6. Encourage local tourism professionals to develop good quality sightseeing tours on the Tri-city level
Good transportation	LDO	7. Encourage operators to introduce One Day Travel Card for public transportation 8. Make sure clear maps of the city public transportation are freely available for tourists 9. Create well sign posted and guarded parking lots near tourism attractions 10. Allow tourism coaches to drop their passengers next to tourism attractions
Well qualified guides	LDO / STU	11. Maintain current general good level of city guides 12. Develop policy to exclude unqualified guides 13. Adopt a single examination and accreditation system
Efficient tourism information services	LDO / STU	14. Publish good quality brochures (including multi-lingual brochures, edited by native speakers) 15. Define minimum services to be offered by a tourist information centre (e.g. reservation, brochures, information on events, available attractions) 16. Staff the tourist information centre with competent and customer-friendly personnel speaking foreign languages (employ hotel and tourism school students on part time basis or during holidays) 17. Make sure the tourist information centre is easy to find (sign posts)

Coastlands Zone

Strategic objective 1 : Develop into a world-class General Interest Tourism destination

Action tasks

Action tasks planning



Coastlands Zone: Tri-City

Strategic objective 1: Develop into a world-class General Interest Tourism destination (Continued)

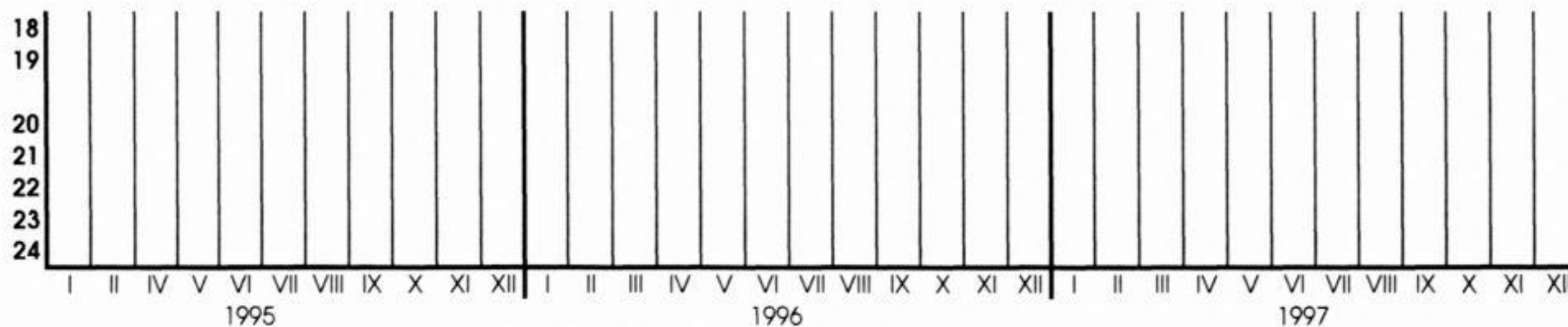
Requirement	Responsibility	Action tasks
Distinctive image	LDO / STU	18. Identify 3-4 annual major international events with the biggest potential impact on tourism development (e.g. jazz, folklore, chamber music, street theatre festivals, veteran car rallies, sports competitions) well suited to the city's tradition (create new events if necessary) 19. Base city's promotion on these events
Quality tourist-class accommodation	LDO / STU / Local Authorities	20. Identify sites for 2-3 star hotels (land only or with facilities needing upgrading) both inside the city and outside 21. Clarify property status 22. Define require specifications (size, standard, price, accompanying facilities, etc.) 23. Launch tender procedure 24. Select winner and monitor performance

Coastlands Zone

Strategic objective 1 : Develop into a world-class General Interest Tourism destination (Continued)

Action tasks

Action tasks planning



Coastlands Zone: Tri-City and major routes

Strategic objective 2: Increase value added from transient tourism

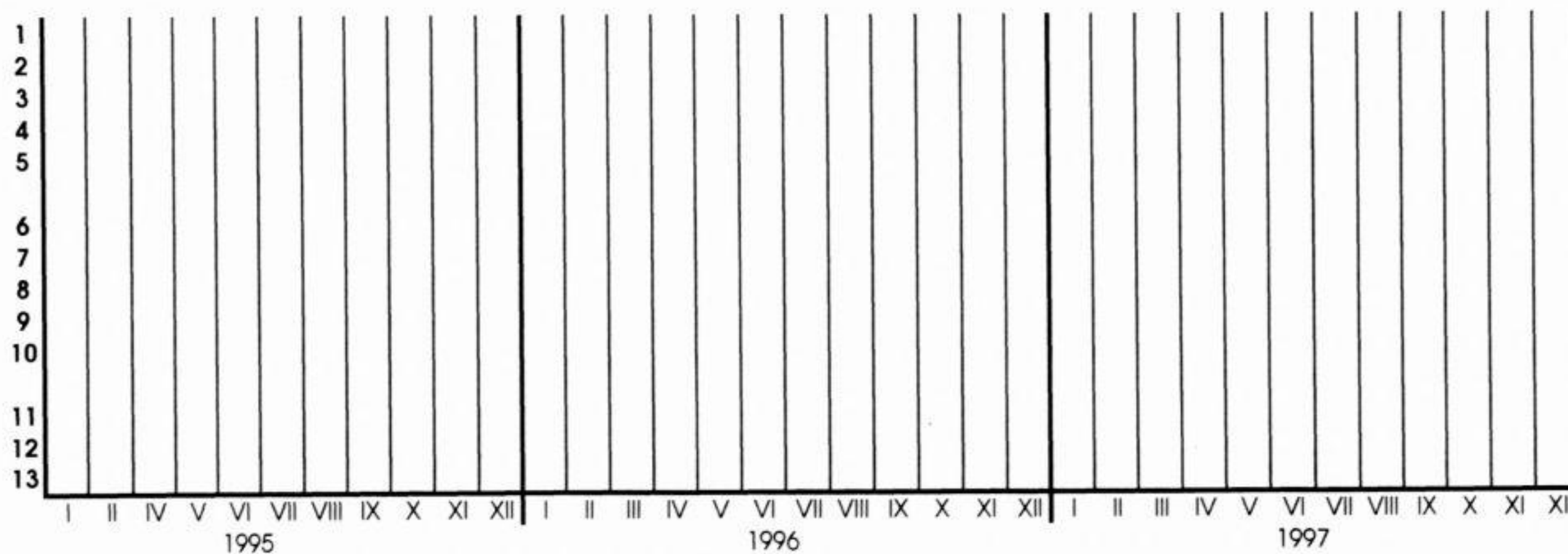
Requirement	Responsibility	Action tasks
Modern leisure and retailing facilities	Local Authorities / LDO / STU	<ol style="list-style-type: none"> 1. Identify sites near ferry boat terminals 2. Create a "Leisure and Retailing Development Company" with the local authorities and developers as shareholders 3. Commission feasibility study for leisure and retailing centres 4. Identify operating company 5. Sign a long lease contract
Green routes encouraging transient visitors to stop over	STU / LDO	<ol style="list-style-type: none"> 6. Create countryside itineraries enabling tourists to avoid the main roads 7. Place well-designed and well-located sign posts 8. Publish maps, guidebooks and brochures 9. Make sure these publications are easily available for tourists 10. Provide know how, and encourage local entrepreneurs to create restaurants, bed and breakfasts, motels, etc. along these Green Routes
Good road infrastructure, services and safety	Local Authorities / LDO / STU	<ol style="list-style-type: none"> 11. Improve traffic, personal safety and increase number of Police patrols 12. Encourage local entrepreneurs to upgrade standard of the existing filling stations, motels, fast foods, restaurants to the required level 13. Provide selective grant aid assistance, if available

Coastlands Zone

Strategic objective 2 : Increase value added from transient tourism

Action tasks

Action tasks planning



Coastlands Zone: Kaszuby

Strategic objective 1: Develop Kaszuby into a first class rural tourism destination

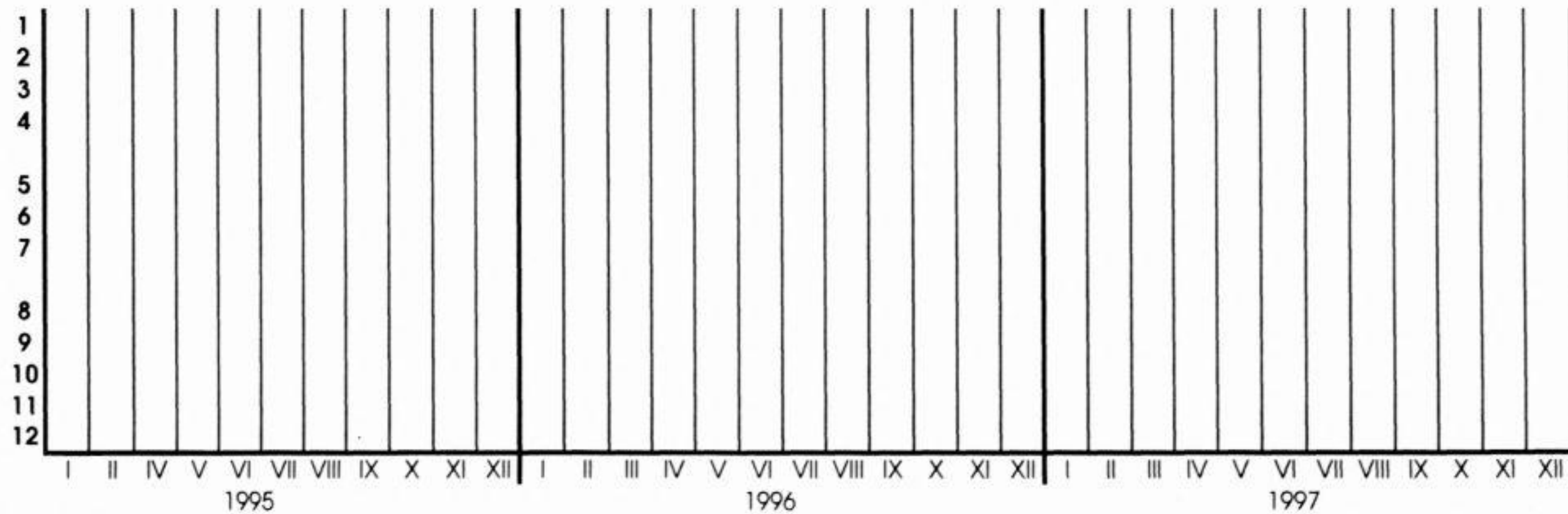
Requirement	Responsibility	Action tasks
Appropriate accommodation	STU / LDO	<ol style="list-style-type: none">1. Contact an internationally recognised grading agency (e.g. ADAC, Michelin, Bord Failte) and secure interest to provide grading services2. Commission a selected agency to create a grading system3. Inform/train farmers on required standards of facility and potential benefits4. Provide farmers with financial incentives to create accommodation
Accompanying attractions	STU / LDO	<ol style="list-style-type: none">5. Encourage gminas to develop hand crafts, local fairs, etc.6. Ensure that local attractions (e.g. windmills, small museums) are well-presented and are tourist "user friendly"7. Introduce "Clean Village" initiatives with financial or promotional incentives for winners
Excellent promotion	STU / LDO/ PAPT	<ol style="list-style-type: none">8. Use selected ADAC, Michelin or Bord Failte logos as promotional tool9. Publish a comprehensive catalogue describing all the locations and facilities10. Contact specialised tour operators from targeted markets11. Organise study tours for tour operators12. Provide "matching funds" for promotional initiatives meeting defined criteria (if funds available)

Coastlands Zone : Kaszuby

Strategic objective 1 : Develop Kaszuby into a first class rural tourism destination

Action tasks

Action tasks planning



Coastlands Zone: Drawsko Lakeland

Strategic objective 1: Develop holiday centres

Requirement	Responsibility	Action tasks
Good accommodation	LDO / STU / Local Authorities	<ol style="list-style-type: none"> 1. Prepare inventory of existing accommodation 2. Define the area's accommodation needs Use "little jewel strategy" to develop accommodation: 3. Identify site (e.g. land for campsite, existing loss-making company- or FWP-owned holiday centre, bungalow site, etc.) 4. Acquire for minimal cost 5. Define required specifications (standard, size, price, accompanying facilities, environment protection norms) and terms 6. Launch tender procedure 7. Select winner and monitor performance
Diversified activities	LDO / STU	<ol style="list-style-type: none"> 8. Develop local events (outdoor concerts, folklore festivals, street performances, sports competitions) 9. Create activity centres for children 10. Encourage local tourism professionals to organise regular sightseeing trips to nearby areas 11. Organise competitions open for everybody
Appropriate associated infrastructure	LDO / STU	<ol style="list-style-type: none"> 12. Create boardwalks along lakesides 13. Make inventory of the existing restaurants, bars and fast food outlets 14. Commission / conduct market research to define local restaurant, bar, fast-food needs 15. Encourage local entrepreneurs to create facilities adapted to these needs 16. Create sign posted bicycle / canoeing / fitness circuits 17. Ensure that boat / canoe / bicycle rentals are available 18. Create weather forecasting information and communication procedures
Good environmental policy	LDO / Local Authorities	<ol style="list-style-type: none"> 19. Define, publicise and ensure the respected clean lakes standards 20. Introduce Clean Village initiatives 21. Reduce visual pollution through co-ordinated programmes
Excellent promotion	LDO / STU	<ol style="list-style-type: none"> 22. Adopt "All things for holidays" positioning 23. Create brochures consistent with this image (including multi lingual brochures, must be edited by native speakers) 24. Develop close contacts with tour operators
Competent and client friendly personnel	LDO / STU	<ol style="list-style-type: none"> 25. Define needs in terms of number and qualifications of specialised personnel (e.g. sports instructors, life guards, first aid paramedics, guides) 26. Establish and implement hiring programme 27. Train all personnel in customer-oriented attitudes

Coastlands Zone : Drawsko Lakeland
Strategic objective 1 : Develop holiday centres

Action tasks

Action tasks planning

Coastlands Zone: Szczecin

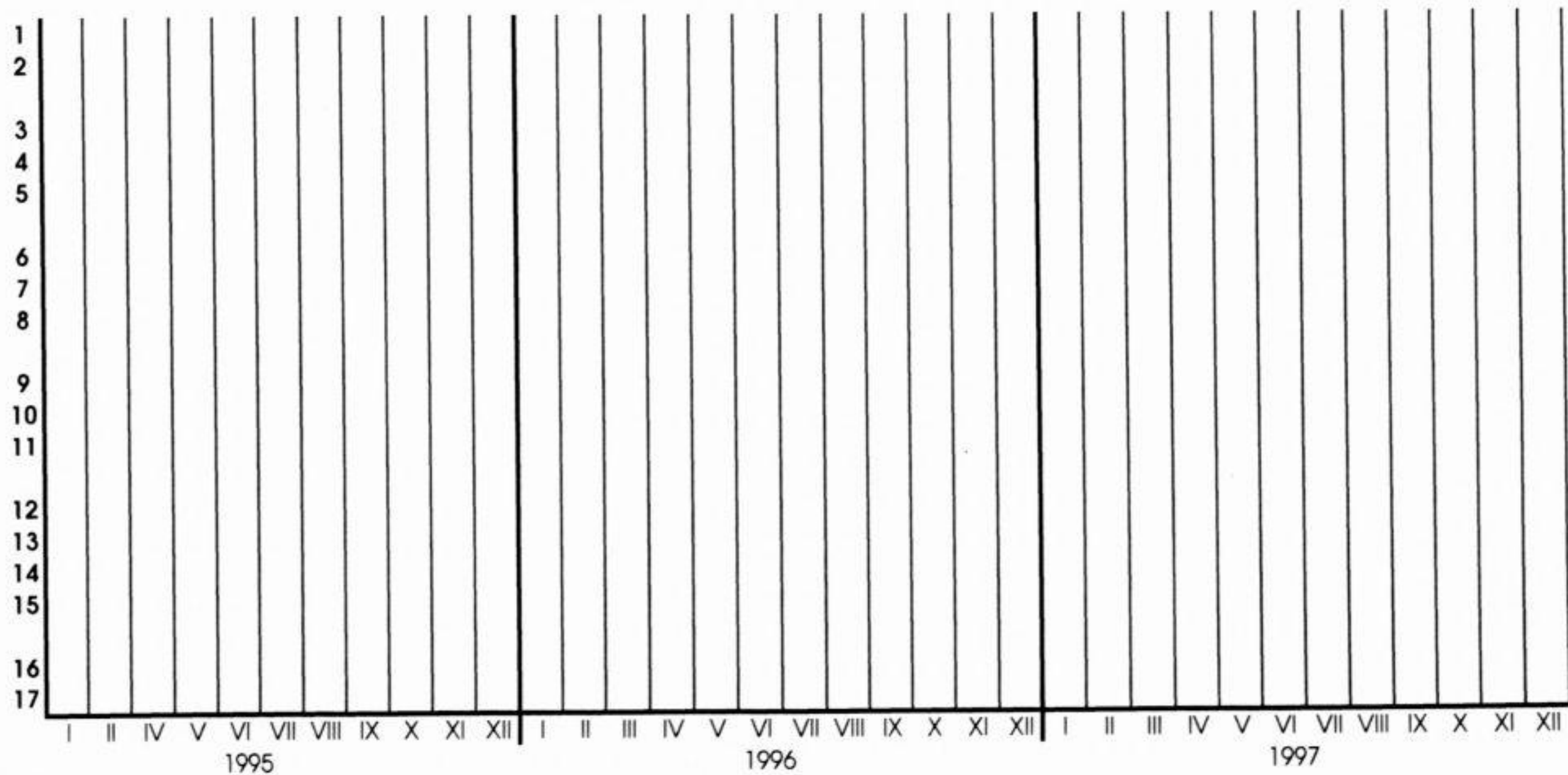
Strategic objective 1: Develop into a General Interest Tourism destination

Requirement	Responsibility	Action tasks
Good access	STU / LDO / LOT LDO / STU / PKP	1. Encourage airlines to adapt international and domestic flight schedule to week-end traveller's needs (via Warsaw and direct from selected European cities) 2. Encourage PKP to develop a network of high speed inter city trains with major Polish agglomerations
Attractive, well presented tourism product	STU / LDO	3. Select one or two museums for programmes to make them "user friendly" 4. Create self guided tours (sign posts, maps, guidebooks, building plaquing) 5. Ensure that main monuments are clean, easy to identify and open to public during reasonable hours (including Sundays, no lunch break)
Good transportation	LDO	6. Encourage operators to introduce One Day Travel Card for public transportation 7. Make sure clear maps of the city public transportation are freely available for tourists 8. Create well sign posted and guarded parking lots near tourism attractions
Well qualified guides	LDO / STU	9. Maintain current general good level of city guides 10. Develop policy to keep off unprofessional individuals 11. Adopt a single examination and accreditation system
Efficient tourism information services	LDO / STU	12. Publish good quality brochures (including multi-lingual brochures, edited by native speakers) 13. Define minimum services to be offered by a tourist information centre (e.g. reservation, brochures, information on events, available attractions) 14. Staff the tourist information centre with competent and customer-friendly personnel speaking foreign languages (employ hotel and tourism school students on part time basis or during holidays) 15. Make sure the tourist information centre is easy to find (sign posts)
Distinctive image	LDO / STU / PAPT	16. Identify 3-4 annual major international events with the biggest potential impact on tourism development (e.g. jazz, folklore, chamber music, street theatre festivals, veteran car rallies, sports competitions, etc.) well suited to the city's tradition (create new events if necessary) 17. Base city's promotion on these events

Coastlands Zone : Szczecin

Strategic objective 1 : Develop into a General Interest Tourism Destination

Action tasks planning



Coastlands Zone: Szczecin

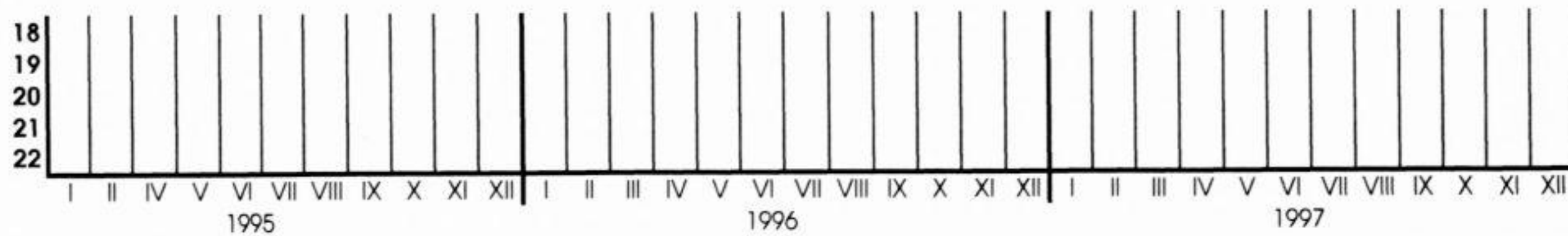
Strategic objective 1: Develop into a General Interest Tourism destination (continued)

Requirement	Responsibility	Action tasks
Quality tourist-class accommodation	LDO / STU / Local Authorities	18. Identify sites for 2-3 star hotels (land only or with facilities needing upgrading) both inside the city and outside 19. Clarify property status 20. Define require specifications (size, standard, price, accompanying facilities, etc.) and terms 21. Launch tender procedure 22. Select winner and monitor performance

Coastlands Zone : Szczecin

Strategic objective 1 : Develop into a General Interest Tourism Destination (Continued)

Action tasks planning



Coastlands Zone: Szczecin

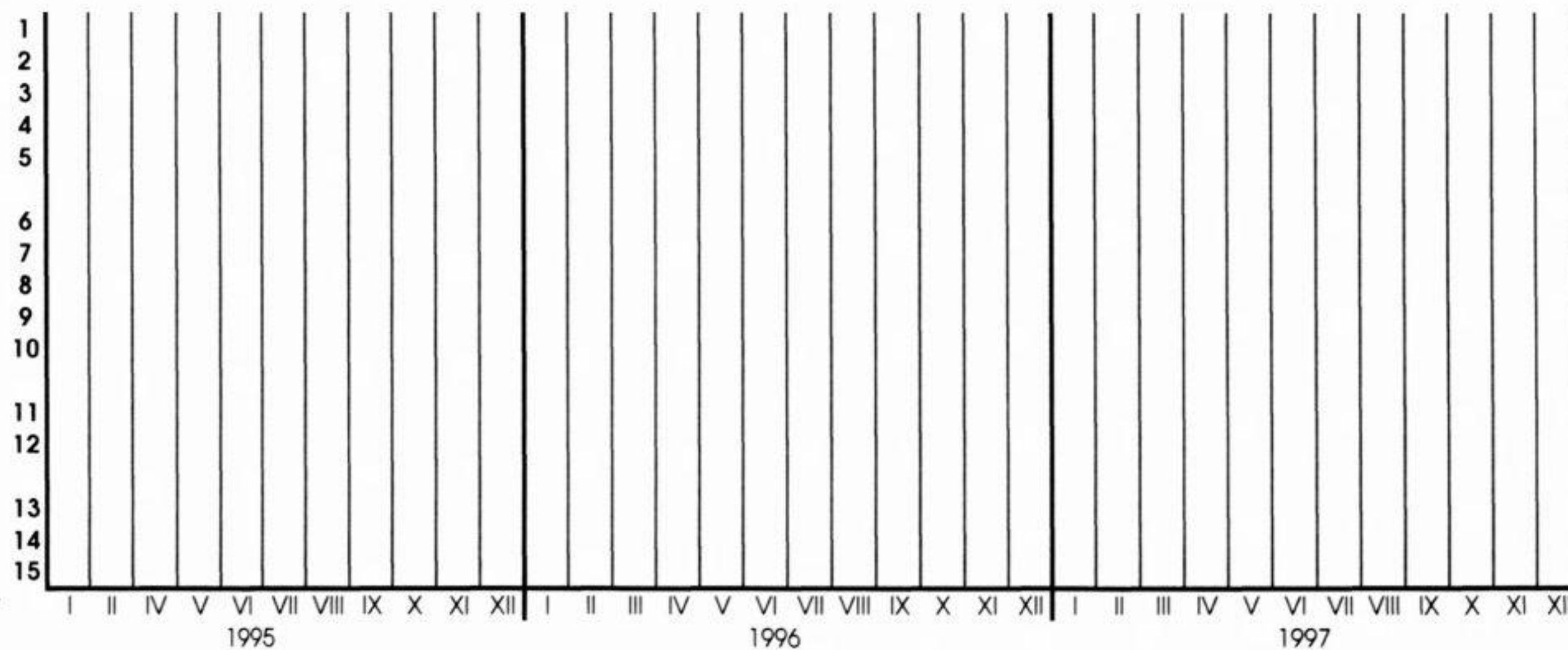
Strategic objective 2: Increase value added from transient and cross border tourism

Requirement	Responsibility	Action tasks
Modern leisure and retailing facilities	Local Authorities / LDO / STU	<ol style="list-style-type: none"> 1. Identify two sites near major border crossing points 2. Create a "Leisure and Retailing Development Company" with the local authorities and developers as shareholders 3. Commission feasibility study for leisure and retailing centres 4. Identify operating company 5. Sign long lease contract
Green routes encouraging transient visitors to stop over	STU / LDO	<ol style="list-style-type: none"> 6. Create countryside itineraries enabling tourists to avoid the main road 7. Place well-designed and well-located sign posts 8. Publish maps, guidebooks and brochures 9. Make sure these publications are easily available for every tourist 10. Provide know how, and encourage local entrepreneurs to create restaurants, bed and breakfasts, motels, etc. along these Green Routes
Good road infrastructure, services and safety	Local Authorities / LDO / STU	<ol style="list-style-type: none"> 11. Improve traffic, personal safety and increase number of Police patrols 12. Encourage local entrepreneurs to upgrade standard of the existing filling stations, motels, fast foods, restaurants to the required level
User friendly border crossings	Local Authorities / LDO	<ol style="list-style-type: none"> 13. Create separate freight and tourist channels at border crossing points 14. Increase border crossing points' capacity 15. Train personnel in customer-oriented attitudes

Coastlands Zone : Szczecin

Strategic objective 2 : Increase value added from transient and cross border tourism

Action tasks planning



Strategies for Lakelands Zone

1. Create effective regional structure for organisation of tourism
2. Develop international-class holiday centres without compromising the environment
3. Exploit Special Interest Tourism potential

Lakelands Zone

Strategic objective 1: Create effective regional structure for organisation of tourism

Requirement	Responsibility	Action tasks
An executive structure (LDO) based upon inter-voivodship agreement	Members of existing inter-voivodship agreement	1. Specify LDO's job descriptions, clearly specifying executive tasks, and lobbying role in supporting regional tourism development 2. Adopt appropriate legal structure
Financing for local tourism activities	LDO	3. Promote idea of joint sponsorship of LDO (Gminas, Urząd Wojewódzki, private entrepreneurs) 4. Seek SSTA assistance
Full time staff	LDO	5. Identify and recruit tourism professionals who really want to make things happen
Launch and promotion of new office	LDO	6. Designate office space and adapt budget 7. Invite SSTA product managers to help start activity
Regional tourism development objectives	LDO / voivodship authorities / gminas / tourism operators	8. Prepare and sign an agreement on long term tourism development objectives

Strategic objective 1 : Create effective regional structure for organisation of tourism

Lakelands Zone

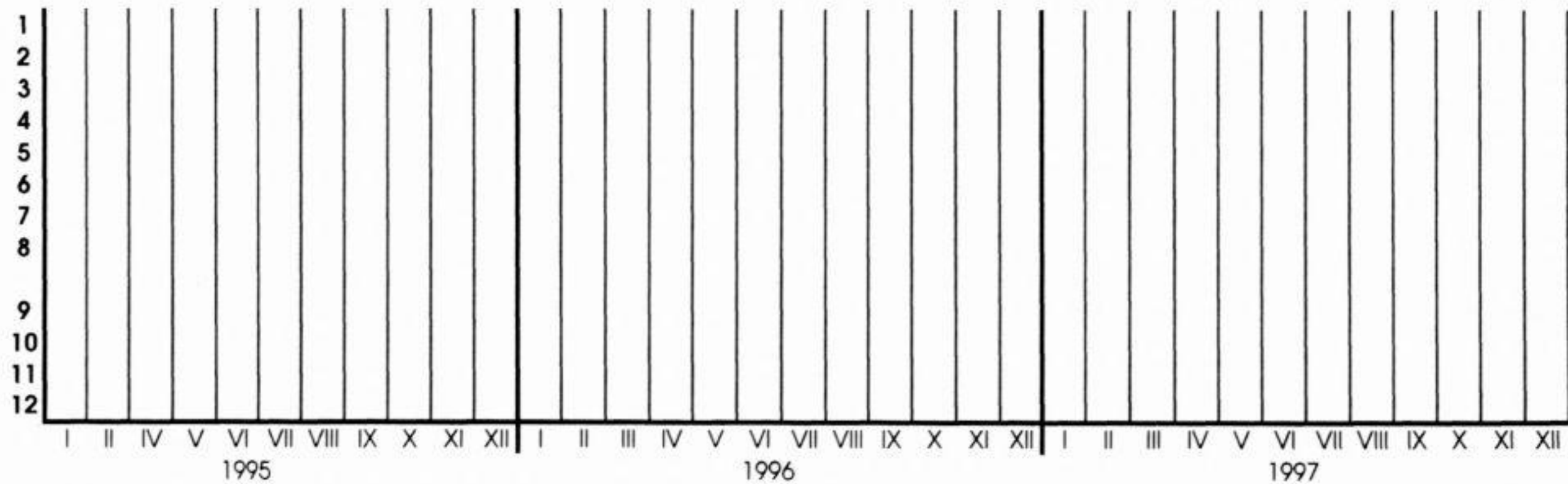
Strategic objective 2: Develop international-class holiday centres without compromising the environment

Requirement	Responsibility	Action tasks
Good accommodation	LDO / STU / Local Authorities	<ol style="list-style-type: none"> 1. Prepare inventory of the existing accommodation including B&B, guest rooms and farmhouses 2. Define the area's accommodation needs Use "little jewel strategy " to develop accommodation: 3. Identify site (e.g. land for camp sites, existing loss-making company- or FWP-owned holiday centre, bungalow sites) 4. Acquire for minimal cost 5. Define required specifications (e.g. standard, size, price, accompanying facilities, environment protection norms) and terms 6. Launch tender procedure 7. Select winner and monitor performance 8. Upgrade the existing mainstream guest rooms offer: <ul style="list-style-type: none"> - cooperate with other voivodships on development of an accreditation system - define required standards and adopt a grading system
Diversified activities	LDO / STU	<ol style="list-style-type: none"> 9. Develop local events (outdoor concerts, folklore festivals, street performances, sports competitions) 10. Create activity centres for children 11. Encourage local tourism professionals to organise regular sightseeing trips to nearby areas 12. Organise competitions open for everybody

Lakelands Zone :

Strategic objective 2 : Develop international-class holiday centres without compromising the environm

Action tasks planning



Lakelands Zone

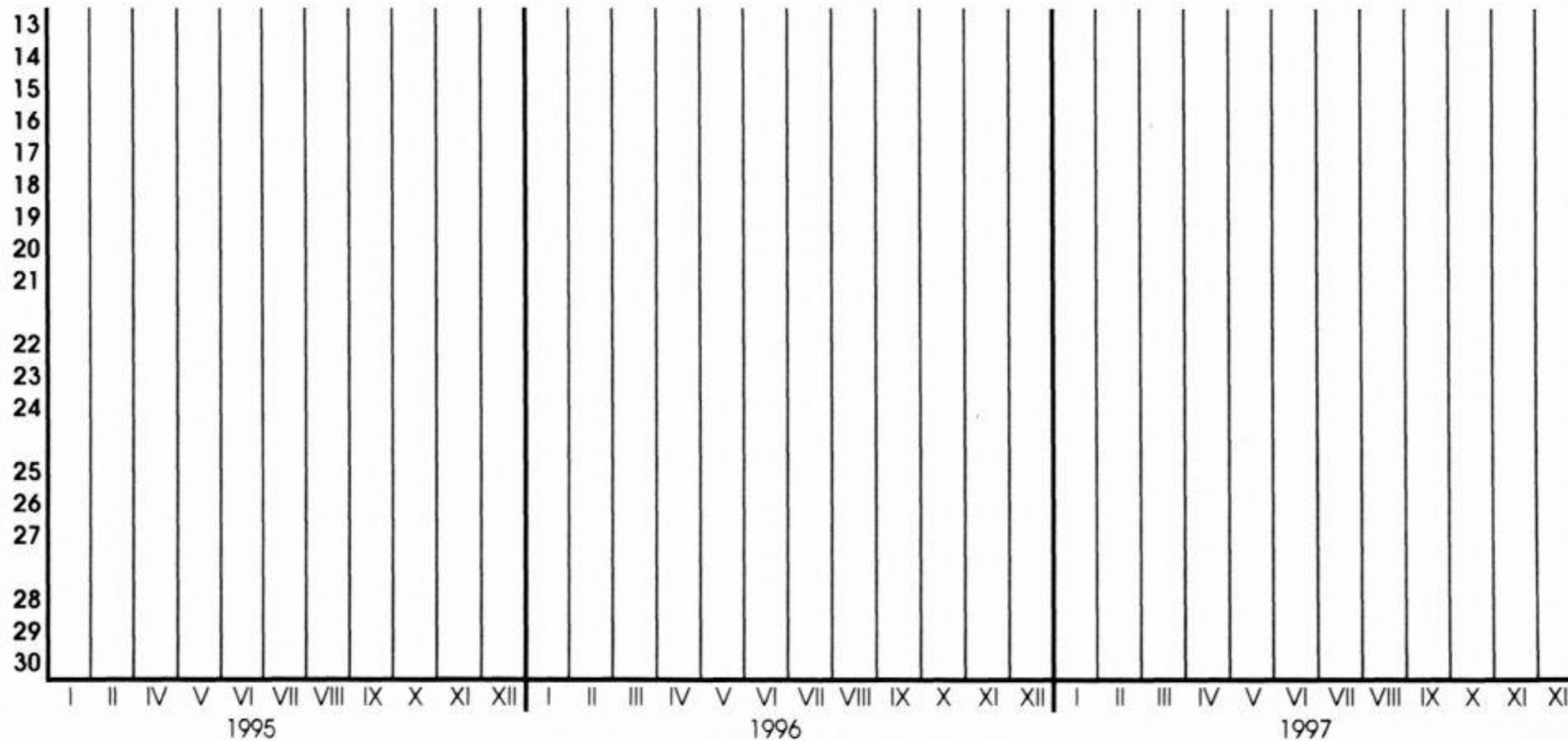
Strategic objective 2: Develop international-class holiday centres without compromising the environment (Continued)

Requirement	Responsibility	Action tasks
Appropriate associated infrastructure	LDO / STU	13. Create boardwalks along lakesides 14. Make inventory of the existing restaurants, bars and fast foods 15. Commission / conduct market research to define local restaurant, bar, fast-food needs 16. Promote used STRUDER-Fund money to encourage local entrepreneurs to create facilities adapted to these needs 17. Prepare an inventory of tourism paths and define needs for upgrading the existing / creating new ones 18. Create sign posted bicycle / canoeing / fitness circuits (use STRUDER-fund money to finance these works) 19. Ensure that boat / canoe / bicycle rental are available 20. Create weather forecasting information and communication procedures 21. Create parking and rest facilities with tourism information boards and a public phones along main roads
Good environmental policy	LDO	22. Define, publicise and ensure the respect of clean lakes standards 23. Introduce Clean Village initiatives 24. Reduce visual pollution
Excellent promotion	LDO / STU / PAPT	25. Adopt "All things for holidays" positioning 26. Create brochures consistent with this image (including multi-lingual brochures edited by native speakers) 27. Develop close contacts with tour operators
Competent and client friendly personnel	LDO / STU	28. Define needs in terms of number and qualifications of specialised personnel (e.g. sports instructors, life guards, first aid paramedics, guides) 29. Establish and implement hiring programme 30. Train all personnel in customer oriented attitudes

Lakelands Zone :

Strategic objective 2 : Develop international-class holiday centres without compromising the environm

Action tasks planning



Lakelands Zone

Strategic objective 3: Exploit Special Interest Tourism potential

Requirement	Responsibility	Action tasks
Activities based on first class natural assets	LDO / STU	<ol style="list-style-type: none"> 1. Conduct a detailed analysis of the market and of potential impact on tourism development of special interest activities, including sailing, canoeing, bird- and nature-watching, ice-boating, cross-country skiing, barge sightseeing 2. Focus on 2-3 of the most promising activities
Appropriate infrastructure	LDO / STU / Local Authorities	<ol style="list-style-type: none"> 3. Prepare inventory of the existing infrastructure 4. Define needs in terms of infrastructure 5. Upgrade Krutynia and Czarna Hańcza canoeing circuits (e.g. clean sites, shuttle service from the arrival to the departure point, better canoes and life jackets) 6. Encourage operators to introduce barges rental and develop necessary associated infrastructure 7. Maintain Kanał Augustowski locks in good condition 8. Negotiate with Belarus and Lithuania to open Kanał Augustowski for tourism 9. Use international grant aid money to maintain Kanał Augustowski in good condition 10. Design cross country skiing circuits of varying length and difficulty 11. Promote use of STRUDER Fund money to encourage local entrepreneurs to invest in tourism-related infrastructure
Good promotion	LDO / STU / PAPT	<ol style="list-style-type: none"> 12. Develop a pre-packaging document, listing available local facilities as service to tour operators 13. Develop contact with specialised tour operators and associations 14. Publish good quality guidebooks and themed maps

Strategic objective 3 : Exploit Special Interest Tourism potential

Strategies for Western Borderland Zone

1. Create effective regional structure for organisation of tourism
2. Develop Ziemia Lubuska as a short break tourism destination to serve Poznań and German residents
3. Diversify Poznań from a trade fair and business travel destination into a General Interest Tourism destination
4. Develop area into a first class rural tourism destination
5. Increase value added from transient and cross border tourism

Western Borderland Zone

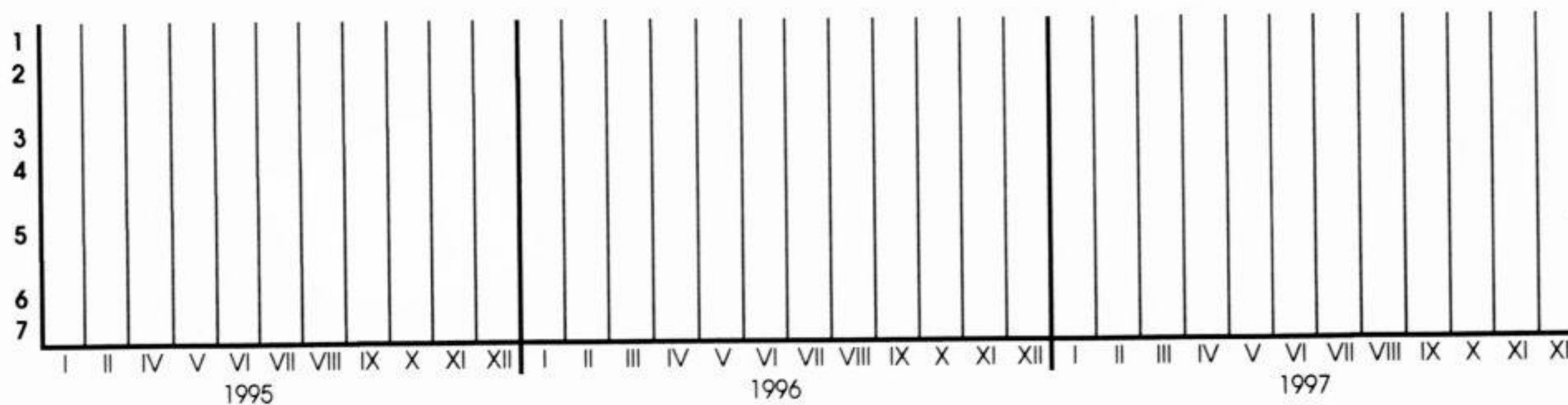
Strategic objective 1: Create effective regional structure for organisation of tourism

Requirement	Responsibility	Action tasks
An executive structure (LDO) based upon inter-voivodship agreement	Members of existing inter-voivodship agreement	1. Specify LDO's job descriptions 2. Adopt appropriate legal structure
Financing for local tourism activities	LDO	3. Promote idea of joint sponsorship of LDO (Gminas, Urząd Wojewódzki, private entrepreneurs) 4. Seek SSTA assistance
Full time staff	LDO	5. Identify and recruit tourism professionals who really want to make things happen
Launch and promotion of new office	LDO	6. Designate office space and adopt budget 7. Invite SSTA product managers to help start activity

Western Borderland Zone :

Strategic objective 1 : Create effective regional structure for organisation of tourism

Action tasks planning



Western Borderland Zone: Poznań and Ziemia Lubuska

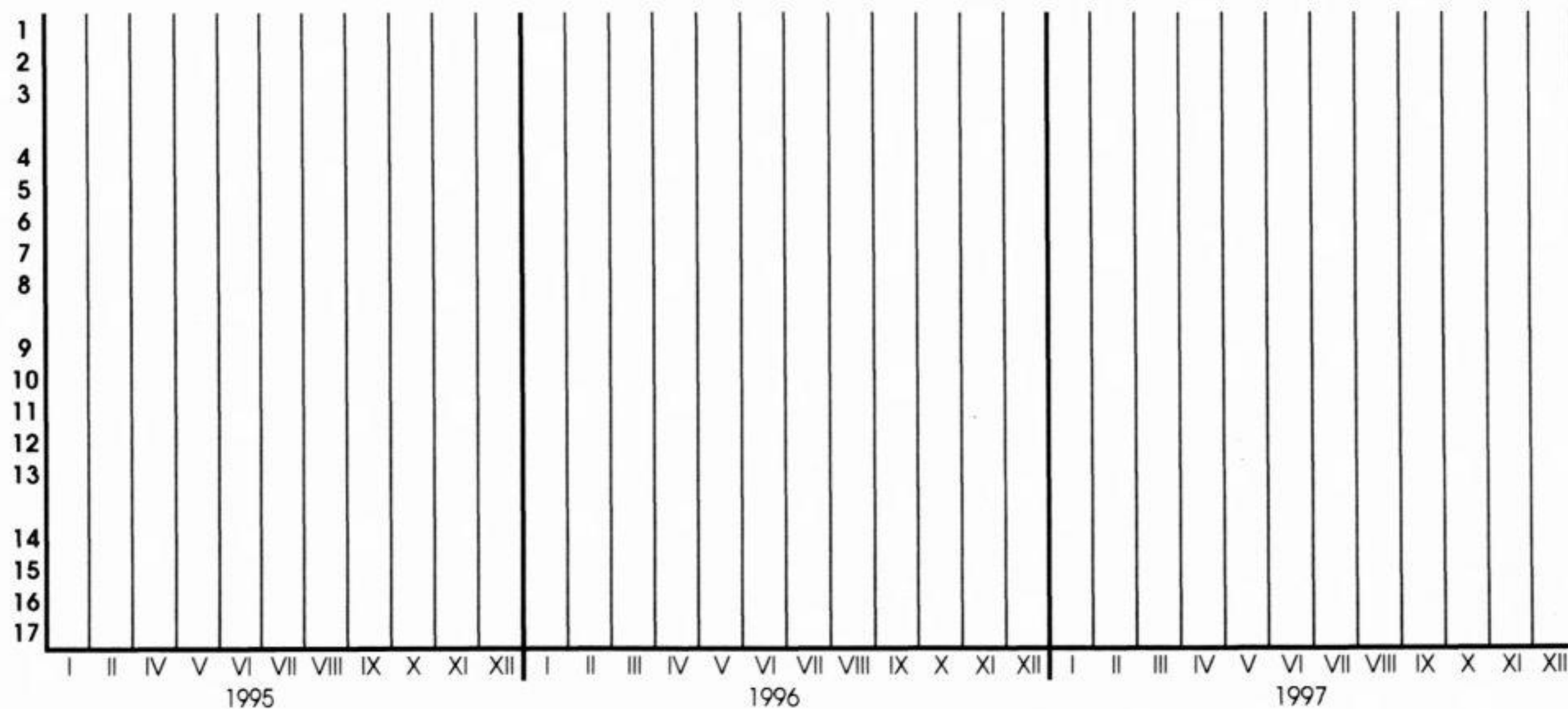
Strategic objective 2: Develop Ziemia Lubuska as a short break tourism destination to serve Poznań and German residents

Requirement	Responsibility	Action tasks
Good access	LDO / STU / PKS / PKP / Local Authorities	<ol style="list-style-type: none"> 1. Encourage train and bus operators to develop week-end connections from Poznań to 2-3 selected locations in Ziemia Lubuska 2. Create good quality, environmentally friendly parking and rest facilities 3. Introduce train+bike and coach+bike formule
Wide range of activities	LDO / STU / Local Authorities	<ol style="list-style-type: none"> 4. Create cycling trails and sign-posted circuits 5. Publish maps and good quality guidebooks 6. Organise events like "The Ziemia Lubuska Triathlon Grand Prix" and advertise widely 7. Develop other small infrastructure (e.g. swimming pools, fitness circuits, walking trails, nature discovery paths) 8. Organise open air exhibitions, veteran car rallies, invite artists to exhibit etc.
Appropriate accommodation	LDO / STU / Local Authorities	<p>Use "little jewel strategy " to develop accommodation:</p> <ol style="list-style-type: none"> 9. Identify site (e.g. land only, existing loss-making company- or FWP-owned holiday centres, bungalow sites, etc.) 10. Acquire for minimal cost 11. Define required specifications (standard, size, price, accompanying facilities, environment protection norms) and terms 12. Launch tender procedure 13. Select winner and monitor performance
Associated facilities	LDO / STU	<ol style="list-style-type: none"> 14. Create local tourism information points open during the week-ends 15. Define quality standards for all types of facilities 16. Encourage local entrepreneurs to develop restaurants, fast foods, bicycle, kayak, windsurfing rentals which respect defined quality standards 17. Run week-end and high season first aid centres

Western Borderland Zone : Poznań and Ziemia Lubuska

Strategic objective 2 : Develop Ziemia Lubuska as a short break tourism destination to serve Poznań and

Action tasks planning



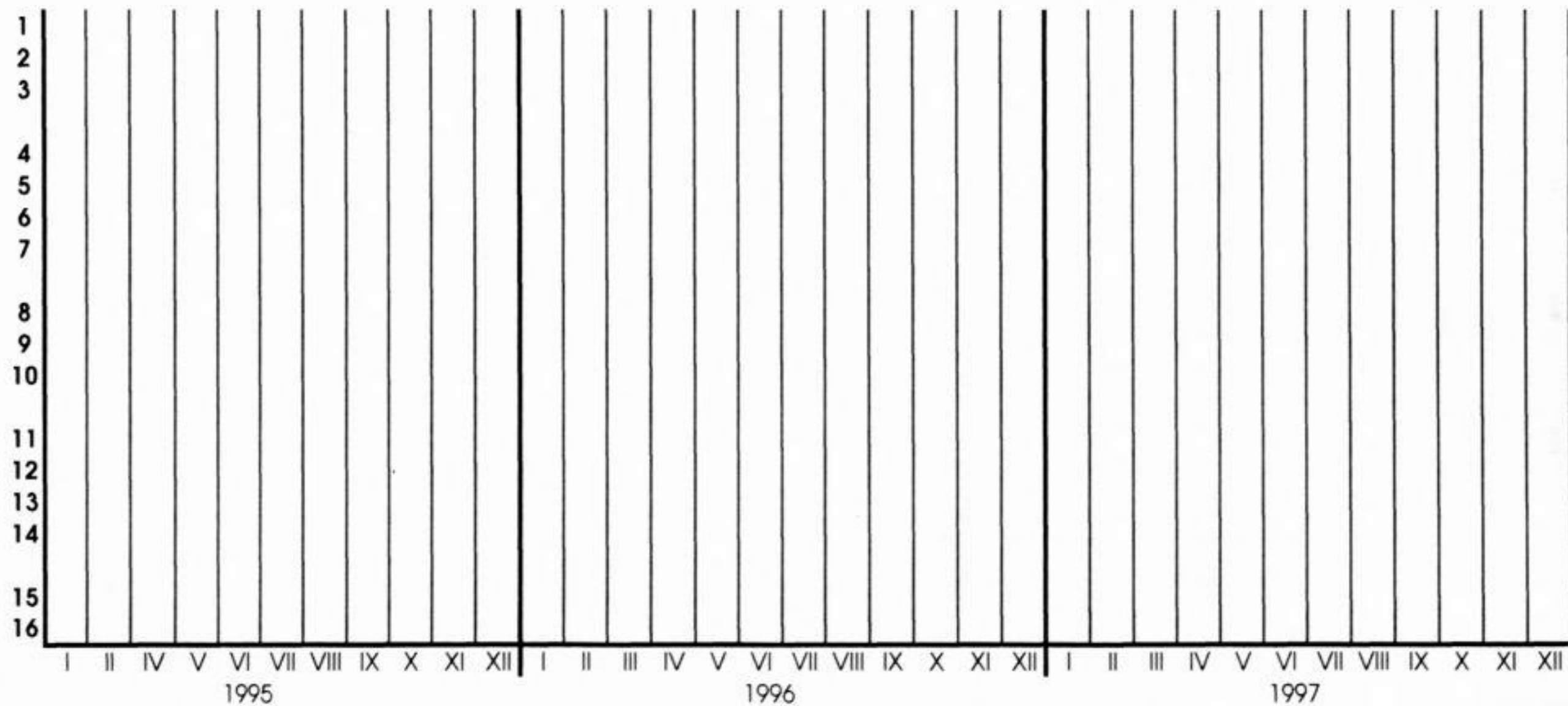
Western Borderland Zone: Poznań

Strategic objective 3: Diversify Poznań from a trade fair and business travel destination to a General Interest Tourism destination

Requirement	Responsibility	Action tasks
Attractive, well presented tourism product	STU / LDO	<ol style="list-style-type: none"> 1. Select museums for implementation of programmes to make them "user friendly" 2. Create self-guided tours (sign posts, maps, guidebooks, building plaquing) 3. Ensure that main monuments are clean, easy to identify and open to public during reasonable hours (including Sundays, no lunch break)
Good transportation	LDO / City Authorities	<ol style="list-style-type: none"> 4. Encourage operators to introduce One Day Travel card for public transportation 5. Make sure clear maps of the city public transportation are freely available for tourists 6. Create well sign posted and guarded parking lots near tourism attractions 7. Allow tourism coaches to drop their passengers next to tourism attractions
Well qualified guides	STU / LDO	<ol style="list-style-type: none"> 8. Maintain current general good level of city guides 9. Develop policy to keep off unprofessional individuals 10. Adopt a single examination and accreditation system
Efficient tourism information services	STU / LDO	<ol style="list-style-type: none"> 11. Publish good quality brochures (including multi-lingual brochures, edited by native speakers) 12. Define minimum services to be offered by a tourist information centre (e.g. reservation services, brochures, information on events, available attractions) 13. Staff the tourist information centre with competent and customer-friendly personnel speaking foreign languages (employ hotel and tourism school students on part time basis or during holidays) 14. Make sure the tourist information centre is easy to find (sign posts)
Distinctive image	STU / LDO	<ol style="list-style-type: none"> 15. Identify 3-4 annual major international events with the biggest potential impact on tourism development (e.g. jazz, folklore, chamber music, street theatre festivals, veteran car rallies, sports competitions, etc.) well suited to the city's tradition (create new events if necessary) 16. Base city's promotion on these events

Strategic objective 3 : Diversify Poznań from a trade fair and business travel destination to a General Inte

Action tasks planning



Western Borderland Zone: Poznań

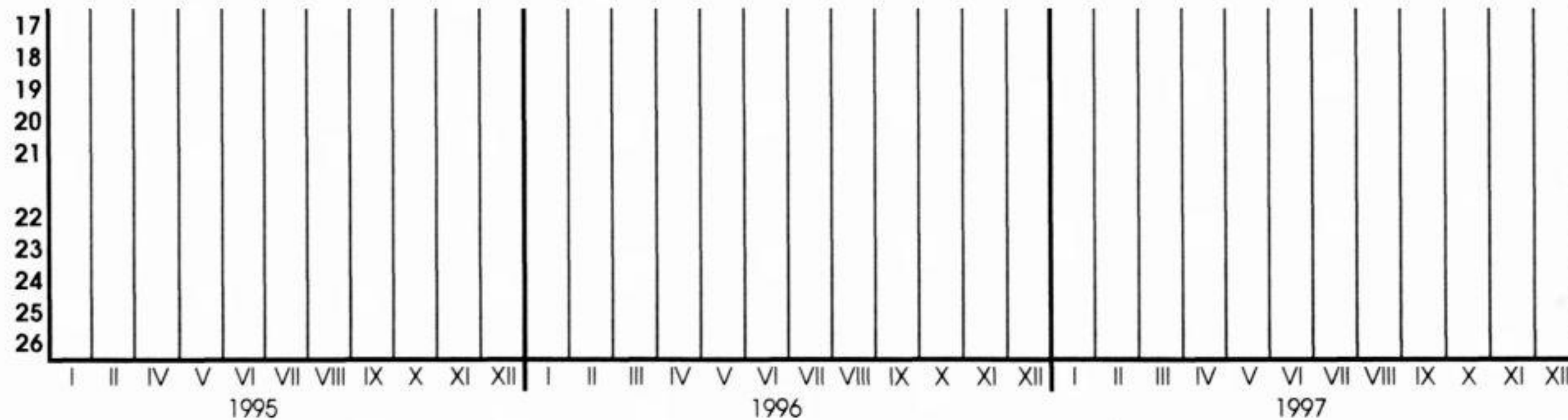
Strategic objective 3: Diversify from a trade fair and business travel destination to a General Interest Tourism destination (Continued)

Requirement	Responsibility	Action tasks
Suitable heritage Centre	LDO / City Authorities	17. Identify site or existing building 18. Clarify property ownership rites 19. Identify specialised operator (e.g. E. Schlossberg?) and obtain funding support 20. Create a "Poznań Heritage Centre Development Company" with City Authorities and the specialised operator as shareholders 21. Launch development
Quality tourist-class accommodation	LDO / City Authorities	22. Identify sites for 2-3 star hotels (land only or with facilities needing upgrading) 23. Clarify property status 24. Define require specifications (e.g. size, standard, price, accompanying facilities) and terms 25. Launch tender procedure 26. Select winner and monitor performance

Western Borderland Zone : Poznań

Strategic objective 3 : Diversify Poznań from a trade fair and business travel destination to a General Inte

Action tasks planning



Western Borderland Zone

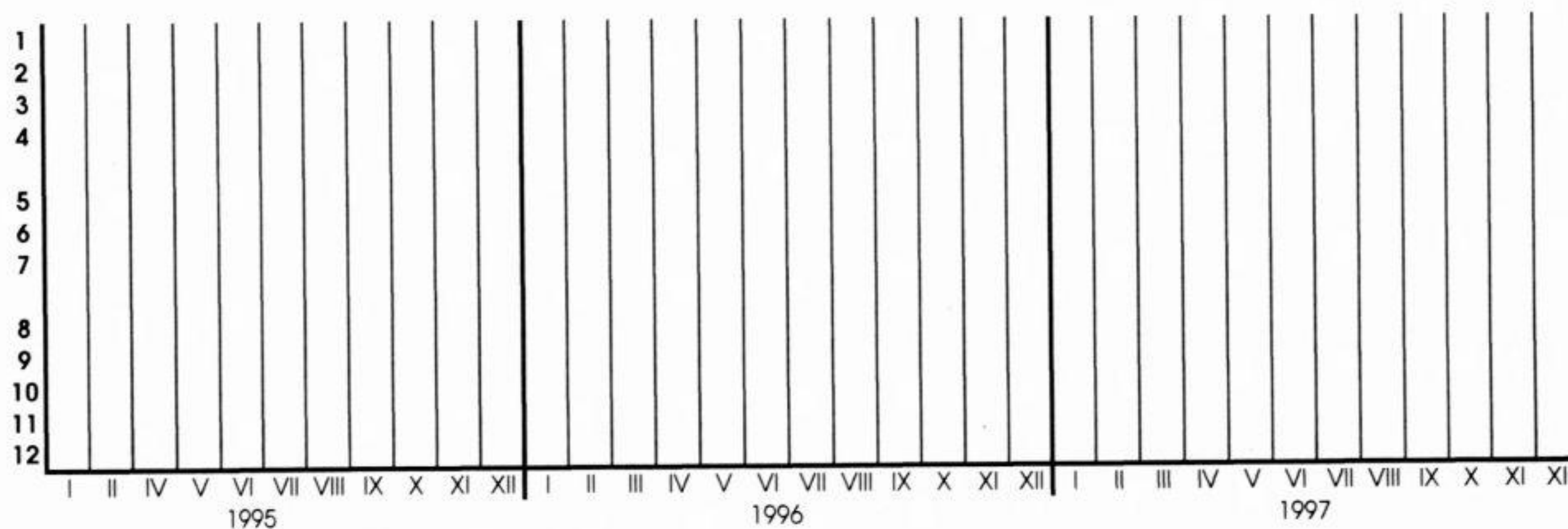
Strategic objective 4: Develop into a first class rural tourism destination

Requirement	Responsibility	Action tasks
Appropriate accommodation	STU / LDO	<ol style="list-style-type: none"> 1. Contact an internationally recognised grading agency (e.g. ADAC, Michelin, Bord Failte) 2. Commission a selected agency to create a grading system 3. Inform/train farmers on required standards of facility and potential benefits 4. Provide farmers with financial incentives to create accommodation
Accompanying attractions	STU / LDO	<ol style="list-style-type: none"> 5. Encourage gminas to develop hand crafts, local fairs, etc. 6. Ensure that local attractions (windmills, small museums) are well presented and tourist "user friendly" 7. Introduce "Clean Village" initiatives with financial or promotional incentives for winners
Excellent promotion	STU / LDO / PAPT	<ol style="list-style-type: none"> 8. Use selected ADAC, Michelin or Bord Failte logos as promotional tool 9. Publish a comprehensive catalogue describing all the locations and facilities 10. Contact specialised tour operators from targeted markets 11. Organise study tours for tour operators 12. Encourage local information offices to undertake reservation/booking services for bed breakfasts, guest houses etc.

Western Borderland Zone

Strategic objective 4 : Develop into a first class rural tourism destination

Action tasks planning



Western Borderland Zone

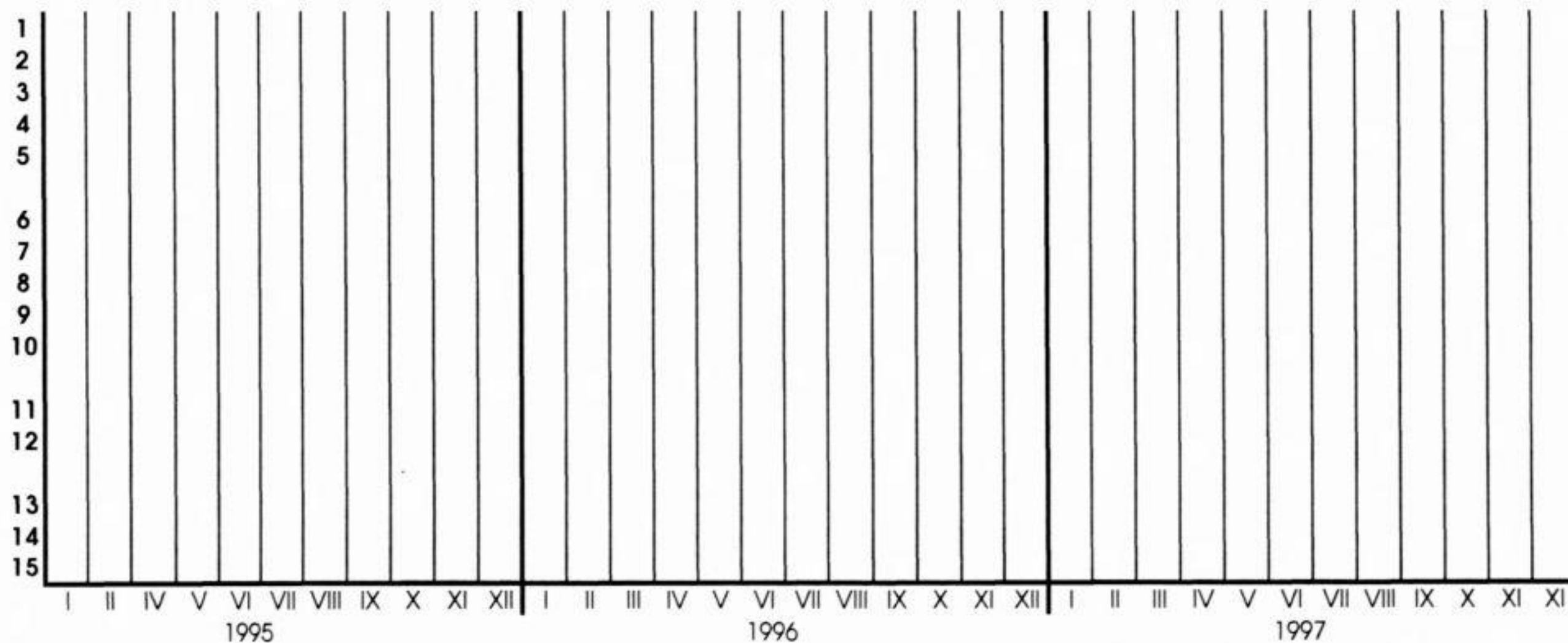
Strategic objective 5: Increase value added from transient and cross border tourism

Requirement	Responsibility	Action tasks
Modern leisure and retailing facilities	Local Authorities / LDO / STU	<ol style="list-style-type: none">1. Identify 2-3 sites near major border crossing points2. Create a "Leisure and Retailing Development Company" with the local authorities and developers as shareholders3. Commission feasibility study for leisure and retailing centres4. Identify operating company5. Sign a long lease contracts
Green routes encouraging transient visitors to stop over	STU / LDO	<ol style="list-style-type: none">6. Create countryside itineraries enabling tourists to avoid the main roads (like the Piast Route)7. Place well designed and well located sign posts8. Publish maps, guidebooks and brochures9. Make sure these publications are easily available for every tourist10. Provide know how and encourage local entrepreneurs to create restaurants, bed and breakfasts, motels, etc. along these Green Routes
Good road infrastructure	Local Authorities / LDO / STU	<ol style="list-style-type: none">11. Improve traffic and personal safety by increasing number of Police patrols12. Encourage local entrepreneurs to upgrade standard of the existing filling stations, motels, fast foods, restaurants to the required level
User friendly border crossings	Local Authorities / LDO	<ol style="list-style-type: none">13. Create separate freight and tourist channels at border crossing points14. Increase border crossing points' capacity15. Train personnel in customer-oriented attitudes

Western Borderland Zone

Strategic objective 5 : Increase value added from transient and cross border tourism

Action tasks planning



Strategies for Highlands Zone - Dolny Śląsk

1. Create effective regional structure for organisation of tourism
2. Develop Wrocław's business travel-related facilities
3. Develop resorts for short stay and weekend tourism around Wrocław
4. Promote areas for leisure and special interest tourism
5. Develop Wrocław as a General Interest Tourism destination

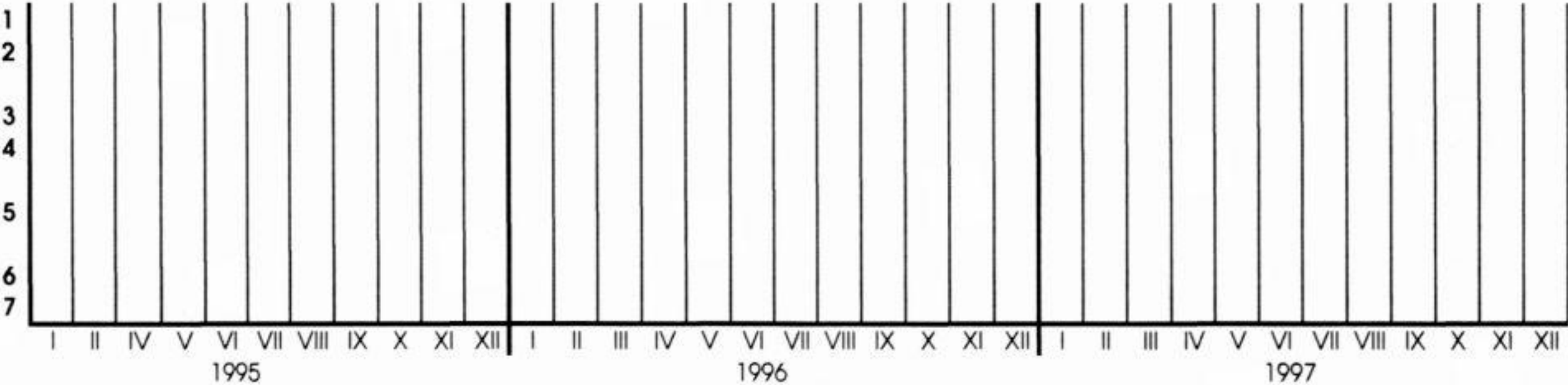
Highlands Zone: Dolny Śląsk area

Strategic objective 1: Create effective regional structure for organisation of tourism

Requirement	Responsibility	Action tasks
An executive structure (LDO) based upon inter-voivodship agreement	Members of existing inter-voivodship agreement	1. Specify LDO's job descriptions 2. Adopt appropriate legal structure
Financing for local tourism activities	LDO	3. Promote idea of joint sponsorship of LDO (Gminas, Urząd Wojewódzki, private entrepreneurs) 4. Seek SSTA assistance
Full time staff	LDO	5. Identify and recruit tourism professionals who really want it happen
Launch and promotion of new office	LDO	6. Designate office space and adopt budget 7. Invite SSTA product managers to help start activity

Highlands Zone : Dolny Śląsk area
Strategic objective 1 : Create effective regional structure for organisation of tourism

Action tasks planning



Highlands Zone: Dolny Śląsk (Wrocław)

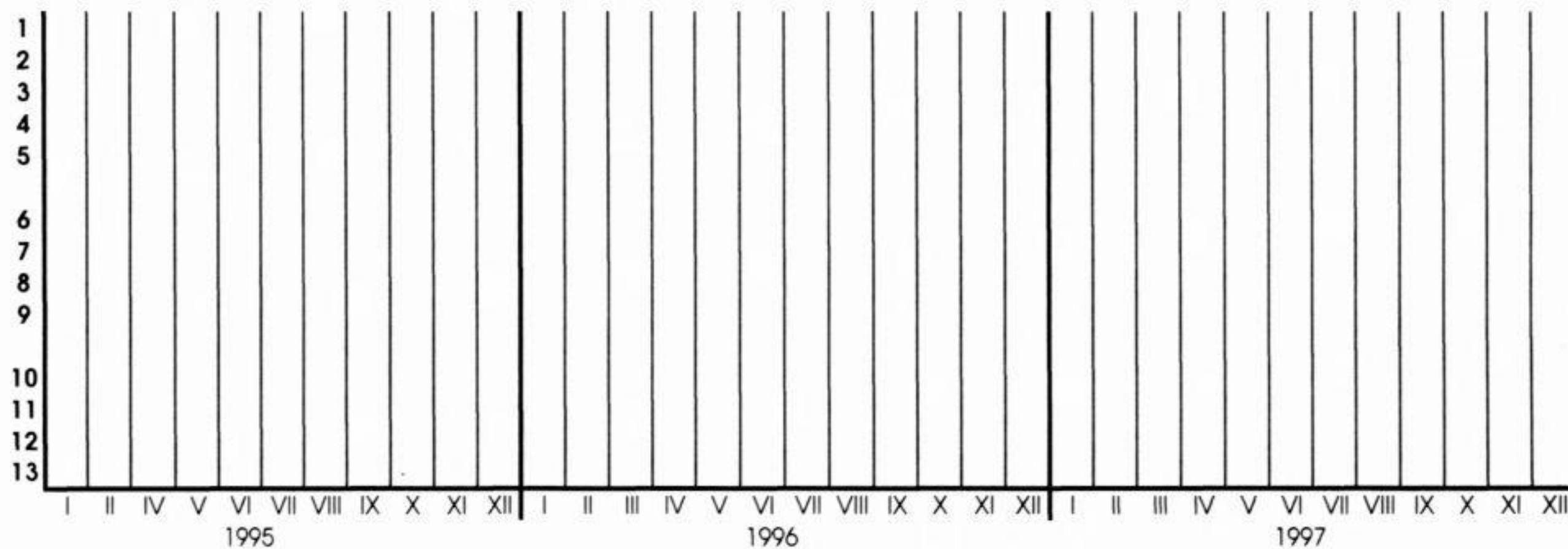
Strategic objective 2: Develop business travel-related facilities

Requirement	Responsibility	Action tasks
Appropriate quality accommodation	Local Authorities / LDO / STU	<ol style="list-style-type: none"> 1. Identify two sites for 4-5 star hotels 2. Define specifications of facilities (e.g. size, standard of service including a good business centre, price) 3. Launch tender 4. Select partner 5. Create joint company with land as local authority's contribution
Good quality conference centre	Local Authorities / LDO	<ol style="list-style-type: none"> 6. Create a "Wrocław Conference Centre Development Company" with the City authorities and developers as shareholders 7. Commission feasibility study of an adaptation of Hala Ludowa for conference use (if negative, find a new site) 8. Identify operating company 9. Sign a long lease contract
Easy access to Wrocław	STU / PKP STU / LOT STU / Ministry of Transport	<ol style="list-style-type: none"> 10. Encourage PKP to improve train connection with Warsaw (maximum 3.5 hours journey) 11. Encourage PKP to develop a network of high speed inter city trains with major Polish agglomerations 12. Encourage LOT to frequency of regional flights (daily flights to Frankfurt and Berlin) 13. Lobby for completion of motor ways to Olszyna and Katowice

Highlands Zone : Dolny Śląsk (Wrocław)

Strategic objective 2 : Develop business travel-related facilities

Action tasks planning



Highlands Zone: Wrocław and Dolny Śląsk area

Strategic objective 3: Develop resorts for short stay and weekend tourism around Wrocław

Requirement	Responsibility	Action tasks
Ślęza developed as a weekend skiing destination	STU / LDO	<ol style="list-style-type: none"> 1. Design good quality ski slopes 2. Modernise ski lifts 3. Install artificial snow facilities 4. Install lighting on the slopes 5. Develop accompanying facilities (e.g. children care centres, parking lots, fast foods and restaurants, ski rental outlets) 6. Encourage operators to implement regular shuttle service from Wrocław
Milicz exploited for recreational tourists	STU / LDO	<ol style="list-style-type: none"> 7. Provide incentives to investors to upgrade accommodation: bungalow sites, bed and breakfast, holiday centres 8. Create nature paths and publish good quality guidebooks 9. Introduce "Discovery of bird watching" product marketable to schools and associations 10. Initiate accreditation of specialised Milicz guides

Highlands Zone : Wrocław and Dolny Śląsk area

Strategic objective 3 : Develop resorts for short stay and weekend tourism around Wrocław



Highlands Zone: Wrocław and Dolny Śląsk area

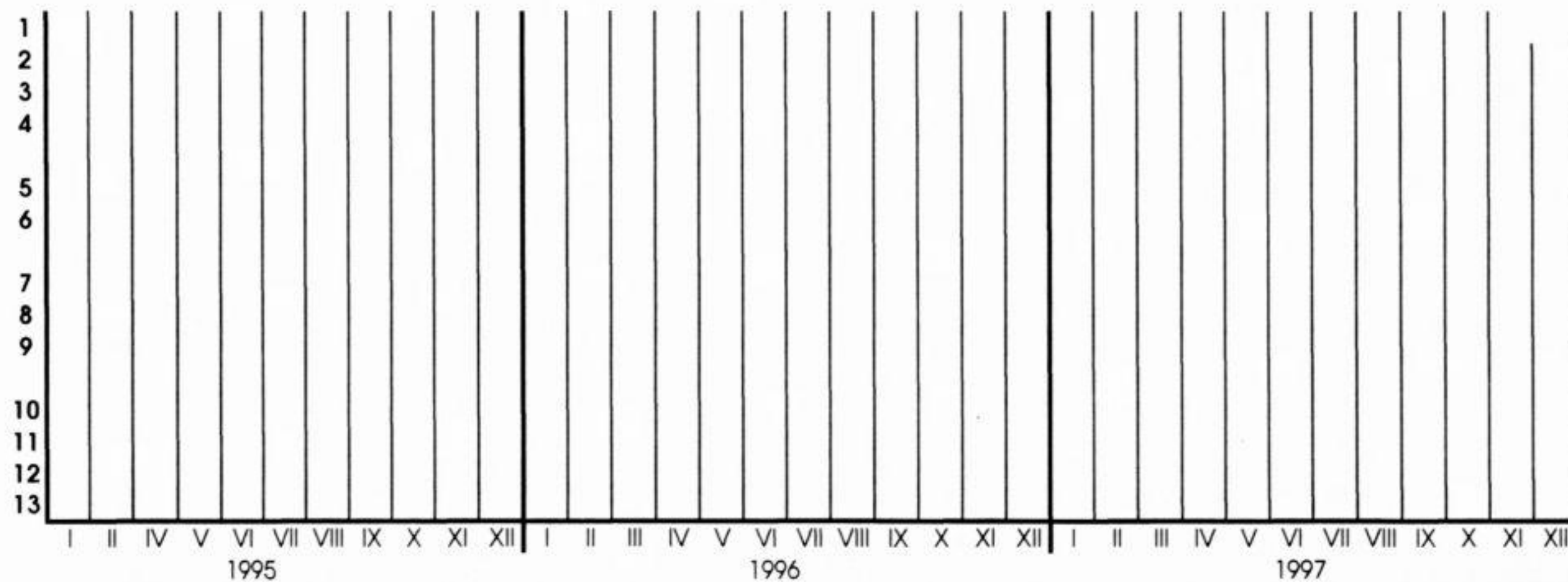
Strategic objective 4: Promote area for leisure and special interest tourism

Requirement	Responsibility	Action tasks
Special interest tourism products in Kotlina Kłodzka and Karkonosze	STU / LDO	<ol style="list-style-type: none"> 1. Encourage climbing in Góry Stołowe and Sokoliki by allowing and financing bolts placing, creating a local, commercial climbing school 2. Develop mountain biking in Góry Sowie and Bystrzyckie by designing circuits of diversified difficulty, encouraging bicycle rental, introducing advantageous train+bike or coach+bike formula fares 3. Upgrade the standard of mountain huts 4. Promote special interest products to selected markets
Otmuchowskie Lake developed as holiday centre destination	STU / LDO	<ol style="list-style-type: none"> 5. Upgrade small infrastructure: bicycle tracks, mini golf, walking paths, fitness circuits 6. Develop good quality holiday villages
Time sharing concept in Kotlina Kłodzka and Karkonosze	Local Authorities / LDO	<ol style="list-style-type: none"> 7. Identify sites 8. Clarify property status 9. Create a "Timeshare Development Company" with gmina and specialised timeshare developers as shareholders and promote development
Upgraded FWP accommodation	Local Authorities / LDO	<p>Use "little jewels strategy":</p> <ol style="list-style-type: none"> 10. Identify and acquire selected loss making FWP and companies owned holiday centres 11. Define required specifications (e.g. standards, environment protection norms, accompanying infrastructure) and terms 12. Launch tender procedure 13. Select winners and monitor performance

Highlands Zone : Wrocław and Dolny Śląsk area

Strategic objective 4 : Promote area for leisure and special interest tourism

Action tasks planning



Highlands Zone: Wrocław and Dolny Śląsk area

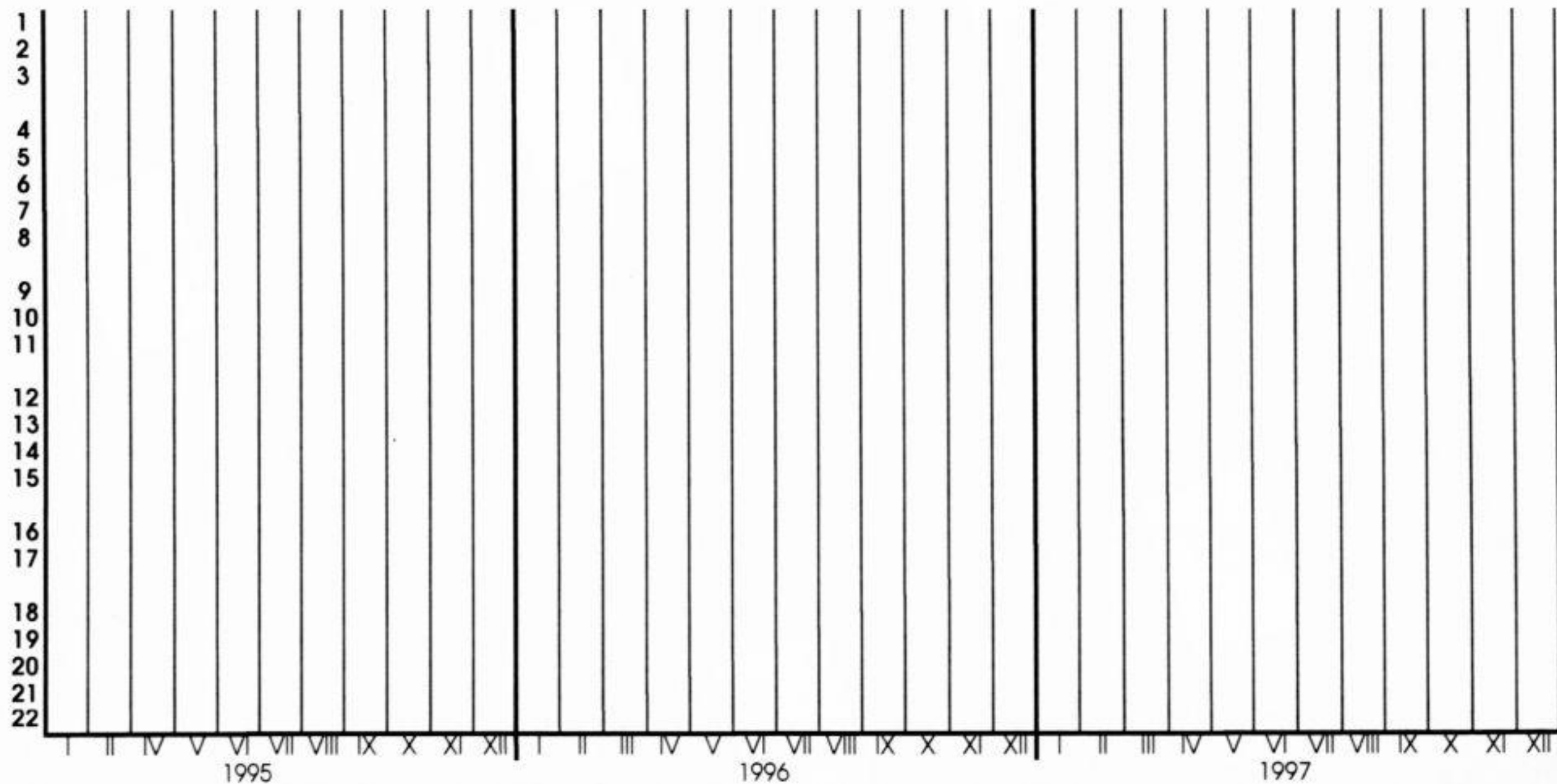
Strategic objective 5: Develop Wrocław as a General Interest Tourism destination

Requirement	Responsibility	Action tasks
Attractive, well presented tourism product	STU / LDO	<ol style="list-style-type: none"> 1. Select one or two museums for implementation of programmes to make them "user friendly" 2. Create self-guided tours (sign posts, maps, guidebooks, building plaquing) 3. Ensure that main monuments are clean, easy to identify and open to public during reasonable hours (including Sundays, no lunch break)
Good transportation	LDO / City Authorities	<ol style="list-style-type: none"> 4. Encourage operators to introduce One Day Travel card for public transportation 5. Make sure clear maps of the city public transportation are freely available for tourists 6. Create well sign posted and guarded parking lots near tourism attractions 7. Allow tourism coaches to drop their passengers next to tourism attractions 8. Eliminate taxi mafias
Well qualified guides	STU / LDO	<ol style="list-style-type: none"> 9. Maintain current general good level of city guides 10. Develop policy to keep off unprofessional individuals 11. Adopt a single examination and accreditation system
Efficient tourism information services	STU / LDO	<ol style="list-style-type: none"> 12. Publish good quality brochures (including multi-lingual brochures, edited by native speakers) 13. Define minimum services to be offered by a tourist information centre (e.g. reservation services, brochures, information on events, available attractions) 14. Staff the tourist information centre with competent and customer friendly personnel speaking foreign languages (employ hotel and tourism school students on part time basis or during holidays) 15. Make sure the tourist information centre is easy to find (sign posts)
Distinctive image	STU / LDO / PAPT	<ol style="list-style-type: none"> 16. Identify 3-4 annual major international events with the biggest potential impact on tourism development (e.g. jazz, folklore, chamber music, street theatre festivals, veteran car rallies, sports competitions) well suited to the city's tradition (create new events if necessary) 17. Base city's promotion on these events
Tourism class accommodation	LDO / City Authorities	<ol style="list-style-type: none"> 18. Identify sites for 2-3 star hotels (land only or with facilities needing upgrading) 19. Clarify property status 20. Define require specifications (e.g. size, standard, price, accompanying facilities) 21. Launch tender procedure 22. Select winner and dispose of facility to him at nominal cost

Highlands Zone : Wrocław and Dolny Śląsk area

Strategic objective 5 : Develop Wrocław as a General Interest Tourism Destination

Action tasks planning



Strategies for Highlands Zone - Western Małopolska

1. Create effective regional structure for organisation of tourism
2. Develop Kraków into a world class General Interest destination
3. Develop Kraków as a major conference destination
4. Develop skiing potential of Beskid Śląski i Żywiecki
5. Develop Beskid Śląski i Żywiecki as an all season, clean and beautiful destination
6. Increase value-added from transient and cross border tourism (Bielsko Biała / Cieszyn)
7. Develop centres of competence in special interest areas servicing tourists and nearby population centres (Nowy Sącz)
8. Increase value-added of ski resorts without compromising the environment (Nowy Sącz)

Highlands Zone: Western Małopolska

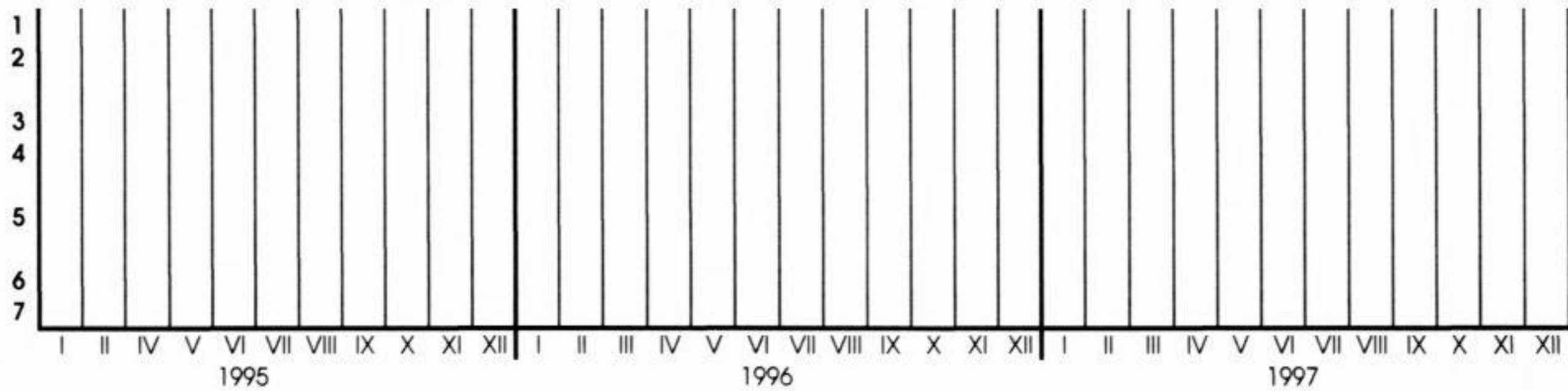
Strategic objective 1: Create effective regional structure for organisation of tourism

Requirement	Responsibility	Action tasks
An executive structure (LDO) based upon inter-voivodship agreement	Members of existing inter-voivodship agreement	1. Specify LDO's job descriptions 2. Adopt appropriate legal structure
Financing for local tourism activities	LDO	3. Promote idea of joint sponsorship of LDO (Gminas, Urząd Wojewódzki, private entrepreneurs) 4. Seek for SSTA assistance
Full time staff	LDO	5. Identify and recruit tourism professionals who really want to make things happen
Launch and promotion of new office	LDO	6. Designate office space and adopt budget 7. Invite SSTA product managers to help start activity

Highlands Zone : Western Małopolska

Strategic objective 1 : Create effective regional structure for organisation of tourism

Action tasks planning



Highlands Zone:Western Małopolska (Kraków)

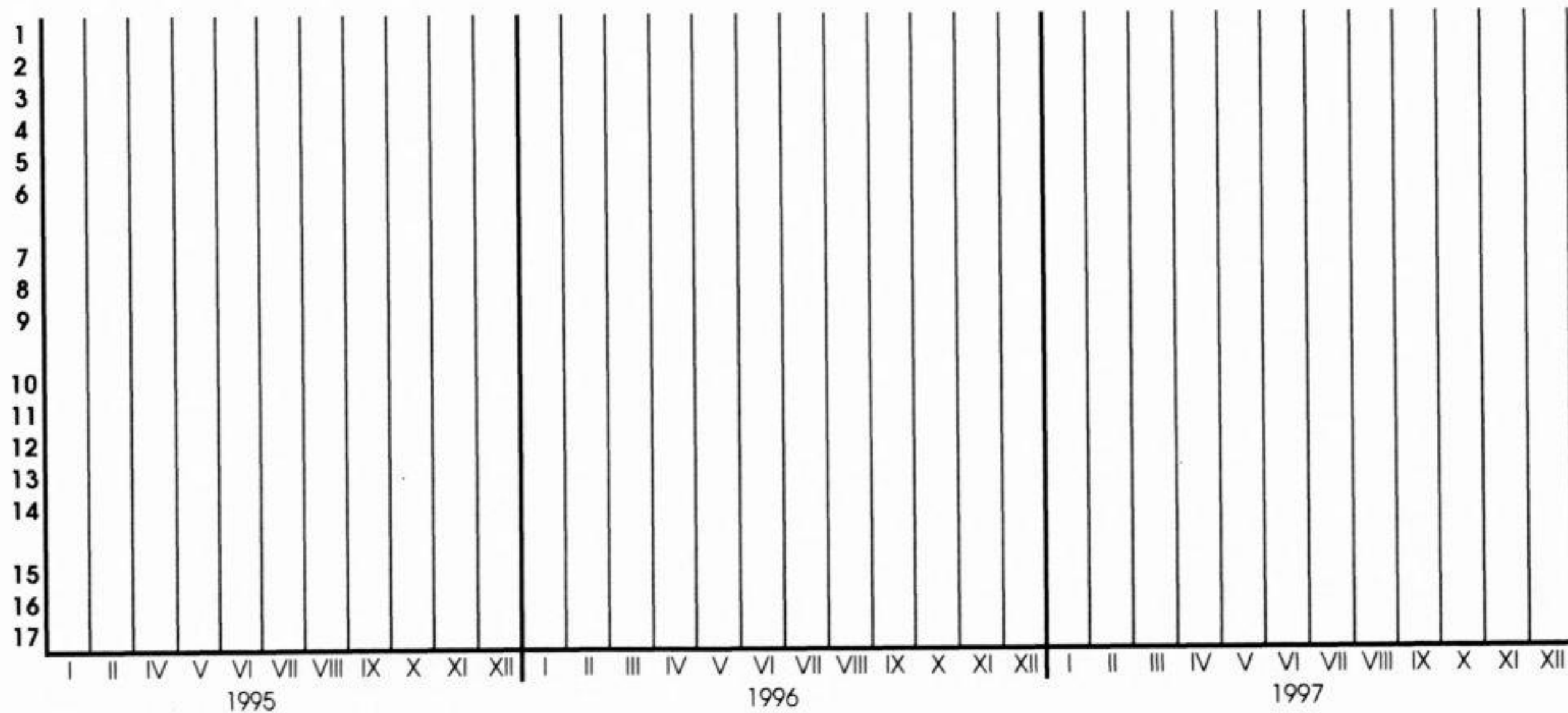
Strategic objective 2: Develop Kraków into a world class destination

Requirement	Responsibility	Action tasks
Excellent access to Kraków	LDO / LOT SSTA / LOT / Min. of Transport LDO / LOT STU / LDO / PKP Min. of Transport / SSTA	1. Encourage LOT to increase number of domestic air connections 2. Speed-up talks in order to open Kraków as a destination for foreign airlines 3. Encourage LOT to adapt flight schedules to international weekend visitors' needs 4. Encourage LOT to increase number of international connections 5. Encourage PKP to develop good train connection with Prague 6. Encourage Ministry of Transport to complete highway connections
Knowledge of Kraków's attractive products in international markets	STU / LDO	7. Develop contacts with major European tour operators 8. Prepare pre-packaged products including one-, two-, and three- day programs in Kraków and surrounding area (Oświęcim, Wieliczka, Ojców, etc.) 9. Conduct promotional campaign under one single brand identity
Efficient downtown transportation	LDO / City Authorities	10. Adopt policy to make Plac Szczepanski a "drop-off only" place available for all coaches 11. Sign post 12. Encourage operators to introduce One Day Travel Card for public transportation 13. Make sure clear maps of the city public transportation are freely available for tourists 14. Create well sign posted and guarded parking lots near tourism attractions
A central location for discovery of Kraków's history and culture	STU / LDO / City Authorities	15. Identify site for Heritage Centre 16. Invite specialist developer (e.g. Edwin Schlossberg) to Kraków 17. Show commitment by providing identified site at nominal cost

Highlands Zone : Western Malopolska (Kraków)

Strategic objective 2 : Develop Kraków into a world class destination

Action tasks planning



Highlands Zone:Western Małopolska (Kraków)

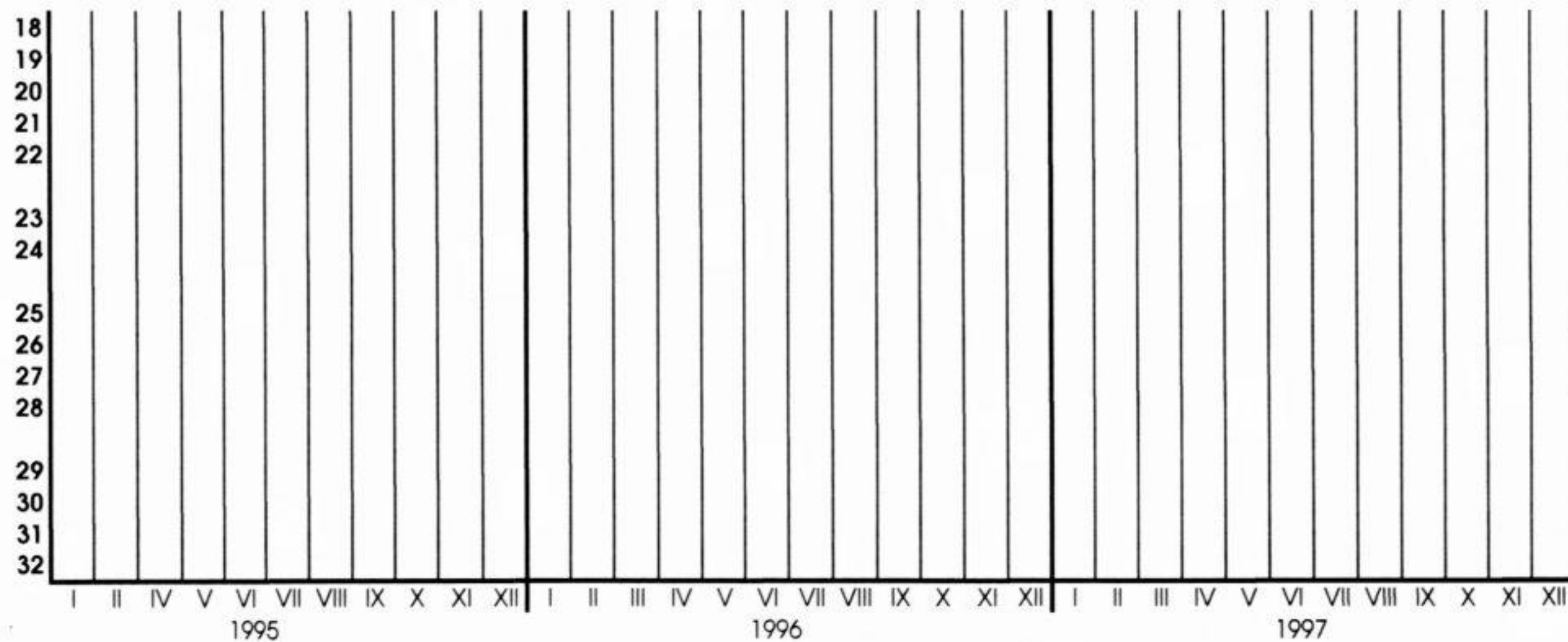
Strategic objective 2: Develop Kraków into a world class destination (Continued)

Requirement	Responsibility	Action tasks
High quality, value-for-money hotels	STU / LDO / City Authorities	18. Identify sites for 3 star hotels 19. Define specifications of facilities (e.g. size, minimum standard of service, maximum price level) 20. Launch tender 21. Select partner 22. Create joint company with land as local authority's contribution
Image of Kraków as an unpolluted city	Local Authorities / LDO	23. Monitor pollution levels 24. Promote low pollution (if levels below EU standards)
Well qualified city guides	STU / LDO	25. Maintain current general good level of city guides 26. Develop procedures to keep unprofessional guides away from tourists 27. Improve licensing procedures 28. Introduce periodical testing
Efficient tourist information services	STU / LDO / PAPT	29. Create a reservation and booking service at local information office 30. Staff tourist information outlet with competent personnel speaking foreign languages 31. Develop a series of brochures enabling tourists to make self-guided tours 32. Ensure that the information office is easy to find (sign posts)

Highlands Zone : Western Małopolska (Kraków)

Strategic objective 2 : Develop Kraków into a world class destination (Continued)

Action tasks planning



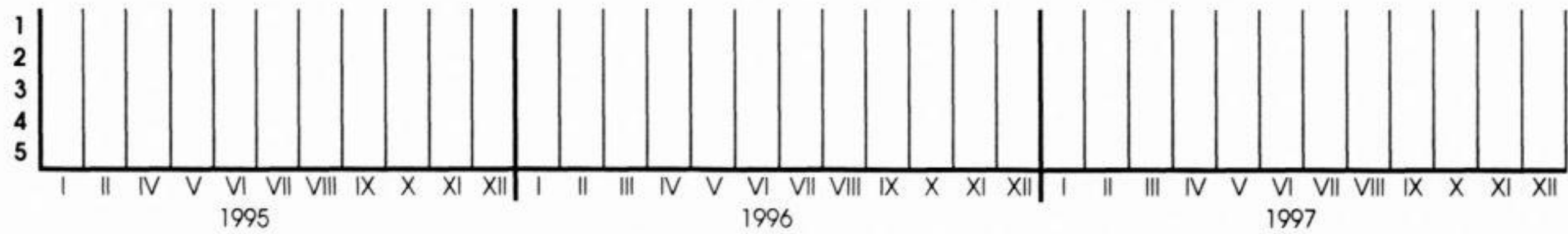
Highlands Zone:Western Małopolska (Kraków)

Strategic objective 3: Develop Kraków as a major conference destination

Requirement	Responsibility	Action tasks
Modern, world-class conference centre	City Authorities / LDO	<ol style="list-style-type: none">1. Identify site2. Create a "Kraków Conference Centre Development Company" with the City authorities and developers as shareholders3. Commission feasibility study4. Identify operating company5. Sign a long lease contract

Highlands Zone : Western Małopolska (Kraków)

Strategic objective 2 : Develop Kraków as a major conference destination



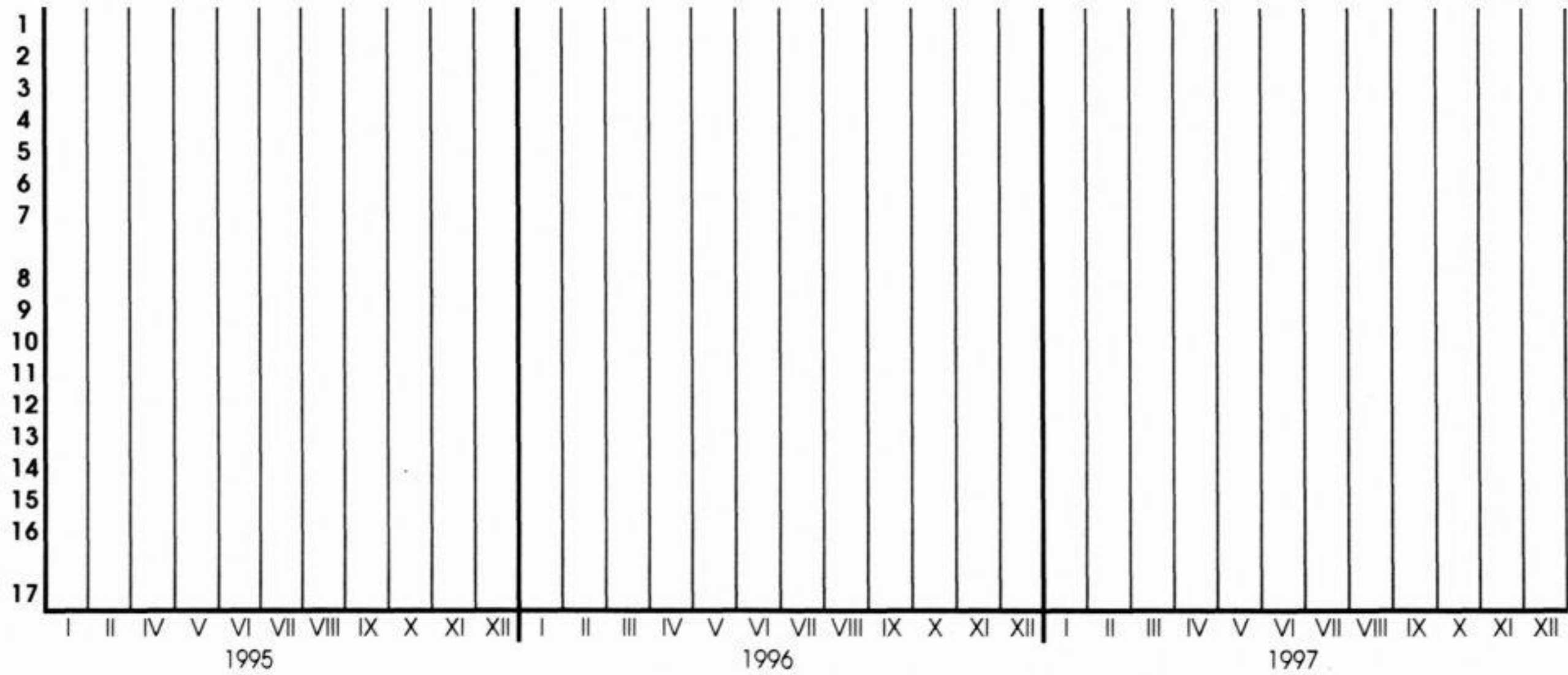
Highlands Zone:Western Małopolska (Bielsko Biała)

Strategic objective 1: Develop skiing potential of Beskid Śląski i Żywiecki

Requirement	Responsibility	Action tasks
New skiing holidays destination (Brenna) positioned as an overflow resort	Local Authorities / LDO / STU	<ol style="list-style-type: none"> 1. Clarify land property of potential ski slopes 2. Create a "Brenna Ski Resort Development Company" with Gmina and a specialised ski resorts operator as shareholders (Gmina's contribution to be the land) 3. Create modern, user-friendly slopes 4. Let the specialised partner manage the company 5. Promote investment opportunities to developers in order to develop accommodation 6. Provide potential investors with administrative and logistical help 7. Concentrate on developing small infrastructure, transport and training
A mid market skiing holiday resort (Szczyrk)	Local Authorities / LDO / STU	<ol style="list-style-type: none"> 8. Provide advantage terms for investors to build holiday villages with high environmental standards (Center Parcs concept) 9. Provide advisory services to developers and operators 10. Modernise ski lifts 11. Commission slopes maintenance from a specialised company 12. Install artificial snow machines where appropriate 13. Train all personnel in customer-oriented attitudes 14. Create guarded parking lots on the outskirts of Szczyrk 15. Create a free shuttle service from the parking lots to the ski lifts 16. Encourage room rental upgrading through introducing accreditation and grading systems
Possibility of creating a joint Szczyrk and Brenna skiing area	Local Authorities / LDO / STU	<ol style="list-style-type: none"> 17. Commission an environmental, financial and technical feasibility study

Highlands Zone : Western Małopolska (Bielsko Biała)
Strategic objective 1 : Develop skiing potential of Beskid Śląski i Żywiecki

Action tasks planning



Highlands Zone: Qestern Małopolska (Bielsko Biała)

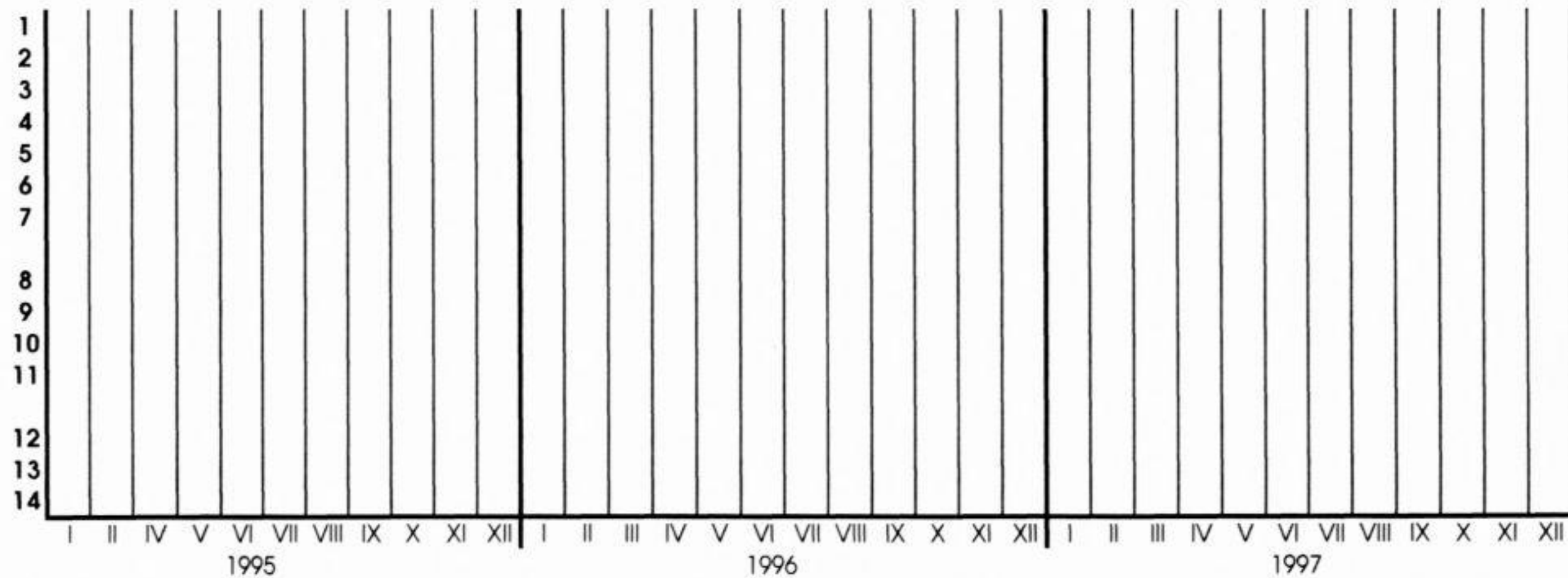
Strategic objective 2: Develop Beskid Śląski i Żywiecki as an all season, clean and beautiful destination

Requirement	Responsibility	Action tasks
Quality rural tourism offer	LDO / STU	<ol style="list-style-type: none"> 1. Identify target markets 2. Define appropriate facilities and infrastructure 3. Define grading and accreditation standards required 4. Ensure that all farmers know these standards and potential benefits 5. Use international grant aid money to provide farmers with financial help to upgrade accommodation (PHARE?) 6. Train farmers in service standards 7. Promote products on targeted markets
Upgraded holiday centres	Local Authorities / LDO	<p>Use "little jewel strategy":</p> <ol style="list-style-type: none"> 8. Identify and acquire selected loss-making and company-owned holiday centres 9. Define required specifications (e.g. standard, environment protection norms, accompanying infrastructure) and terms 10. Launch tender procedure 11. Select winners and monitor performance
Special interest tourism promotion	LDO / STU	<ol style="list-style-type: none"> 12. Contact specialised tour operators and associations (e.g. hiking, horseback riding, gliding, paragliding) 13. Prepare packaged products 14. Promote and sell

Highlands Zone : Western Małopolska (Bielsko Biała)

Strategic objective 2 : Develop Beskid Śląski i Żywiecki as an all season, clean and beautiful destination

Action tasks planning



Highlands Zone:Western Malopolska (Bielsko Biala / Cieszyn)

Strategic objective 3: Increase value added from transient and cross border tourism

Requirement	Responsibility	Action tasks
Modern leisure and retailing facilities	Local Authorities / LDO / STU	<ol style="list-style-type: none">1. Identify site(s)2. Create a "Cieszyn Leisure and Retailing Development Company" with the local authorities and developers as shareholders3. Commission feasibility study for leisure and retailing centre4. Identify operating company5. Sign a long lease contract
User friendly border crossings	Local Authorities / LDO	<ol style="list-style-type: none">6. Create a separate freight and tourist channels at border crossing points7. Increase border crossing points' capacity8. Train personnel in customer-oriented attitudes

Highlands Zone : Western Małopolska (Bielsko Biała/Cieszyn)

Strategic objective 3 : Increase value added from transient and cross border tourism



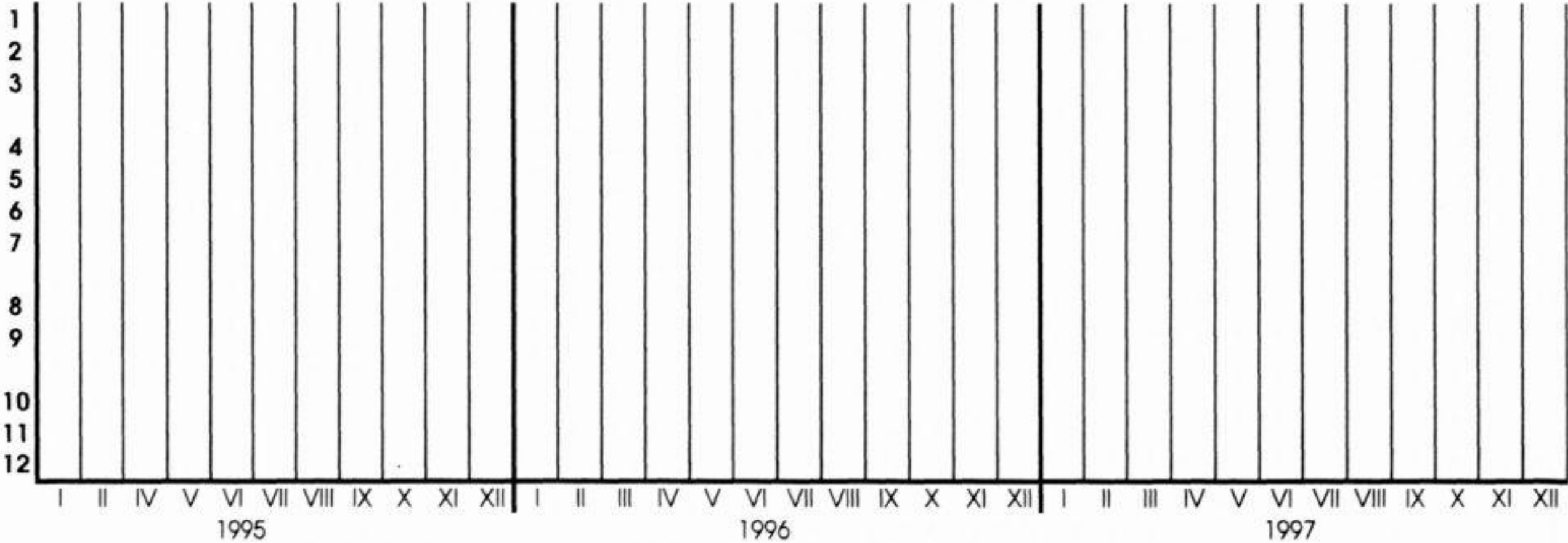
Highlands Zone: Western Małopolska (Nowy Sącz)

Strategic objective 1: Develop centres of competence in special interests serving tourists and nearby population centres

Requirements	Responsibility	Actions
Operational unit for special interests centre	STU/LDO	<ol style="list-style-type: none"> 1. Identify key regional resources and already operating special interest facilities (e.g. biking, canoeing) 2. Provide an office (perhaps via the voivodship's existing Tourism Council) and telephone 3. Hire core staff for "start up": marketing, advertising and information support
Knowledge of markets and segments	STU / LDO	<ol style="list-style-type: none"> 4. Develop inventory and profile all existing facilities (what products/services offered, what markets served); involve students from Nowy Sącz Business School on a project basis 5. Identify "best in class" for similar facilities in other parts of Poland/Europe and understand why they are successful 6. Create a database of all the above-mentioned information to be used for identifying opportunities 7. Agree the priority products (ones which will receive the most support due to their potential return, most environmentally friendly) etc.
Excellent information and promotion	LDO / STU	<ol style="list-style-type: none"> 8. Take an active role in developing joint marketing initiatives with Polish neighbours and the Euroregion of Karpaty (e.g. an integrated logo) 9. Develop and improve the reach of promotional activities (Trade Fair in region, ITB presence)
Competent and client friendly personnel	STU	<ol style="list-style-type: none"> 10. Identify training needs 11. Design training courses (e.g. with Danish training company) and train 12. Involve local sports clubs and associations from Katowice in developing technical competence in the different activities

Highlands Zone : Western Małopolska (Nowy Sącz)
Strategic objective 1 : Develop centres of competence in special interest serving tourists and nearby p

Action tasks planning



Highlands zone : Western Małopolska (Nowy Sącz)

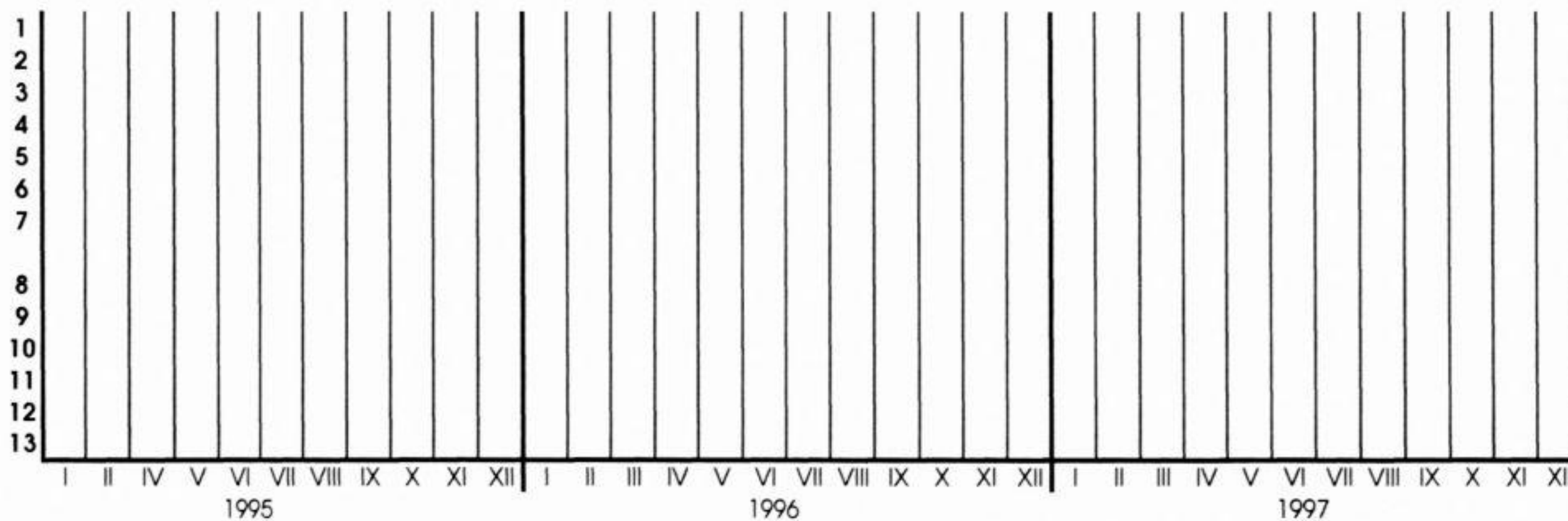
Strategic objective 2: Increase value added from skiing resorts without compromising the environment

Requirements	Responsibility	Actions
Clear positioning of the area's skiing resorts to selected market segments	STU / LDO	<ol style="list-style-type: none"> 1. Proceed with local and international market segmentation 2. Make an inventory of the area's skiing resorts assets 3. Assess each resort's potential to meet the selected market segment needs 4. Position Zakopane as an upmarket destination 5. Position Bukowina Tatrzańska as a mid- market destination 6. Identify a location to construct a mass market resort 7. Adapt promotion of each resort to targeted market
Product adapted to the targeted market segment needs	STU /LDO / Local Authorities	<ol style="list-style-type: none"> 8. Define required accommodation standard for each type of resort (up-, mid-, and mass-market) 9. Do not issue construction permits to projects not meeting these requirements 10. Use "carrot" (administrative and financial help, know how, promotion, etc.) and stick (sanitary inspections, tax controls, etc.) to encourage operators to upgrade the existing facilities to required standards 11. Proceed similarly with other types of facilities (restaurants, fast food outlets, night clubs) 12. Install artificial snow machines and slopes lighting where appropriate 13. Commission maintenance of the slopes to a specialised company (e.g. Tatra Tras in Zakopane)

Highlands Zone : Western Małopolska (Nowy Sącz)

Strategic objective 2 : Increase value added from skiing resorts without compromising the environment

Action tasks planning



Highlands zone :Western Małopolska (Nowy Sącz)

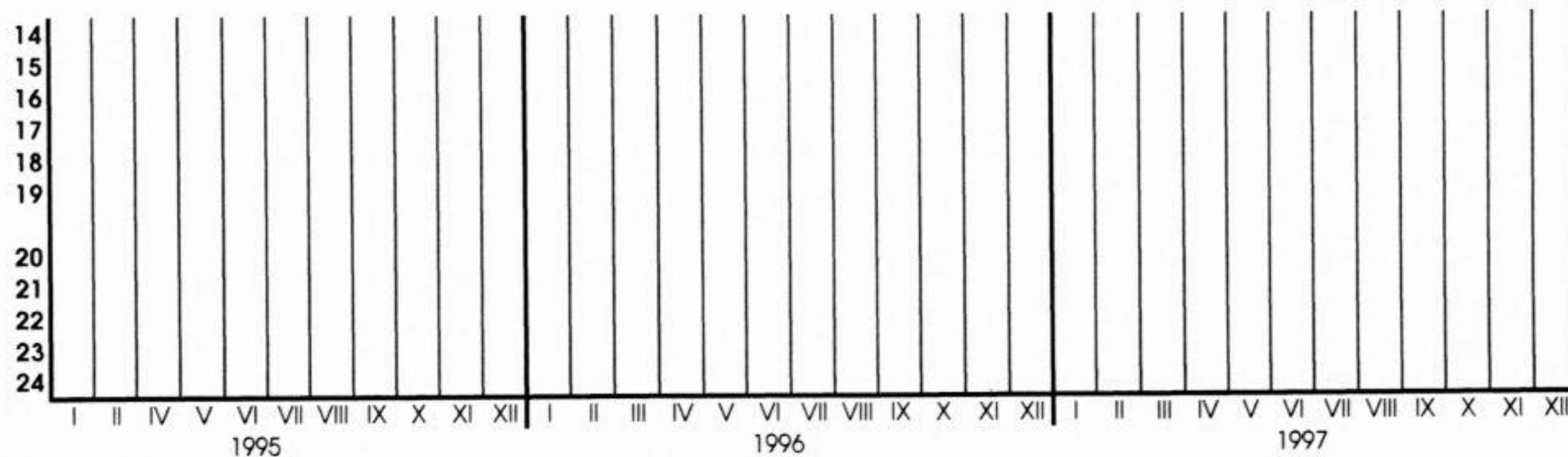
Strategic objective 2: Increase value added from skiing resorts without compromising the environment (Continued)

Clean environment	STU / LDO / Local Authorities	<ul style="list-style-type: none"> 14. Constantly monitor pollution levels 15. Promote propane-butane and natural gas use 16. Place a sufficient number of litter bins and make sure they are frequently emptied in order to avoid visual pollution 17. Create guarded parking lots at the gates of the resorts 18. Create (preferably free) shuttle services to circulate in the resort 19. Replace the existing ski lifts by new generation, environment-friendly equipment
Easy access and good on route information	STU / LDO / Ministry of Transport / Local Authorities / PKP / PKS	<ul style="list-style-type: none"> 20. Encourage authorities to improve road access to main destination: double roadway from Kraków to Nowy Targ 21. Encourage PKP to create a high speed shuttle service from Kraków to Krynica and Zakopane with good connections from other major Polish cities 22. Negotiate with PKP and PKS to introduce special week-end/holiday fares consistent with resorts brand positioning 23. Create regional sign posting concept for roadside information (clear, multi-language, etc.) 24. Establish presence at Kraków airport and railway station to facilitate tourists' arrival in region

Highlands Zone : Western Małopolska (Nowy Sącz)

Strategic objective 2 : Increase value added from skiing resorts without compromising the environment

Action tasks planning



Strategies for Highlands Zone - Eastern Małopolska

1. Create effective regional structure for organisation of tourism
2. Develop Krosno area as a world class rural tourism destination
3. Develop Solińskie and Myczkowskie lakes as "Mazury with mountains"
4. Integrate special interest tourism activities to support rural tourism and holiday centres (Krosno)
5. Improve access to local tourism destinations (Krosno)
6. Develop and upgrade facilities to encourage overnight stays (Przemyśl)
7. Teach, train and coach the local rural population in developing rural tourism

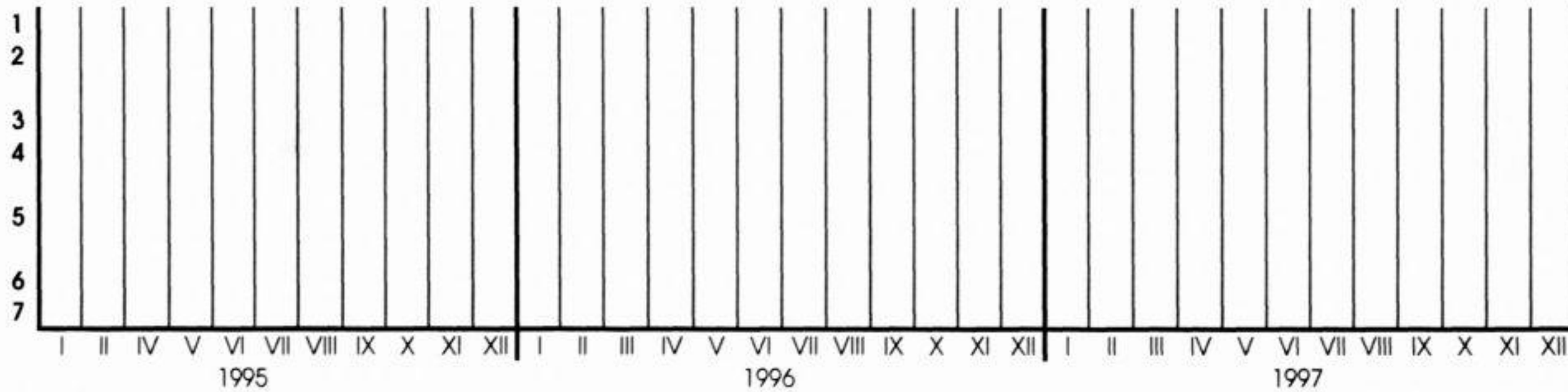
Highlands Zone: Eastern Malopolska

Strategic objective 1: Create effective structure for organisation of tourism

Requirement	Responsibility	Action tasks
An executive structure (LDO) based upon inter-voivodship agreement	Members of existing inter-voivodship agreement	1. Specify LDO's job descriptions 2. Adopt appropriate legal structure
Financing for local tourism activities	LDO	3. Promote idea of joint sponsorship of LDO (Gminas, Urząd Wojewódzki, private entrepreneurs) 4. Seek SSTA assistance
Full time staff	LDO	5. Identify and recruit tourism professionals who really want to make things happen
Launch and promotion of new office	LDO	6. Designate office space and adopt budget 7. Invite SSTA product managers to help start activity

Highlands Zone : Krosno

Strategic objective 1 : Create effective structure for organisation of tourism



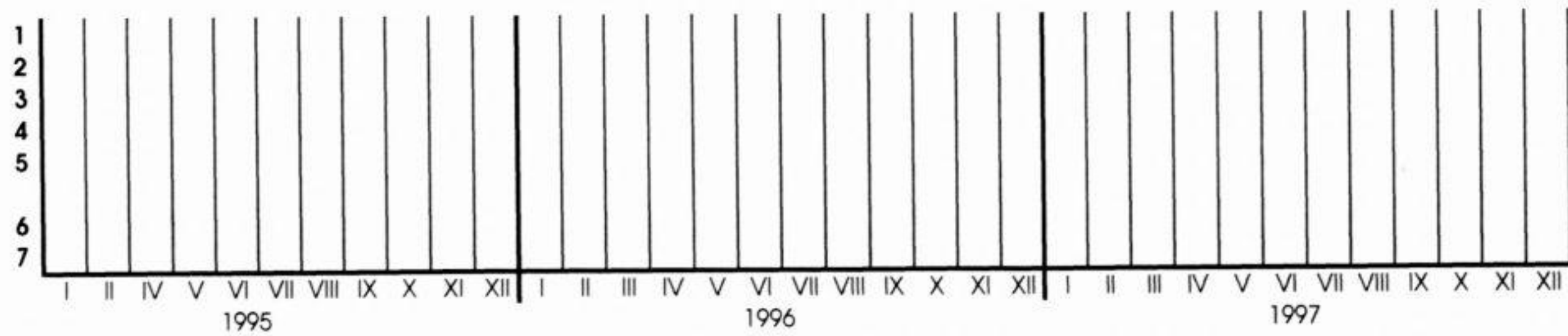
Highlands Zone: Krosno

Strategic objective 2: Develop area as world class rural tourism destination

Requirement	Responsibility	Action tasks
Grading and accreditation of farm houses	LDO / STU	<ol style="list-style-type: none">1. Seek agreement from SSTA for area to become a "rural pilot project"2. Contact an internationally recognised grading agency (e.g. ADAC, Michelin, Bord Failte)3. Commission a selected agency to create a grading system4. Inform/train farmers on required standards of facility and potential benefits5. Provide farmers with financial incentives to create accommodation
Brand positioning as "Remoteness in the centre of Europe"	LDO / STU	<ol style="list-style-type: none">6. Develop brochures adopting this image7. Organise study tours for specialised tour operators

Highlands Zone : Krosno

Strategic objective 2 : Develop area as world class rural tourism destination



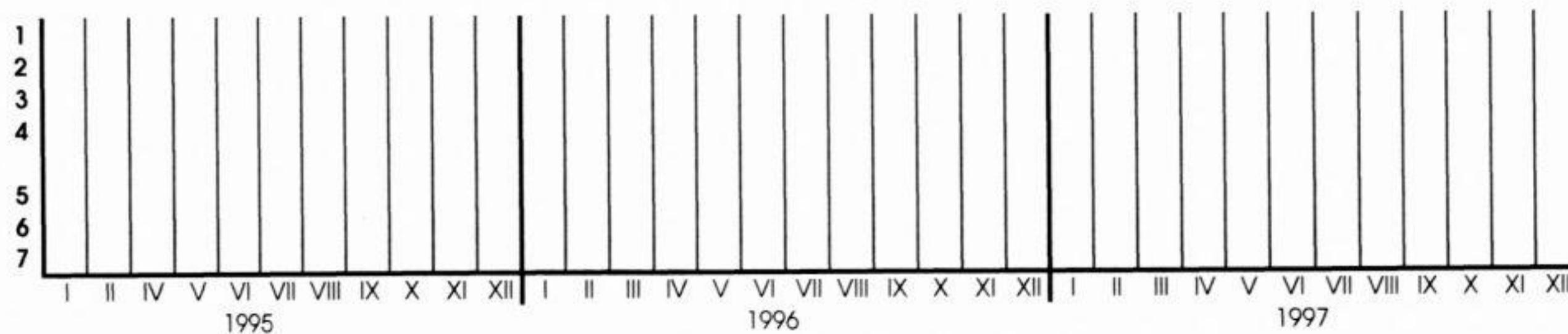
Highlands Zone: Krosno

Strategic objective 3: Develop Solińskie and Myczkowskie lakes as "Mazury with mountains"

Requirement	Responsibility	Action tasks
Quality accommodation	Local Authorities / LDO	Use "little jewel strategy": 1. Identify and buy selected loss making FWP and company-owned holiday centres 2. Define required specifications (e.g. standard, environment protection norms, accompanying infrastructure) 3. Launch tender procedure 4. Select winners and sell them the facilities at nominal cost
Diversified sport and recreation infrastructure	LDO / STU	5. Create horseback riding and mountain biking circuits 6. Encourage local entrepreneurs to run rental outlets (horses, cycles, wind surfers, boats) 7. Encourage investors to create a canoeing centre on San including: canoe, lifejackets and helmets rental, guarded parking, shuttle service to the departure point and two circuits: e.g. 2.5 hour and 5 hour

Highlands Zone : Krosno

Strategic objective 3 : Develop Solińskie and Myczkowskie lakes as "Mazury with mountains"



Highlands Zone: Krosno

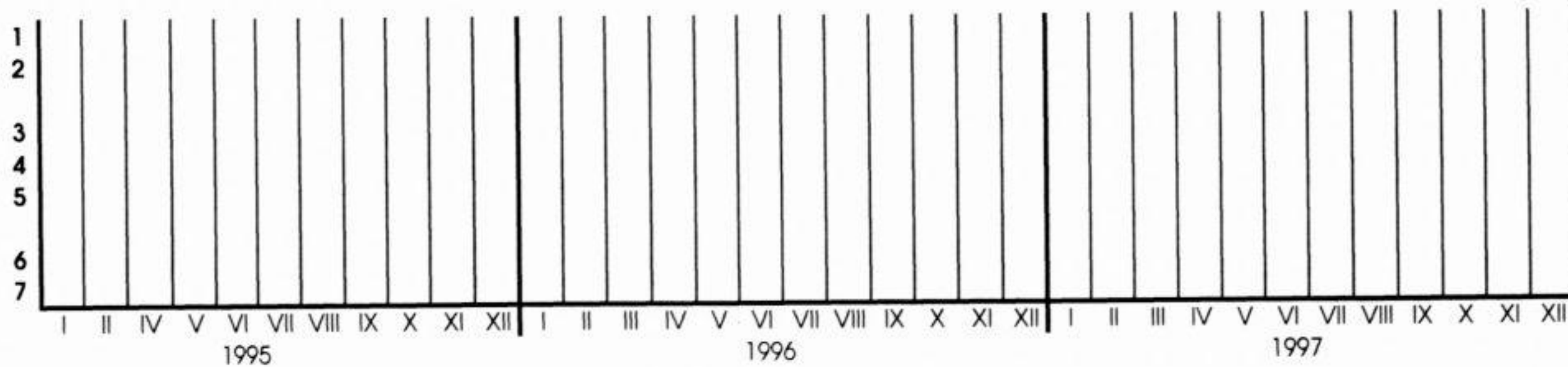
Strategic objective 4: Integrate special interest tourism activities to support rural tourism and holiday centres

Requirement	Responsibility	Action tasks
Well-presented religious tourism assets	LDO / STU	1. Promote local religious centres as cumenic pilgrimage destination 2. Use Pope's visit to increase this brand awareness
Good horseback riding facilities	LDO / STU	3. Prepare itineraries 4. Identify and contact specialised tour operators and associations 5. Help local entrepreneurs in promoting their products
Well-promoted museums (Sanok skansen, Petrol Lamp Museum, etc.)	LDO / STU / PAPT	6. Prepare promotional initiatives 7. Initiate contacts with specialised tour operators

Highlands Zone : Krosno

Strategic objective 4 : Integrate special interest tourism activities to support rural tourism and holiday c

Action tasks planning



Highlands Zone: Krosno

Strategic objective 5: Improve access to local tourism destinations

Requirement	Responsibility	Action tasks
Express train connection from Warsaw and Kraków	SSTA / LDO / PKP	1. Negotiate with PKP and other relevant authorities
Upgraded Krosno airport	SSTA / Local Authorities	2. Discuss with national and local authorities
Frequent Warsaw-Rzeszów air connections	SSTA / LDO / LOT	3. Negotiate with LOT
Coach (PKS) schedule adapted to tourist's needs	LDO / PKS	4. Identify main tourist routes from Rzeszów railway station and airport to final destinations 5. Encourage PKS to implement new routes and frequencies

Highlands Zone : Krosno

Strategic objective 5 : Improve access to local tourism destinations



Highlands zone : Przemyśl

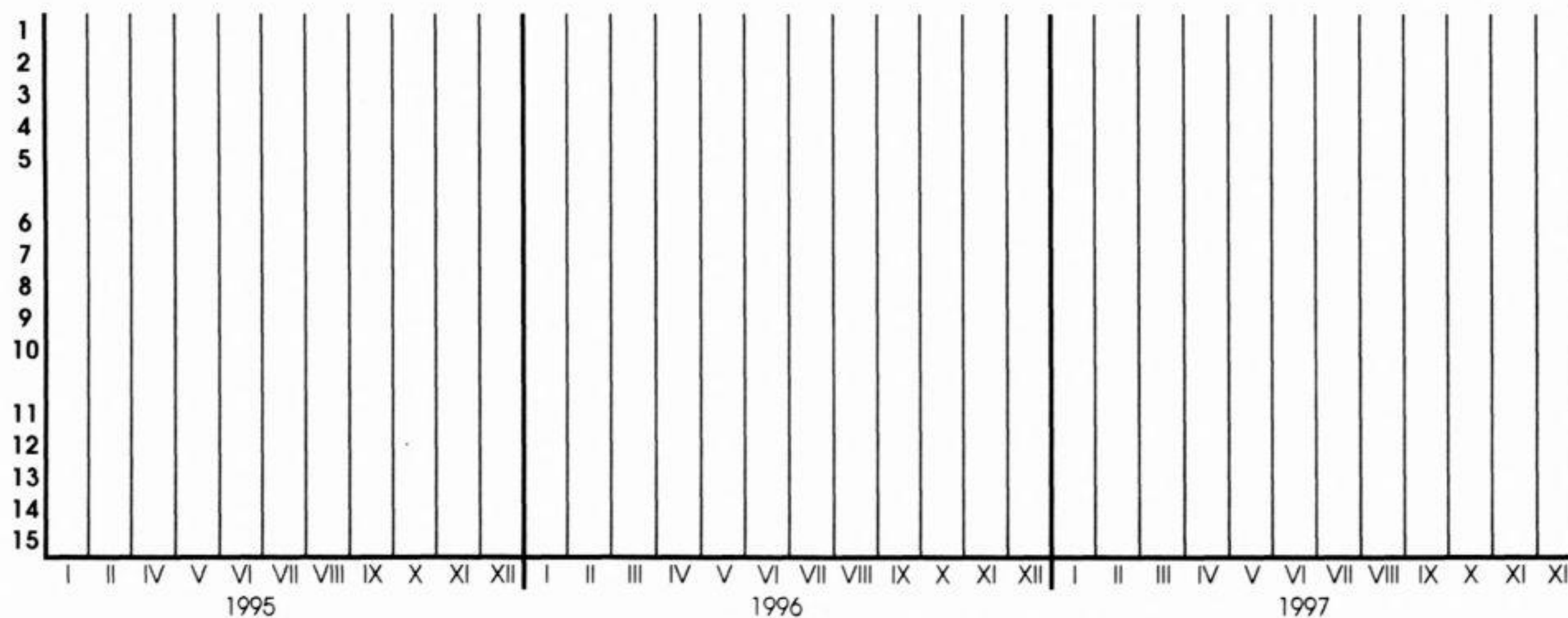
Strategic objective 1 : Develop and upgrade facilities to encourage overnight stays

Requirements	Responsibility	Actions
Standard, good quality motels along main traffic routes	STU/Voivodship/PART	<ol style="list-style-type: none"> 1. Identify sites along main traffic routes 2. Conduct pre-feasibility studies for each site 3. Identify and approach international operators 4. Support operators with search for investors 5. Set up joint venture companies with operators, as relevant
Main shopping- and leisure complex, next to cross-border points	Voivodship	<ol style="list-style-type: none"> 6. Identify sites and "champions" for the complex 7. Conduct/commission feasibility studies for the sites 8. Select one site for international tender 9. Launch tender procedure 10. Select winner and create joint venture company, as relevant
Full-service truck-stop stations	Voivodship/Gminas/PART	<ol style="list-style-type: none"> 11. Identify existing stations with potential for development/extension 12. Conduct pre-feasibility and development study 13. Find operators/investors (national/international) 14. Support negotiations between existing owners and operators/investors for joint venture companies, as relevant 15. Seek financial support for the development (PHARE?)

Highlands Zone : Przemyśl

Strategic objective 1 : Develop and upgrade facilities to encourage overnight stays

Action tasks planning



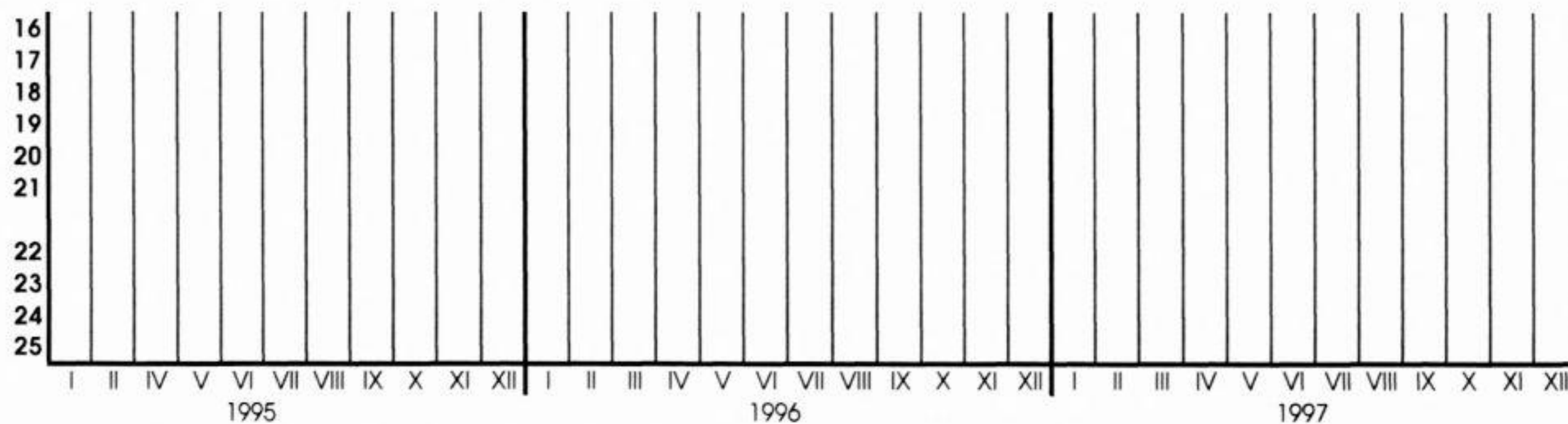
Highlands zone : Przemyśl

Strategic objective 1 : Develop and upgrade facilities to encourage overnight stays (Continued)

Requirements	Responsibility	Actions
Sign-posts on main traffic routes	Voivodship	<ul style="list-style-type: none"> 16. Develop a list of all facilities/places with services for transient tourists (e.g. motels, restaurants, rest-places) 17. Specify languages to be used (main nationalities passing by) 18. Develop model sign posting in Polish 19. Test the sign posts with tourists 20. Translate the sing posts by mother-tongue speakers 21. Set up and maintain signposts and check every two months
Clean and friendly traffic areas	STU/Voivodship/ Gminas	<ul style="list-style-type: none"> 22. Assign clear responsibilities for each traffic route/area 23. Define cleanliness standard requirements (e.g. streets, buildings, street marking) 24. Maintain and clean every two weeks 25. Encourage Gminas to support cleanliness of traffic routes and cities (through competitions like "the cleanest city")

Highlands Zone : Przemyśl

Strategic objective 1 : Develop and upgrade facilities to encourage overnight stays (Continued)



Highlands zone : Przemyśl

Strategic objective 2 : Teach, train and coach the local rural population in developing rural tourism

Requirements	Responsibility	Actions
"Little jewel" model development	STU	<ol style="list-style-type: none"> 1. Identify existing Bed and Breakfast offers 2. Upgrade rooms with public support into "optimal model rooms" 3. Develop curriculum for rural tourism training 4.- Promote model as example of development
Centre of competence within the LDO	STU/Voivodship/LDO	<ol style="list-style-type: none"> 5. Identify "champions" 6. Involve champions in the "little jewel" development 7. Identify supporting Gmina 8. Determine service needs for rural tourism 9. Develop service manuals 10. Conduct "Train the trainer" seminars 11. Start promoting services
Private room development	STU/LDO	<ol style="list-style-type: none"> 12. Develop "model guest rooms" (standards) with public support 13. Set up grant aid/loan facility 14. Develop application procedures 15. Visit locations and provide aid/loans for up-grading 16. Provide aid/loans only with consulting advice 17. Approve rooms and list them in brochures

Strategic objective 2 : Teach, train and coach the local rural population in developing rural tourism

Strategies for Capital Zone

1. Create effective regional structure for organisation of tourism
2. Develop Warsaw into a first class point of entry to discovery of Poland
3. Increase commercial tourism potential of Warsaw
4. Develop leisure tourism for Warsaw and Łódź residents
5. Develop into a major business tourism destination

Capital Zone

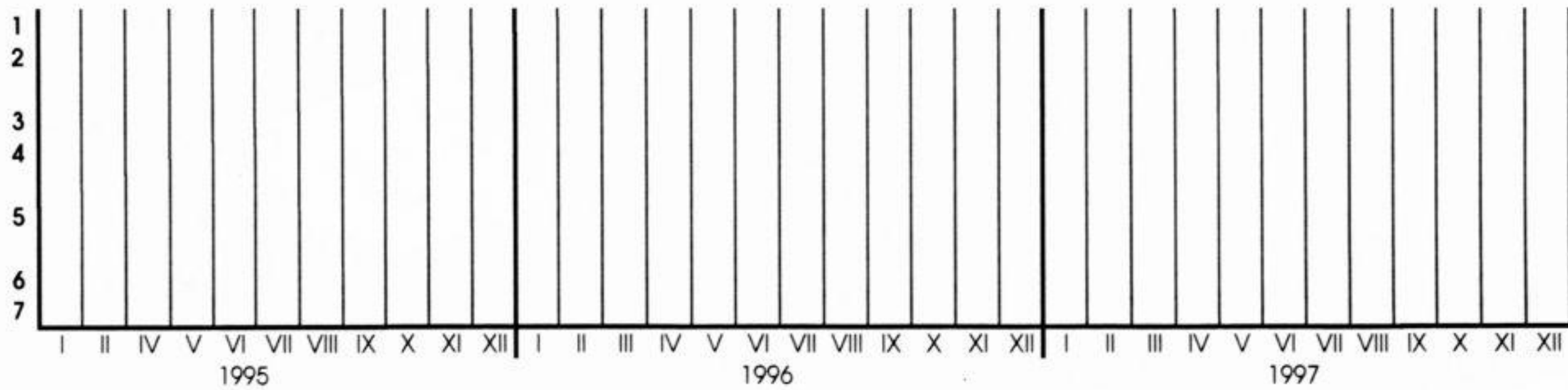
Strategic objective 1: Create effective regional structure for organisation of tourism

Requirement	Responsibility	Action tasks
An executive structure (LDO) based upon inter-voivodship agreement	Members of existing inter-voivodship agreement	1. Specify LDO's job descriptions 2. Adopt appropriate legal structure
Financing for local tourism activities	LDO	3. Promote idea of joint sponsorship of LDO (Gminas, Urząd Wojewódzki, private entrepreneurs) 4. Seek for SSTA assistance
Full time staff	LDO	5. Identify and recruit tourism professionals who really want to make things happen happen
Launch and promotion of new office	LDO	6. Designate office space and adapt budget 7. Invite SSTA product managers to help start activity

Capital Zone

Strategic objective 1 : Create effective regional structure for organisation of tourism

Action tasks planning



Capital Zone: Warsaw

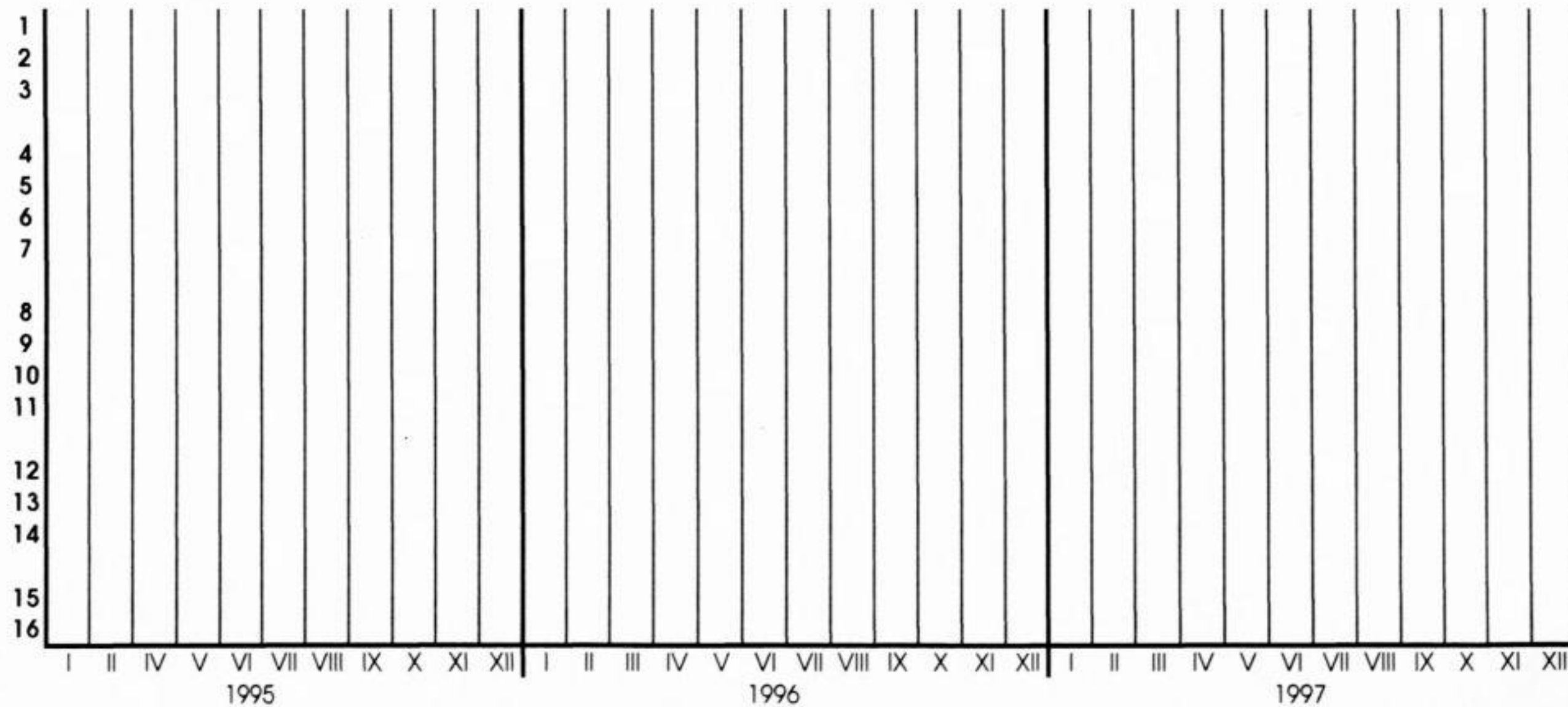
Strategic objective 2: Develop Warsaw into a first class point of entry to discovery of Poland

Requirement	Responsibility	Action tasks
High quality airport	Airport Authorities / SSTA / City Authorities	<ol style="list-style-type: none"> 1. Encourage authorities to maintain current high standards 2. Create a tourism information centre at the airport 3. Take steps to eliminate taxi "pirates"
Central Railway Station offering tourists a user-friendly service	PKP / LDO	<ol style="list-style-type: none"> 4. Increase surveillance at station to make the station a safe place: fight pickpockets and beggars 5. Train front desk staff in customer oriented attitudes 6. Accept credit cards for purchase of tickets 7. Distribute free timetables for selected routes (may be used as advertising support)
Good quality tourist class accommodation	Local Authorities / LDO	<ol style="list-style-type: none"> 8. Identify sites for 2-3 star hotels (on highways, at airport, worker's and hostels, and palaces for conversion) 9. Create a "Warsaw City Hotel Development Company" with land as the City's contribution 10. Prepare specifications (e.g. size, price, service level, accompanying facilities) 11. Find developer(s)
Excellent city tours	LDO	<ol style="list-style-type: none"> 12. Sign post main tourism attractions 13. Prepare self-guided itineraries and appropriate collateral (guide books, maps) 14. Introduce one day public transport travel cards
Promotion of Warsaw products to tour operators	LDO / STU / PAPT	<ol style="list-style-type: none"> 15. Define comprehensive product and facilities inventory 16. Promote to tour operators by target market and customer

Capital Zone : Warsaw

Strategic objective 2 : Develop Warsaw into a first class point of entry to discovery of Poland

Action tasks planning



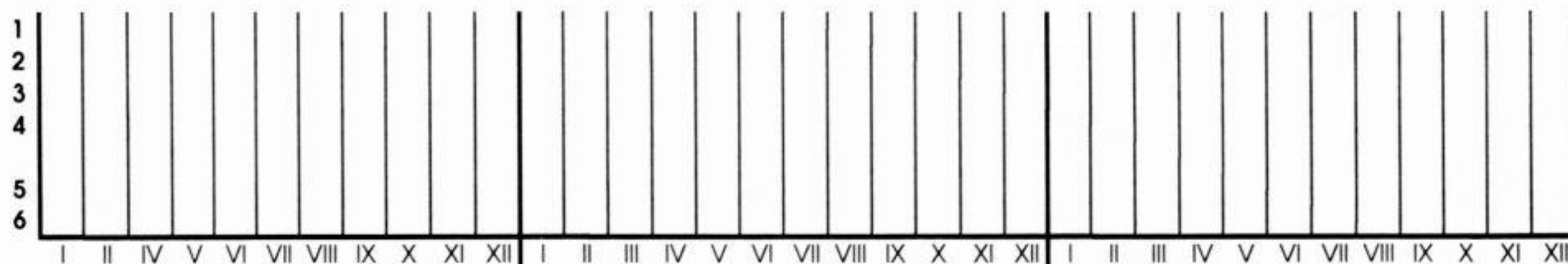
Capital Zone: Warsaw

Strategic objective 3: Increase commercial tourism potential of Warsaw

Requirement	Responsibility	Action tasks
Diversified products available for commercial tourists	LDO / STU	<ol style="list-style-type: none">1. Encourage authorities to upgrade sailing facilities on Zegrzyńskie Lake2. Encourage authorities to increase number of indoor tennis courts3. Encourage authorities to create one additional golf course (Konstancin?)4. Promote major cultural events to the commercial tourist community
Pre- and post- business tourism products and facilities	LDO / STU	<ol style="list-style-type: none">5. Encourage creation of half day / evening and weekend sightseeing tours6. Ensure that all hotels offer a wide range of city tour products

Capital Zone : Warsaw

Strategic objective 3 : Increase commercial tourism potential of Warsaw



Capital Zone: Warsaw

Strategic objective 4: Develop leisure tourism for Warsaw and Lodz residents

Requirement	Responsibility	Action tasks
Pilot project for sensitive development of Kampinoski Park Narodowy	Local Authorities / KPN / LDO / STU	<ol style="list-style-type: none"> 1. Prepare a detailed plan of development of tourism facilities at the edge of the Park (accommodation, restaurants, guarded parking lots, bicycle rental outlets, etc.) 2. Position KPN as nature lovers' destination 3. Upgrade existing and create new nature paths 4. Make sure domestic garbage is not disposed in the Park 5. Encourage bicycle tourism by designing sand-free and sign posted tracks, publishing good quality map with suggested itineraries, creating a cycling track from Młociny to Dziekanów 6. Improve access by public transport to the Western part of the Park 7. Install more board maps and maintain in good condition
Wisla waterfront developed as a leisure tourism attraction	Local Authorities / LDO / SSTA / PKOl	<ol style="list-style-type: none"> 8. Prepare development plan of Wisla waterfront 9. Create a "Wisla Waterfront Development Company" with the City and developers as shareholders 10. Cooperate with specialists to develop a potential Olympic Games Warsaw 2012 bid project
Exploited potential of Konstancin spa	LDO / STU	<ol style="list-style-type: none"> 11. Cooperate with specialists from well- managed spas (Kołobrzeg, Baden-Baden) to develop Konstancin
Theme park servicing Warsaw and Łódź residents	Local Authorities / LDO / STU	<ol style="list-style-type: none"> 12. Identify location with good road access from both agglomerations 13. Invite major international theme parks operators to conduct a feasibility study 14. Create a joint venture with free land as local authorities' contribution
Exploit Płock voivodship's attractions as leisure / conference destination	LDO / STU	<ol style="list-style-type: none"> 15. Encourage owners of existing facilities to adapt their product to Warsaw and Łódź market needs: (e.g. palace converted into a hotel + horseback riding, small conference facilities) 16. Help them to promote their products on these markets

Strategic objective 4 : Develop leisure tourism for Warsaw and Lodz residents

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Capital Zone: Warsaw

Strategic objective 5: Develop into a major business tourism destination

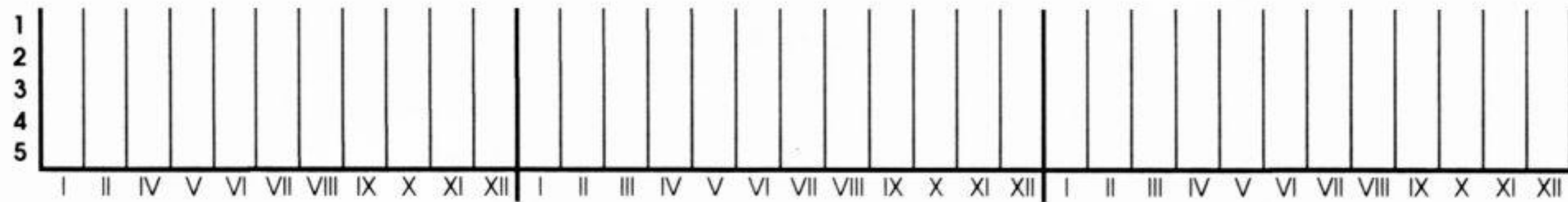
Requirement	Responsibility	Action tasks
Create a first class conference centre	Local Authorities / LDO	<ol style="list-style-type: none">1. Identify site (ideally PKiN)2. Create a "Warsaw Conference Centre Development Company" with the City Authorities and developers as shareholders3. Commission feasibility study4. Identify operating company5. Sign a long lease contract

Strategies for other areas - Kielce and Lublin area

1. Create effective regional structure for organisation of tourism
2. Take preparatory steps to develop Lublin (and its hinterland) into a major General Interest Tourism destination
3. Develop and promote area as stop-off location for national, regional and themed bus tours
4. Encourage stop areas for transient visitors and through traffic
5. Develop week-end, short nbreak and conference facilities to serve Warsaw, Łódź, Kraków and Śląsk urban markets
6. Develop "world-class" capability in one special interest activity

Capital Zone : Warsaw

Strategic objective 5 : Develop into a major business tourism destination



Strategies for other areas (Lublin, Kielce)

Strategic objective 1: Create effective regional structure for organisation of tourism

Requirement	Responsibility	Action tasks
An executive structure (LDO) based upon inter-voivodship agreement	Members of existing inter-voivodship agreement	1. Specify LDO's job descriptions 2. Adopt appropriate legal structure
Financing for local tourism activities	LDO	3. Promote idea of joint sponsorship of LDO (Gminas, Urząd Wojewódzki, private entrepreneurs) 4. Ask for SSTA help
Full time staff	LDO	5. Identify and recruit tourism professionals who really want to make things happen happen
Launch and promotion of new office	LDO	6. Designate office space and adopt budget 7. Invite SSTA product managers to help start activity

Strategic objective 1 : Create effective regional structure for organisation of tourism

[illegible]

Strategies for other areas (Lublin, Kielce)

Strategic objective 2 : Take preparatory steps to develop Lublin (and its hinterland) into a major General Interest Tourism Destination

Requirement	Responsibility	Action tasks
Attractive, well-maintained attractions within the city	City and voivodship/LDO/ Office of Culture and Monuments	<ol style="list-style-type: none"> 1. Develop priority list of attractions requiring upgrading 2. Develop and agree phased action plan for funding upgrading with Office of Culture and Monuments 3. Identify requirements for improving support infrastructure and integrate into City budget <ul style="list-style-type: none"> - e.g. sign posting, green spaces, paths - taxis, transportation
International tourist class accommodation	City and voivodship authorities/LDO	<ol style="list-style-type: none"> 4. Identify two to three sites for new hotels 5. Prepare specification of new hotel requirements, including : <ul style="list-style-type: none"> - hotel itself - associated recreation and leisure investment - international operator with high service level reputation 6. Consider long leasehold at no or low rent 7. Launch tender, select best bid and support development
Interesting itineraries to attractions in surrounding area	City and voivodship authorities/LDO/gminas	<ol style="list-style-type: none"> 8. Select logical day trip itineraries with local tour operators, along themes e.g. <ul style="list-style-type: none"> - renaissance monuments - holocaust, Majdanek - chalk caves - historical towns (Kazimierz, Sandomierz, Zamość) 9. Encourage gminas to upgrade local service facilities on these itineraries
Effective promotion	City and voivodship authorities/LDO	<ol style="list-style-type: none"> 10. Target specific customer groups 11. Identify national and international tour operators focusing on these target groups e.g. Dutch, holocaust visitors ... 12. Invite tour operators to identify needs 13. Promote area to targets in response 14. Prepare tourist information documentation in (Dutch), German and English

Strategies for other areas (Lublin, Kielce)

Strategic objective 2 : Take preparatory steps to develop Lublin (and its hinterland) into a major General

Action tasks planning

[illegible]

Strategies for other areas (Lublin, Kielce)

Strategic objective 3 : Develop and promote area as stop-off location for national, regional and themed bus tours

Requirement	Responsibility	Action tasks
Interesting short visit attractions close to highways	City, voivodship and gmina authorities/LDO	<ol style="list-style-type: none"> 1. Identify and select a few attractions or itineraries of up to 2 hours visit time 2. Upgrade and provide necessary tourist support and infrastructure e.g. toilets, documents
Facilities for reception of bus tour groups <ul style="list-style-type: none"> - easy highway access - coach parks - toilets - quality good value cafeterias, restaurants and fast food - information offices & materials 	City, voivodship and gmina authorities/LDO/PAPT	<ol style="list-style-type: none"> 3. Identify locations for facilities 4. Provide incentives for private entrepreneurs to put facilities in place e.g. <ul style="list-style-type: none"> - low rent long leasehold - local tax breaks 5. Lay down necessary support infrastructure 6. Coordinate with PAPT on development of appropriate tourist information materials

Strategic objective 3 : Develop and promote area as stop-off location for national, regional and theme

[illegible]

Strategies for other areas (Lublin, Kielce)

Strategic objective 4 : Encourage stop-areas for transient visitors and through traffic

Requirement	Responsibility	Action tasks
Highway rest places, service areas and motels	Voivodship authorities/Ministry of Transport/PART	<ol style="list-style-type: none">1. Identify sites on highway2. Develop specifications of requirements3. Prepare attractive terms and conditions for bidders4. Launch tender and support implementation
Secondary routes and facilities to reduce traffic on highways and encourage tourism	Voivodship authorities/Ministry of Transport	<ol style="list-style-type: none">5. Agree secondary "Green routes" with Ministry of Transport, together with any necessary associated road improvement programme6. Provide "Green route" signposting7. Provide incentives for guest houses and restaurateurs along "Green routes"8. Develop promotional materials for routes

Strategic objective 4 : Encourage stop-areas for transient visitors and through traffic

Strategies for other areas (Lublin, Kielce)

Strategic objective 5 : Develop week-end, short-break and conference facilities to serve Warsaw, Łódź, Kraków and Śląsk urban markets

Requirement	Responsibility	Action tasks
Accommodation with associated recreation, leisure and conference facilities	Gminas and LDO	<ol style="list-style-type: none"> 1. Select one and two state company owned rest centres, with sound basic structure in attractive location 2. Acquire at nominal cost 3. Develop specification for upgrading of accommodation, installation of an indoor leisure club, development of outdoor facilities and the creation of a conference suite 4. Launch tender 5. Select most appropriate offer with best operator 6. Provide support during development
Streamlined access	Voivodship authorities/LDO/ PKP/Highway authorities	<ol style="list-style-type: none"> 7. Encourage PKP and highway authority to improve timetable schedules and assess road conditions
Promotion to targeted conference and weekend break users	LDO/PAPT	<ol style="list-style-type: none"> 8. Target specialist conference organisers and large corporations for promotional initiatives

Strategic objective 5 : Develop week-end, short-break and conference facilities to serve Warsaw, Łódź, K

Strategies for other areas (Lublin, Kielce)

Strategic objective 6 : Develop "world-class" capability in one special interest activity

Requirement	Responsibility	Action tasks
Basic physical and locational conditions with potential for development to "world class" status	Voivodship authorities/LDO	<ol style="list-style-type: none"> 1. Conduct audit & physical inventory of all special interest opportunities in the area 2. Pre-select 2 or 3 areas with apparent "world class" status potential 3. Discuss with national and international specialist associations to agree programme requirements to achieve "world class" status 4. Select most appropriate specialty
Funding for development to "world class" status		<ol style="list-style-type: none"> 5. Prepare study and specification of investment requirements 6. Seek funding from national and international agencies and the relevant specialty associations 7. Seek approval from international associations of selected specialty to run "world championships" (or equivalent)
Promotion		<ol style="list-style-type: none"> 8. Develop promotion through specialty's national and international associations

Strategic objective 6 : Develop "world-class" capability in one special interest activity

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