

Arthur D Little

A-1679

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

**National and Regional Action
Plans 1995 - 1997
December, 1994**

Arthur D. Little

Reference 45594

BIBLIOTEKA IT
Archiwum P-3
Naukowe-Zadaniowe

A.1649

Table of contents

Introduction.....	1
Strategies for SSTA.....	5
Strategies for Coastlands Zone.....	14
Strategies for Lakelands Zone.....	25
Strategies for Western Borderland Zone.....	29
Strategies for Highlands Zone.....	35
Strategies for Capital Zone.....	58
Strategies for other areas.....	63

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.

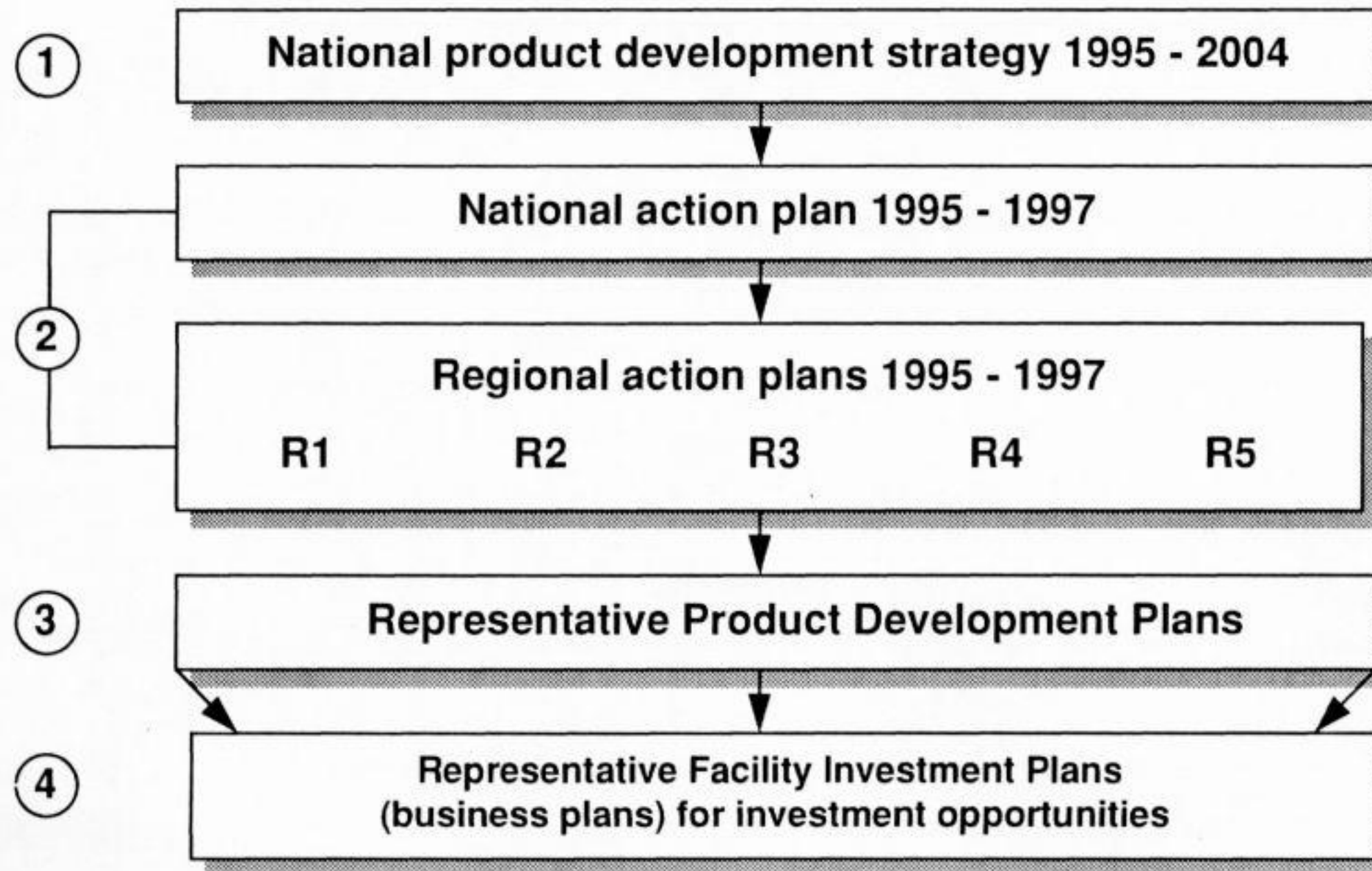
The Government's principal objective was confirmed as the creation of a viable, market-oriented tourism sector, based upon private ownership and initiative. The Arthur D. Little assignment represented an important part of this process -- the elaboration of the National Tourism Product Development Plan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

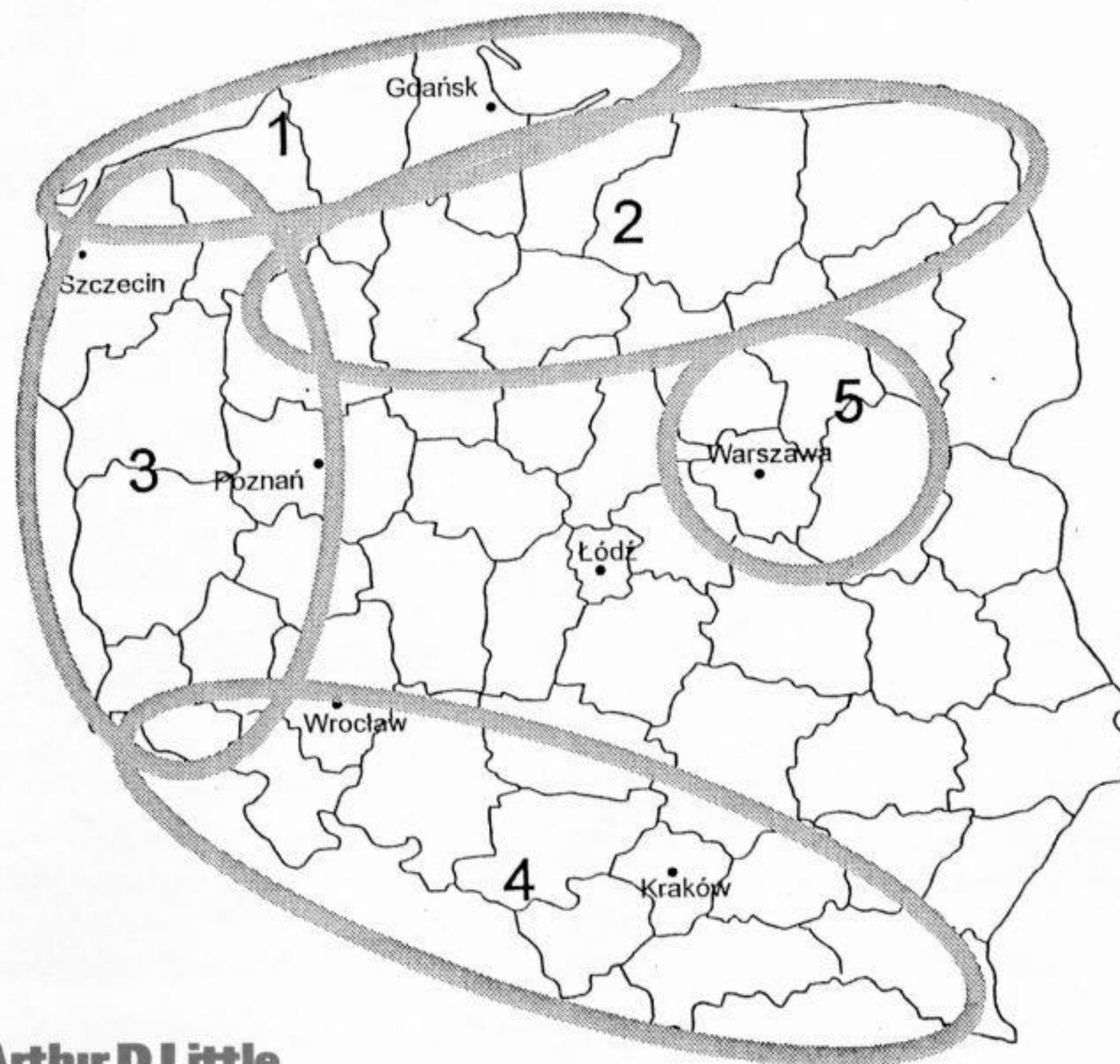
On the bottom page relating to each of the strategic objectives, we present a 36 month time chart with each of the action task numbers identified, relating to the chart on the top page. As discussed with the SSTA, we have purposely left the time chart empty, since the intention is for each team responsible 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

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

Requirement	Importance	Responsibility	Action tasks	Target Date ¹
Definition of a clear organisational structure and allocation of resources based upon STU "Task Forces"	High	SSTA/PAPT/PART	1.1 Prepare job descriptions, job profiles 1.2 Match available skills to requirements in STUs 1.3 Reinforce structures through selective external recruitment 1.4 Request EU PHARE for funding for selected technical experts under contract	1/95
Implementation of STU-based organisation	High	SSTA senior management STU staff SSTA senior management	2.1 Define and communicate launch date for STU-based organisation 2.2 Mandate each STU to prepare STU development plan based upon ADL study, in cooperation with relevant regional authorities 2.3 Review and approve plans 2.4 Launch new STU work programmes	2/95
Definition of criteria and nature of services and support to regional organisations/LDOs	Medium	SSTA/regional authorities/LDOs	3.1 Agree criteria for promotional and product development support: - existence of, and agreement to LDO plan - coherence with brand values, etc. 3.2 Communicate clearly to regional authorities and LDOs	2/95
Establishment of coherent brand management, marketing and promotional capability	Medium	SSTA/PAPT	4.1 Commission external specialists to develop umbrella brand and product and regional sub-brands (PHARE support?) 4.2 Agree integrated responsibilities for marketing and promotion between SSTA and PAPT	4/97
Upgrading of quality of information to the industry	Low	SSTA/IT/PAPT	5.1 Agree basis of collection of statistics with GUS - separation of tourism data - means to improve quality - assumptions for adjustment for planning purposes 5.2 Define terms of reference and commission information system project under Tourin 2	4/97

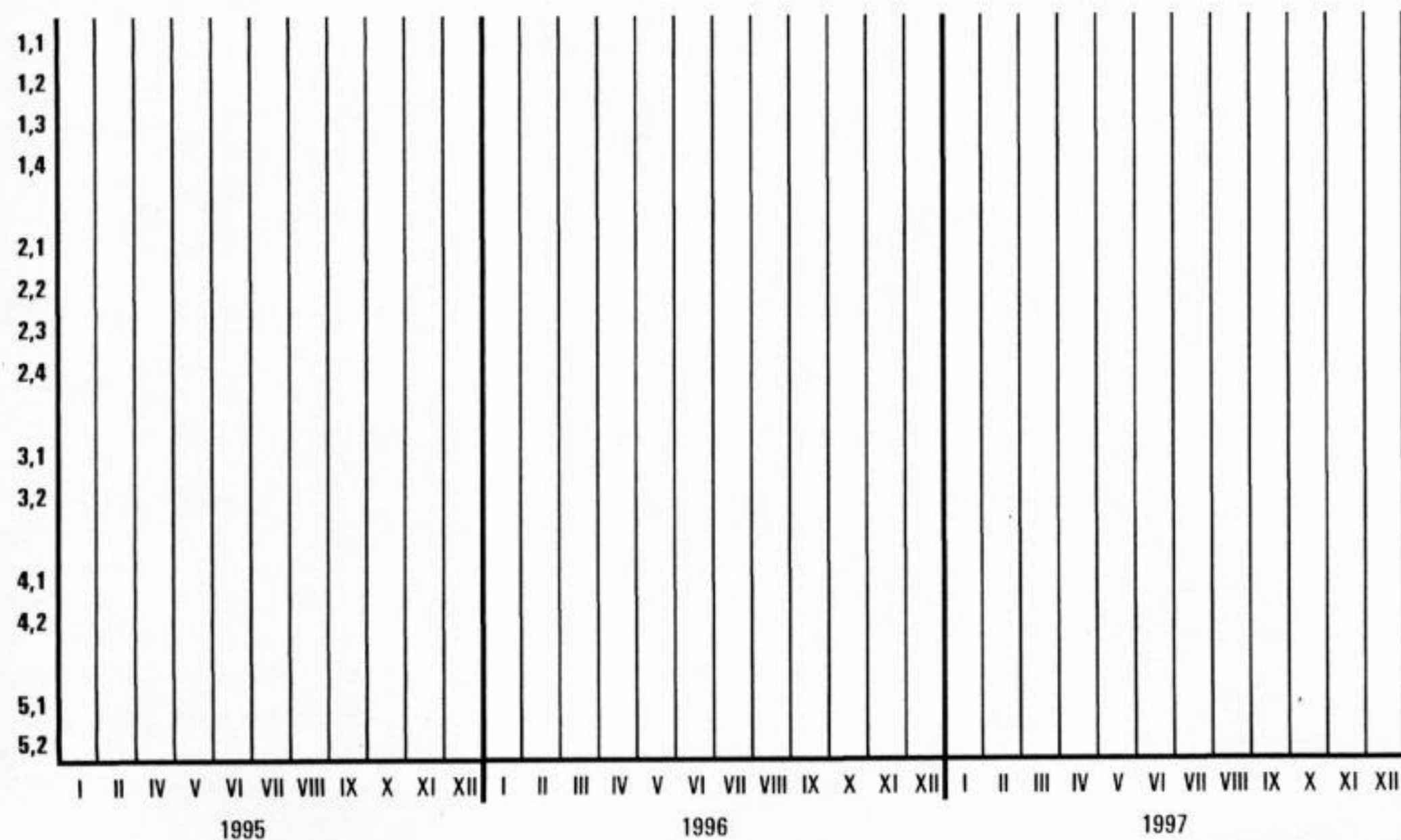
¹ Target Date: quarter/year

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

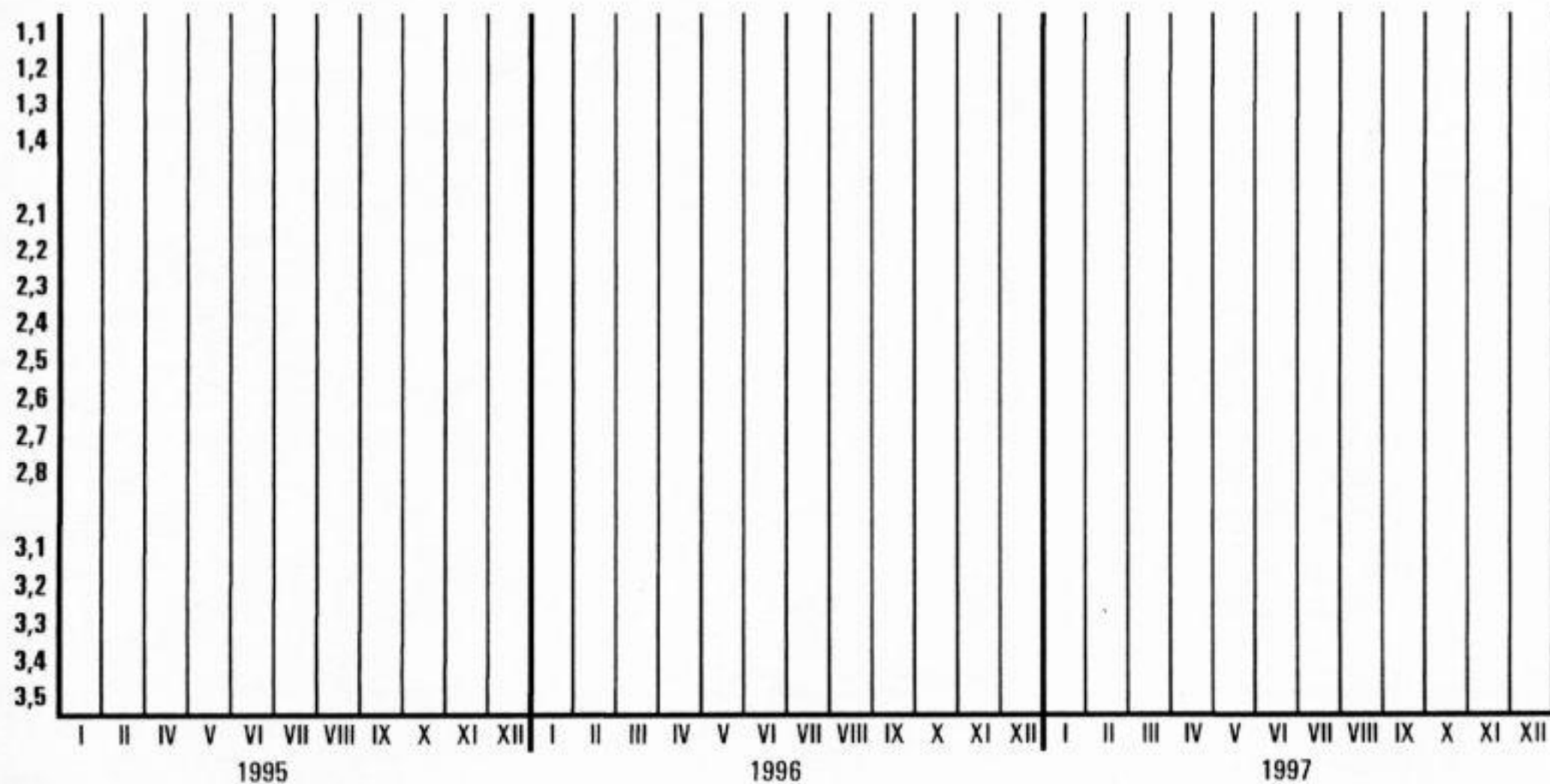
Requirement	Importance	Responsibility	Action tasks	Target Date
Clear understanding by Government (Prime Minister's Office, Ministry of Finance and other key Ministries) of importance of tourism for economic development, so as to secure (increased) stable share of State Budget	High	SSTA senior management	1.1 Distribute ADL report to key decision-makers 1.2 Set up meetings to demonstrate economic benefit 1.3 Demonstrate economic benefit in submissions to State Budget 1.4 Refine economic impact measurement tools over time	4/97
Investment by professional tourism investors in major projects	High	SSTA/PART	2.1 Define precise sites for projects where ADL's Representative Facilities Plans can be implemented 2.2 Prepare draft Business Plans 2.3 Secure funding to run an Investors Conference in Poland (PHARE?) 2.4 Commission specialist conference organisers to prepare conference 2.5 Secure necessary commitments from Government on key measures to be announced at Conference. 2.6 Identify targeted investors and issue invitations 2.7 Prepare and implement Conference 2.8 Follow up on interest developed at Conference	2/95
Establishment of "Polish Tourism Industry Investment Fund" - a specialised commercial venture capital entity	Medium	SSTA/PART	3.1 Define objectives, investment criteria, structure and intended management team 3.2 Secure agreement from founder investors (Polish Government and EU PHARE?) 3.3 Identify and recruit key managers to fund management company 3.4 Raise funds from international and Polish institutions 3.5 Develop initial investments	4/95

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)

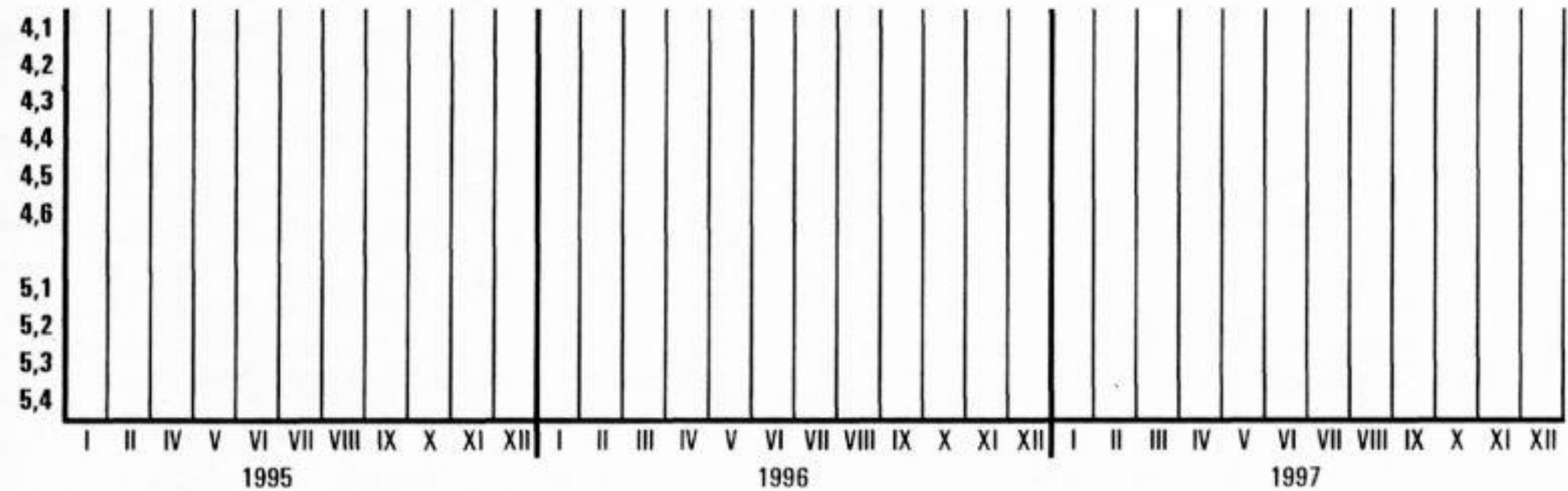
Requirement	Importance	Responsibility	Action tasks	Target Date
Pool of grant aid funds for small, infrastructure projects and for small, important but non-commercial private projects	High	SSTA	3.6 Define objectives, disbursement criteria and responsibilities 3.7 Secure agreement from founder contributors (Polish Government and EU PHARE?) 3.8 Establish professional and independent team responsible for project evaluation, disbursement and follow-up 3.9 Solicit contributions from other national and international donor agencies 3.10 Implement initial projects 3.11 Develop information materials on fund for the industry, and communicate effectively	2/96
Donor financing for discrete programmes, e.g. • Modular sewage treatment plants • Museum upgrading • Selected monuments with tourism development potential	Low	SSTA	4.1 Obtain application criteria and documentation from foreign national and international aid agencies 4.2 Make applications to most appropriate agencies 4.3 Define and explain proposed disbursement criteria and procedures 4.4 Implement when (and if) funding is obtained	2/96

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

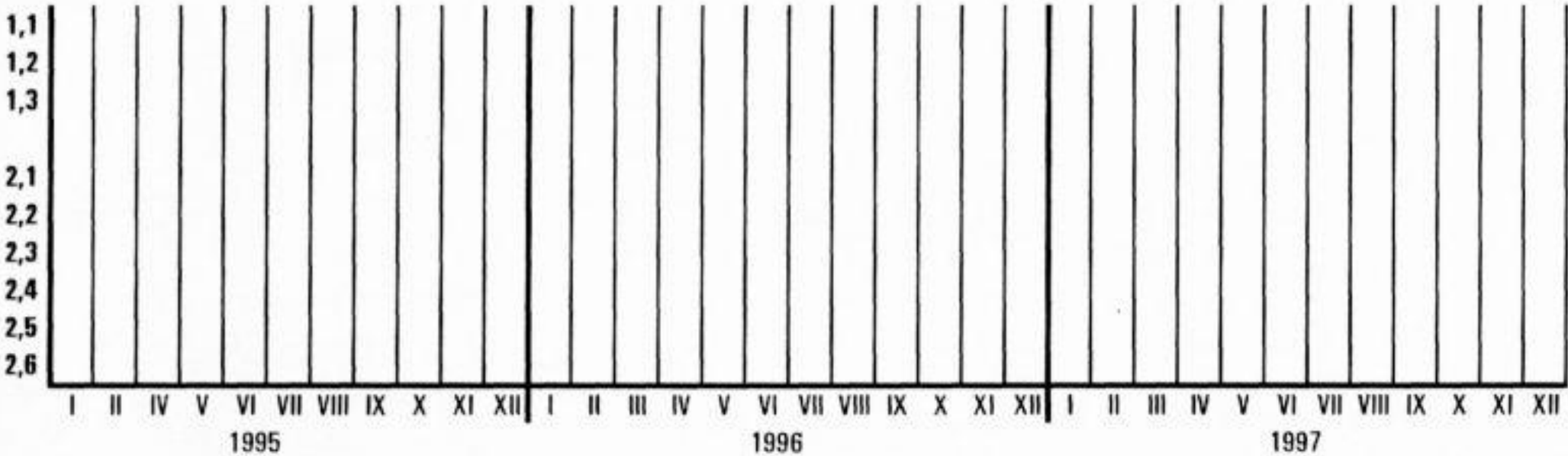
Requirement	Importance	Responsibility	Action tasks	Target Date
High-level Government policy and planning Committee for tourism	High	SSTA/key Ministers/Prime Minister's Office	1.1 Prepare charter, proposing objectives, scope, membership, authorities of Committee and circulate for comment to relevant Ministers (Environment, Culture, Transport, Finance) 1.2 Secure backing from key Ministers and from Prime Minister's Office 1.3 Secure approval and launch cycle of meetings	1/95
Priority areas of action for Government intervention in policy and facilitation	Medium	New Committee	2.1 Select national parks, nature reserves, landscape parks and other protected territories having a high potential for tourism development 2.2 Agree guidelines for tourism in these areas including controls and incentives 2.3 Identify national monuments and sites with as yet undeveloped potential for tourism exploitation 2.4 Agree controls and incentives for the sensitive development of these sites 2.5 Develop financing and other policy proposals for integration into a revised Tourism Industry Strategy for adaption by the Cabinet 2.6 Identify actions to be undertaken by the tourism sector to implement the potential Warsaw 2012 Olympic Games project	2/95

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



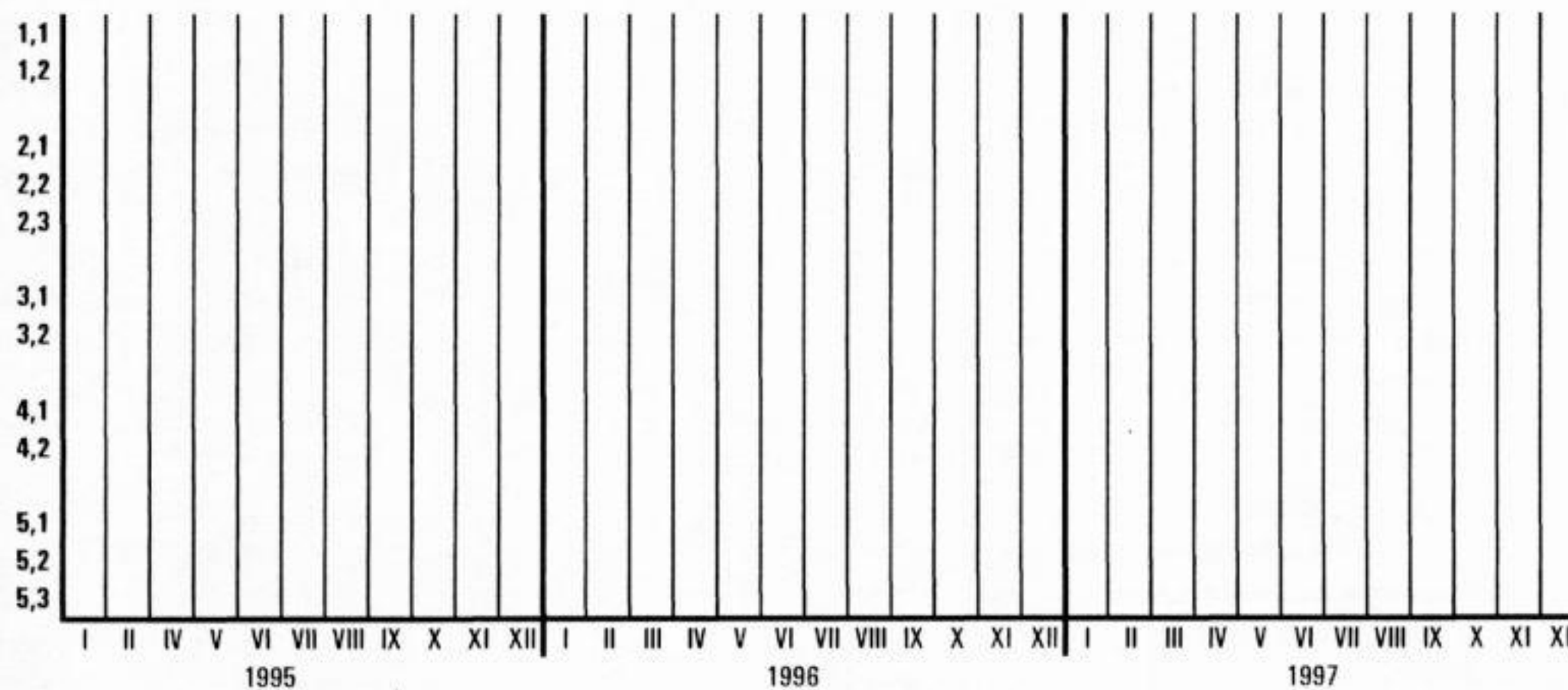
Strategies for SSTA

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

Requirement	Importance	Responsibility	Action tasks	Target Date
Wide distribution of ADL reports to all involved in tourism	High	SSTA Product Development Dept.	1.1 Identify comprehensive mailing list of all public and private entities involved in tourism 1.2 Distribute reports (with summaries)	1/95
Consultation with industry professionals	High	SSTA/STU teams	2.1 Set up programme of visits to major centres where the Plan proposals would be presented and consultation encouraged 2.2 Advertise programme of visits 2.3 Conduct visits	2/95
Integration of feedback into future plans	High	STU teams	3.1 Consolidate reactions from visits, decide on any modifications required 3.2 Update plan and establish structures and procedures for annual update	2/95
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	High	SSTA Product Development Dept PART	4.1 Prepare and conduct a series of seminars within voivodships, attended by gmina authorities 4.2 Use real case histories and trainers experienced in investment structuring	4/95
Understanding within voivodships and gminas on need for LDOs and support role of STUs within SSTA	High	SSTA/STUs/ voivodship tourism authorities	5.1 Distribute paper defining recommended structure of LDOs and support role of STUs 5.2 Hold explanatory meeting 5.3 Promote and explain	4/95

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

Action tasks



Strategies for SSTA

Strategic objective 5 : Encourage development of industry associations

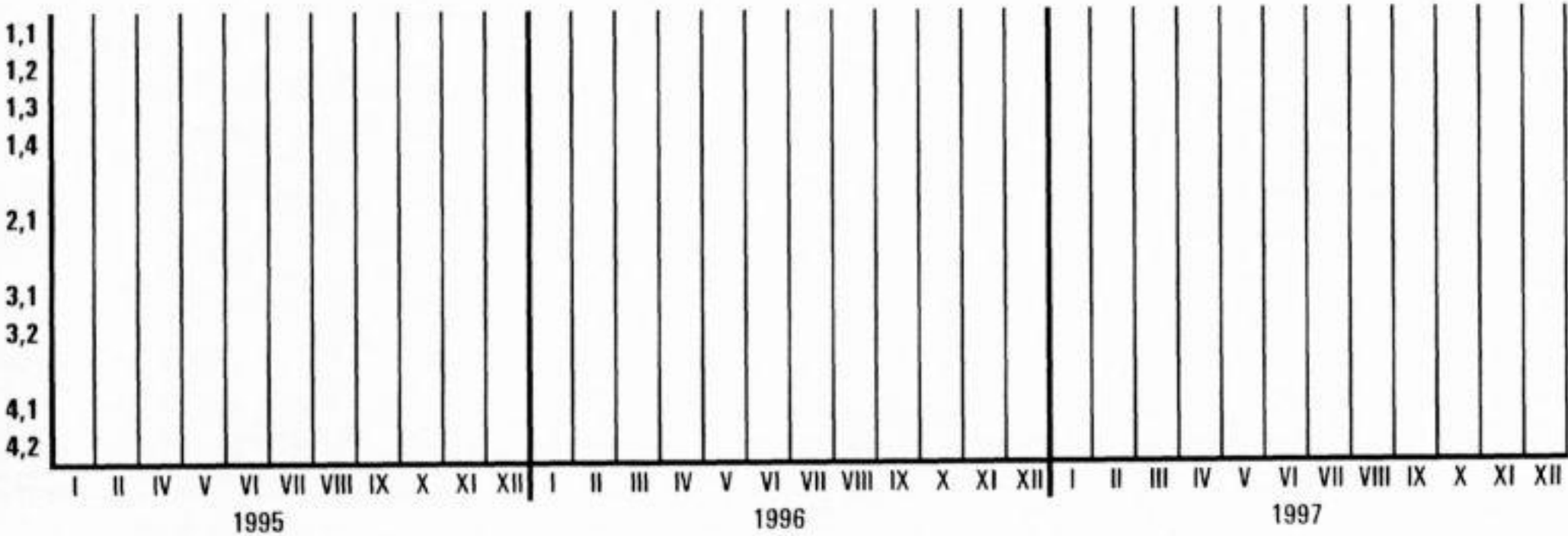
Requirement	Importance	Responsibility	Action tasks	Target Date
Identification of areas where private industry associations are required or need strengthening	Low	SSTA Promotion Department	1.1 Review international experience to establish ideal requirements 1.2 Compare with current associations (incl. PTTK) 1.3 Evaluate effectiveness of current associations and areas needing strengthening 1.4 Propose plan for new associations and for strengthening measures	1/96
Identification of association "champions"	Low	STU teams	2.1 For each main area, identify individual or company prepared to "champion" association development	1/96
Support of development of associations in early stages	Low	STU teams	2.2 Provide technical and financial support for literature and marketing 2.3 Support associations in early stages with help of personnel from STUs	2/96
Participation in association promotional programmes	Low	STU teams	3.1 Encourage associations to develop own marketing and promotional programmes providing technical support 3.2 Provide "matching funds" to programmes meeting STU-defined criteria	2/96

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

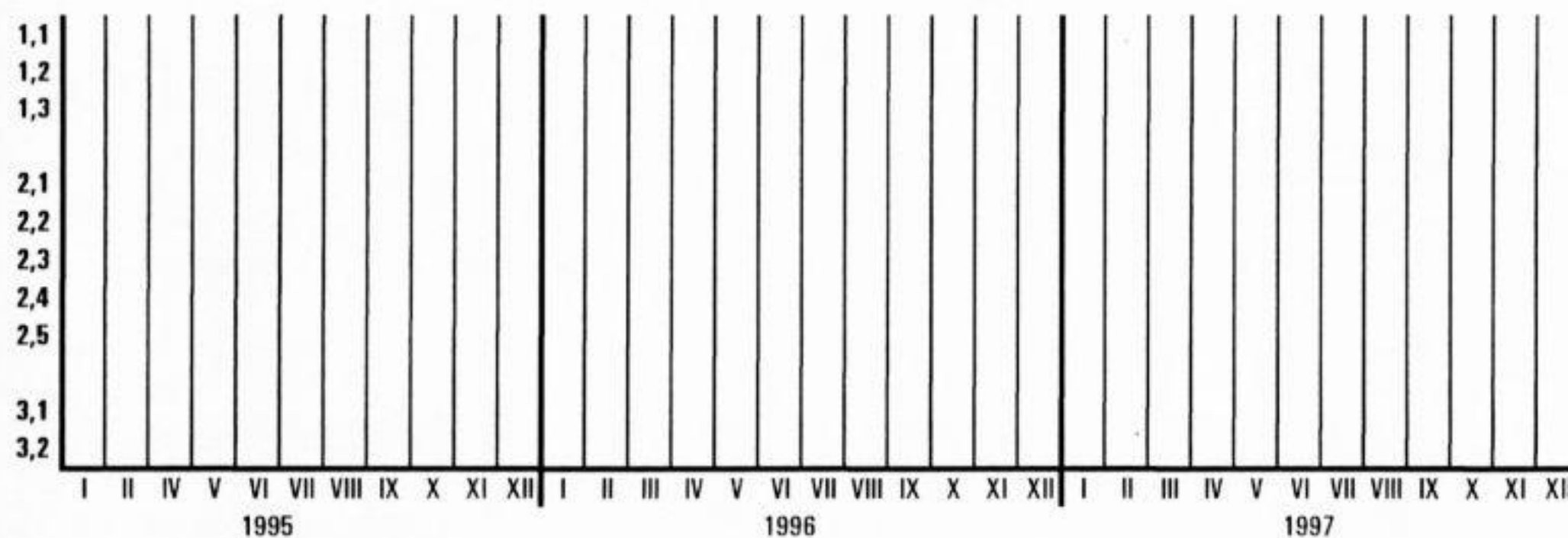
Requirement	Importance	Responsibility	Action tasks	Target Date
Definition of standards for facilities and service by main category <ul style="list-style-type: none"> • Bed and breakfasts • Guest houses/farm houses • Hotels • Camping sites/holiday villages 	High	SSTA Promotion Department/STU	1.1 For each category, commission external specialists to define physical standards and service norms 2.2 Adapt standards to Polish situation 2.3 Publish standards and communicate to interested parties	4/95
Implementation of a grading and accreditation system	Medium	SSTA Promotion Department	2.1 For each category, define appropriate Polish "logo" for grading (e.g. 1-5 star) 2.2 Select Polish and foreign specialist contractors capable of administering a grading & accreditation system (inspections, controls, publications, distribution) 2.3 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 2.4 Secure support funding until system becomes self-financing (for PHARE 2) 2.5 Launch system	4/96
Promotion of new systems and programmes	Low	SSTA Promotion Department	3.1 Develop information materials and promote directly through press, other media and through industry associations 3.2 Support development of directories of accommodation	1/97

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

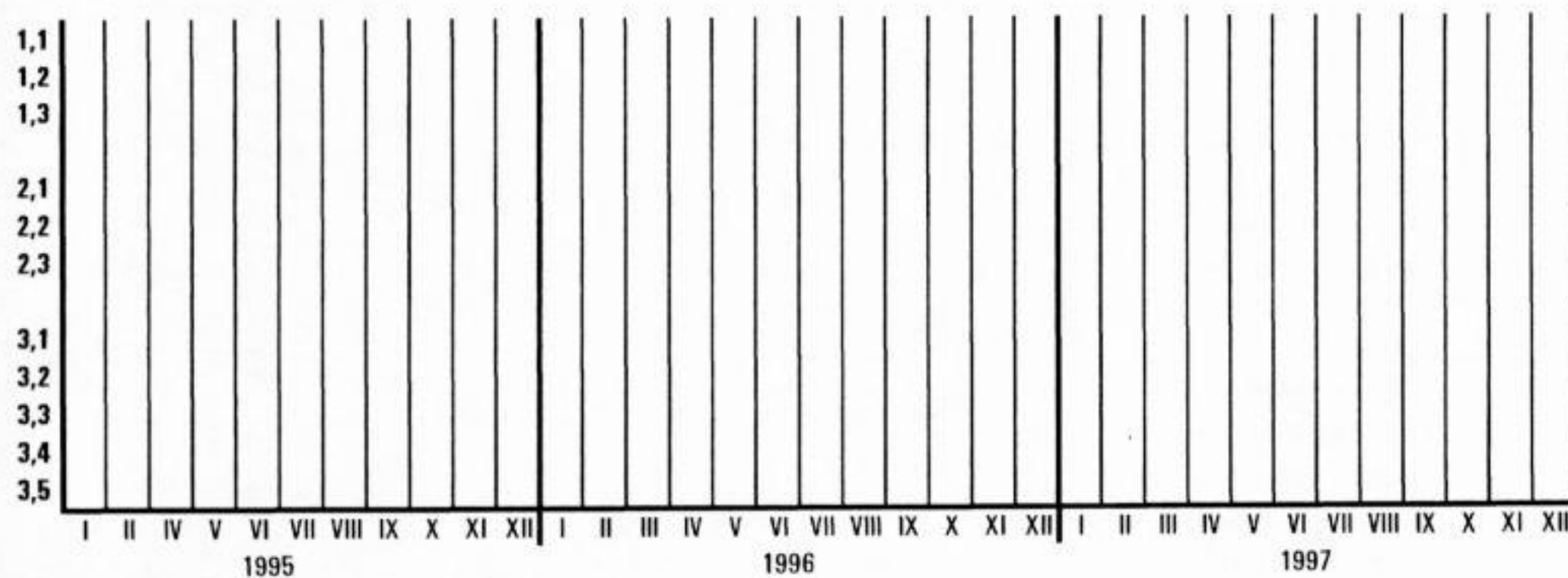
Requirement	Importance	Responsibility	Action tasks	Target Date
Identification of key locations for foreign representative offices <ul style="list-style-type: none"> • primary • secondary (in association with Orbis, LOT or Ministry of External Trade) 	Low	SSTA/PAPT	1.1 Select key outbound markets where a representative office would be desirable, consistent with National Product Development Plan and finance availability, 1.2 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 1.3 Agree foreign network (primary and secondary)	3/95
Specification of roles and responsibilities of foreign representative offices	Low	SSTA/PAPT	2.1 Develop job descriptions, skill profiles and operational priorities for representative offices 2.2 Develop list of target tour operators, travel agents and opinion formers 2.3 Implement agreed promotional programme with STUs and PAPT	1/96
Efficient local Tourism Information offices	Medium	SSTA senior management in support of PAPT / LDOs	3.1 Agree with local voivodship, Chamber of Tourism, PTTK and other authorities the mandate, role and responsibility of local offices 3.2 Where possible, agree one site for tourism offices per location (avoid proliferation) 3.3 Set up shared funding of these offices (including private sector funds) 3.4 Develop appropriate materials, including materials in English, German and other languages 3.5 Set up staff training programmes	1/96

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

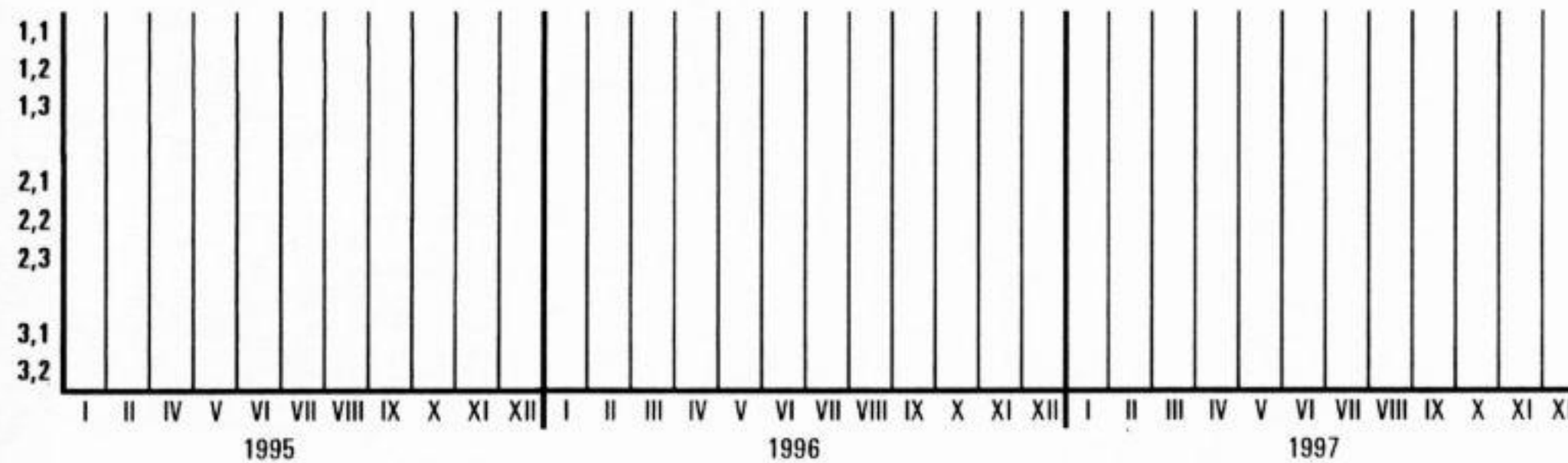
Requirement	Importance	Responsibility	Action tasks	Target Date
Presence in Poland of international operators with high service levels and capability for quality training programmes	Medium	PART SSTA senior management/PART	1.1 Introduce requirement in bidding documents for new projects that operator must have in high quality reputation and effective training programmes 1.2 Give priority in privatisation of facilities to operators with service and training credentials 1.3 Promote Polish tourism to international operators with high quality service reputation (e.g. through Investors Conference and other)	4/97
Emphasis in education and vocational training programmes on customer service	High	SSTA Training staff and STUs	2.1 Review the existing training programs and asses what needs to be done to meet requirements 2.2 Enter into dialogue with Ministry of Education and educational institutions, to agree customer service emphasis in curricula 2.3 Encourage development of customer service trainers and "trainers of trainers"	4/97
Tourism-specific training programmes supported by Government funding	Low	STU teams	3.1 Define criteria under which industry associations will receive "matching funds" for training initiatives 3.2 Secure funding and implement (EC PHARE?)	4/97

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

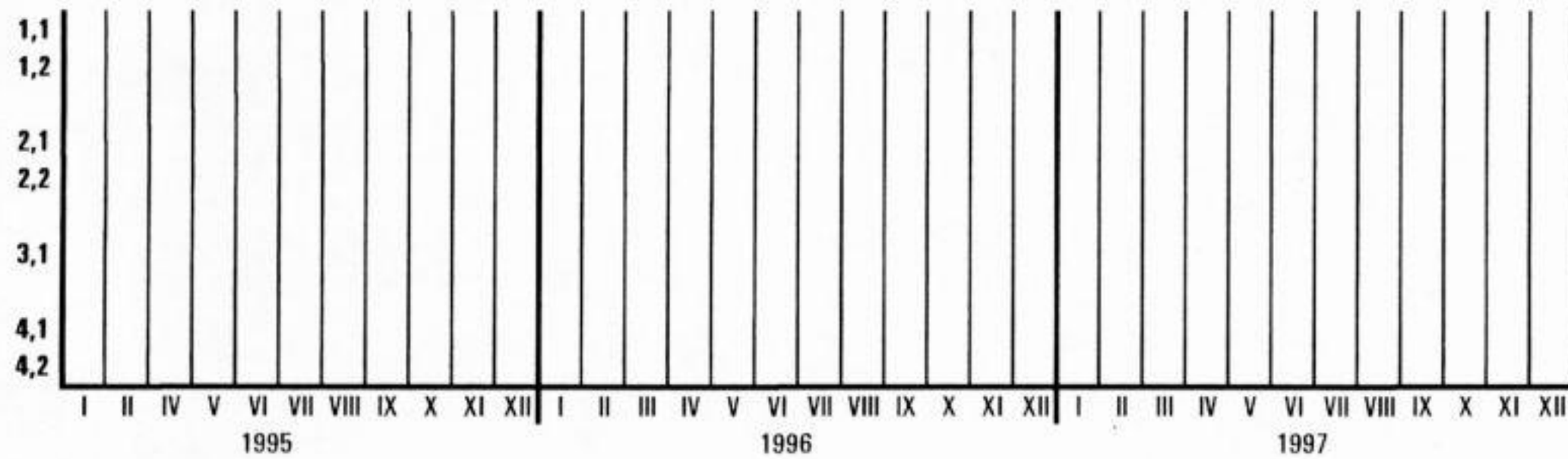
Requirement	Importance	Responsibility	Action tasks	Target Date
An executive structure (LDO) based upon inter-voivodship agreement	High	Members of existing inter-voivodship agreement	1.1 Specify LDO's job descriptions 1.2 Adopt appropriate legal structure	2/95
Financing for local tourism activities	High	LDO	2.1 Promote idea of joint sponsorship of LDO (Gminas, Urząd Wojewódzki, private entrepreneurs) 2.2 Seek SSTA help	3/95
Full time staff	High	LDO	3.1 Identify and recruit tourism professionals who really want to make things happen	3/95
Launch and promotion of new office	High	LDO	4.1 Designate office space and adopt budget 4.2 Invite SSTA product managers to help start activity	3/95

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

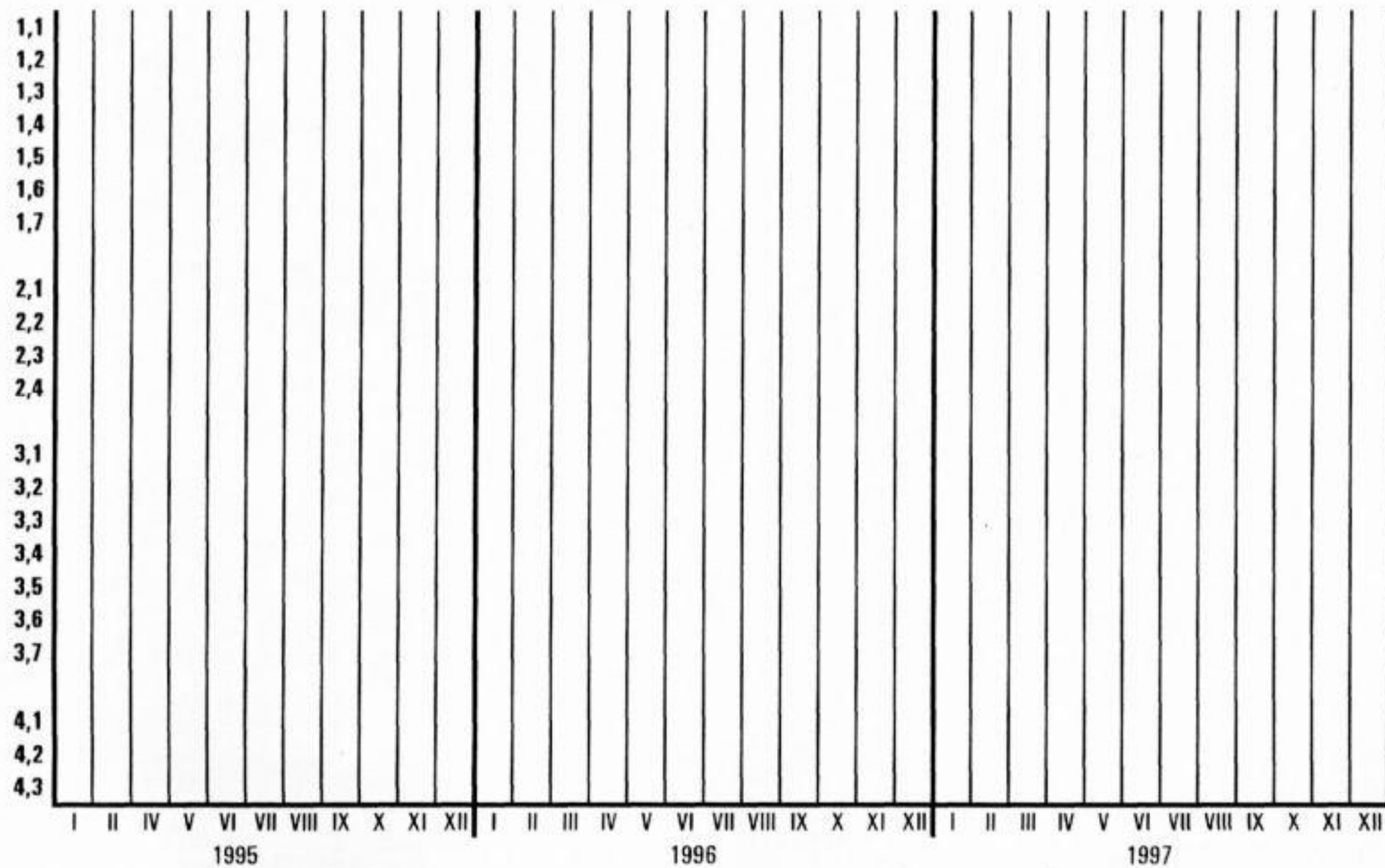
Requirement	Importance	Responsibility	Action tasks	Target Date
Good accommodation	High	LDO / STU / Local Authorities	1.1 Prepare inventory of the existing accommodation 1.2 Define the area's accommodation needs Use "little jewel strategy " to develop accommodation: 1.3 Identify site (e.g. land for camp sites, existing loss-making company- or FWP-owned holiday centres, bungalow sites) 1.4 Acquire for minimal cost 1.5 Define required specifications (e.g. standard, size, price, accompanying facilities, environment protection norms) and terms 1.6 Launch tender procedure 1.7 Select winner and monitor performance	4/96
Diversified activities	Medium	LDO / STU	2.1 Develop local events (outdoor concerts, folklore festivals, accept street performers, sports competitions) 2.2 Create activity centres for children 2.3 Encourage local tourism professionals to organise regular sightseeing trips to nearby areas 2.4 Organise competitions open for everybody	2/96
Appropriate associated infrastructure	Medium	LDO / STU	3.1 Create boardwalks along beachfronts 3.2 Make inventory of the existing restaurants, bars and fast food outlets 3.3 Commission / conduct market research to define local restaurant, bar, fast-food needs 3.4 Encourage local entrepreneurs to create facilities adapted to these needs 3.5 Create sign posted bicycle / fitness circuits 3.6 Make sure bicycle rental is available 3.7 Create weather forecasting information and communication procedures	2/96
Good environmental policy	High	LDO / STU / Local Authorities	4.1 Respect clean beaches standards 4.2 Introduce Blue Flag initiatives 4.3 Reduce visual pollution	2/96

Coastlands Zone - Coastline

Strategic objective 2: Develop selected international-class holiday centres

Action tasks

Action tasks planning



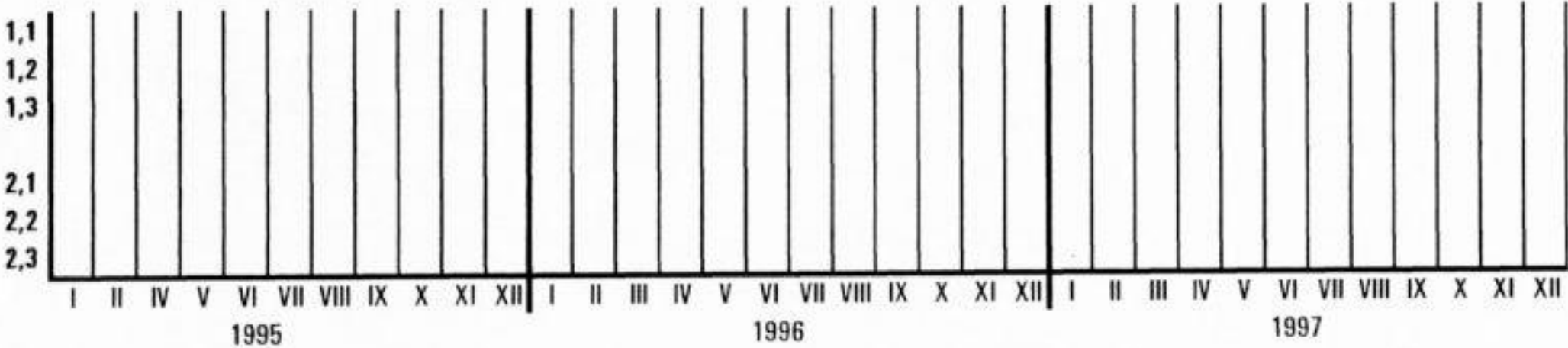
Coastlands Zone: Coastline

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

Requirement	Importance	Responsibility	Action tasks	Target Date
Excellent promotion	Low	LDO / STU	5.1 Adopt "All things for holidays" positioning 5.2 Create brochures consistent with this image (multi lingual brochures must be edited by native speakers) 5.3 Develop close contacts with tour operators	4/96
Competent and client friendly personnel	High	LDO / STU	6.1 Define needs in terms of number and qualifications of specialised personnel: (life guards, first aid paramedics, guides, etc.) 6.2 Establish and implement hiring program 6.3 Train all personnel in customer-oriented attitudes	2/96

Action tasks planning

Action tasks



Coastlands Zone: Tri-City

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

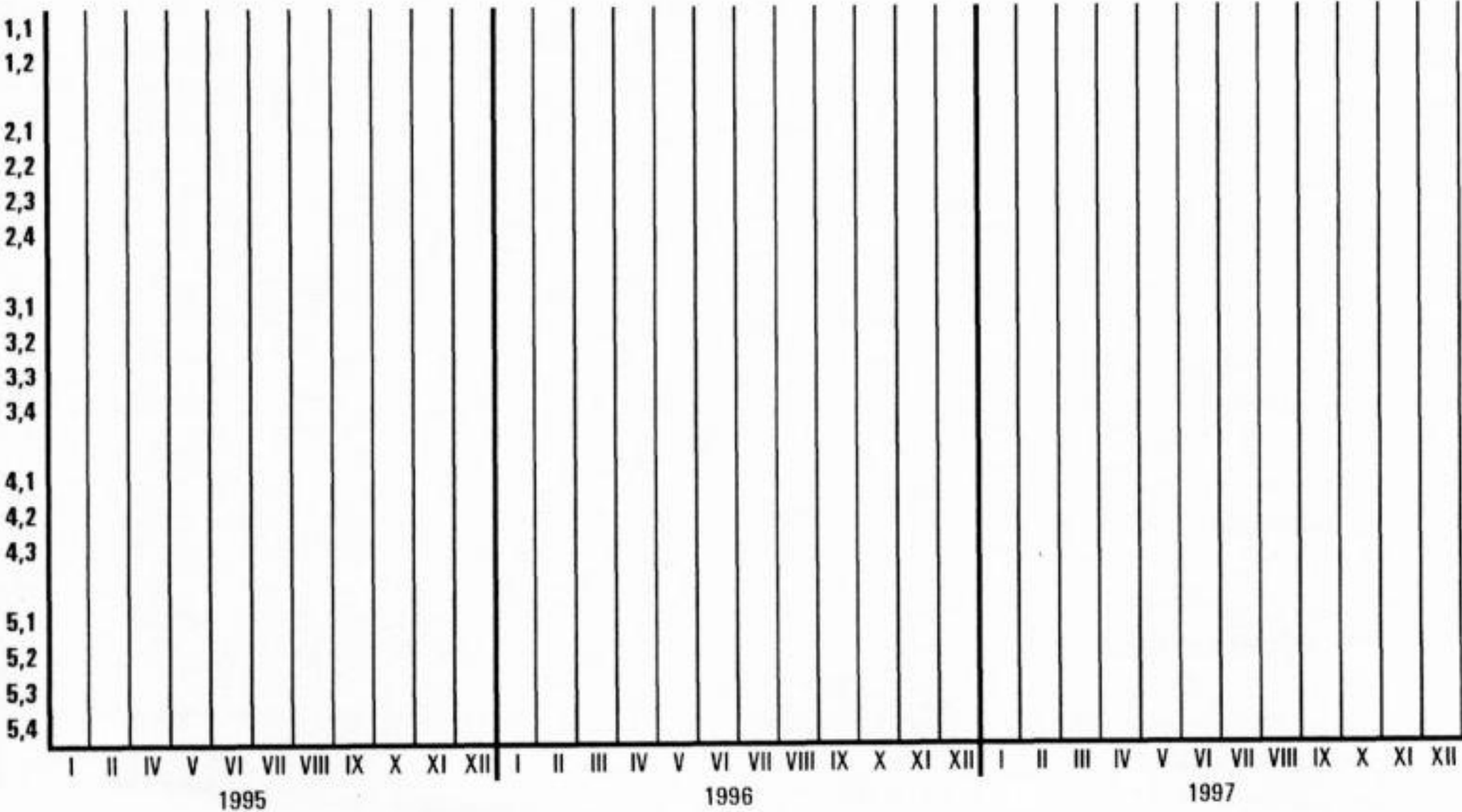
Requirement	Importance	Responsibility	Action tasks	Target Date
Good access	Medium	STU / LDO / LOT LDO / STU / PKP	1.1 Encourage airlines to adapt international flight schedule to week-end travellers' needs (via Warsaw and direct from selected European cities) 1.2 Encourage PKP to develop a network of high speed inter city trains with major Polish agglomerations	4/97
Attractive, well presented tourism product	High	STU / LDO	2.1 Select one or two museums for programmes to make them "user friendly" 2.2 Create self guided tours (sign posts, maps, guidebooks, building plaquing) 2.3 Ensure that main monuments are clean, easy to identify and open to public during reasonable periods (including Sundays, no lunch break) 2.4 Encourage local tourism professionals to develop good quality sightseeing tours on the Tri-city level	2/96
Good transportation	Medium	LDO	3.1 Encourage operators to introduce One Day Travel Card for public transportation 3.2 Make sure clear maps of the city public transportation are freely available for tourists 3.3 Create well sign posted and guarded parking lots near tourism attractions 3.4 Allow tourism coaches to drop their passengers next to tourism attractions	1/97
Well qualified guides	Low	LDO / STU	4.1 Maintain current general good level of city guides 4.2 Develop policy to exclude unqualified guides 4.3 Adopt a single examination and accreditation system	4/95

Coastlands Zone - Tri-City

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)

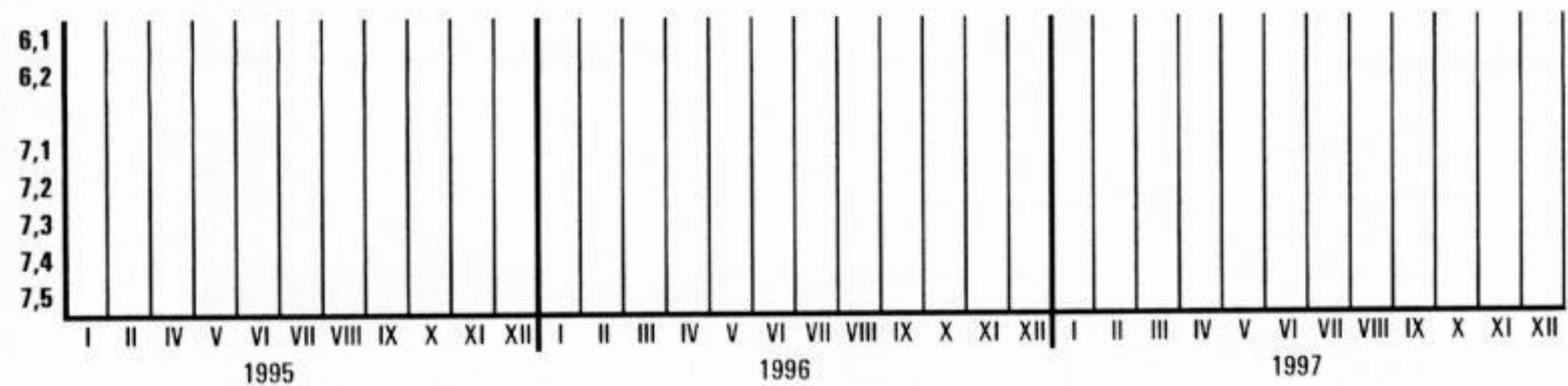
Requirement	Importance	Responsibility	Action tasks	
Efficient tourism information services	High	LDO / STU	5.1 Publish good quality brochures (including multi-lingual brochures, edited by native speakers) 5.2 Define minimum services to be offered by a tourist information centre (e.g. reservation, brochures, information on events, available attractions) 5.3 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) 5.4 Make sure the tourist information centre is easy to find (sign posts)	1/96
Distinctive image	Low	LDO / STU	6.1 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) 6.2 Base city's promotion on these events	4/97
Quality tourist-class accommodation	Medium	LDO / STU / Local Authorities	7.1 Identify sites for 2-3 star hotels (land only or with facilities needing upgrading) both inside the city and outside 7.2 Clarify property status 7.3 Define require specifications (size, standard, price, accompanying facilities, etc.) 7.4 Launch tender procedure 7.5 Select winner and monitor performance	4/97

Coastlands Zone - Tri-City

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

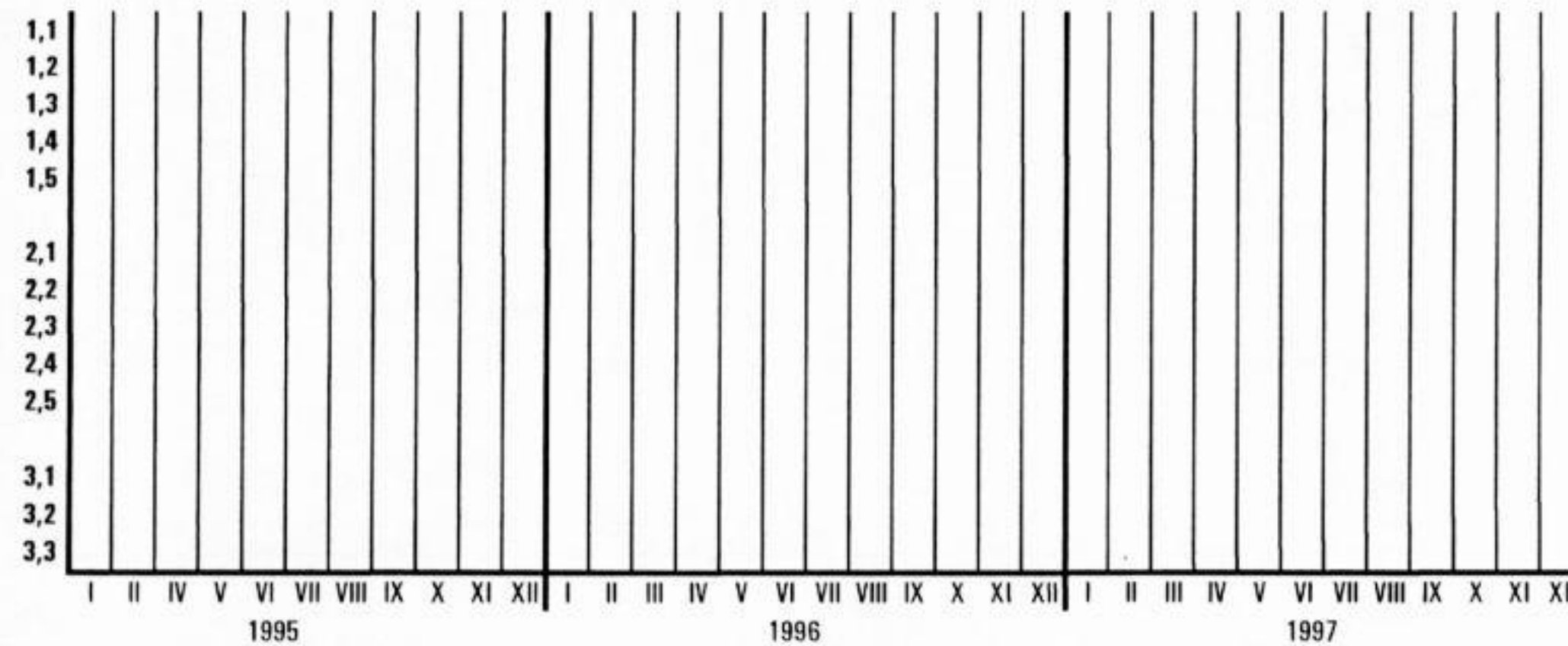
Requirement	Importance	Responsibility	Action tasks	Target Date
Modern leisure and retailing facilities	High	Local Authorities / LDO / STU	1.1 Identify sites near ferry boat terminals 1.2 Create a "Leisure and Retailing Development Company" with the local authorities and developers as shareholders 1.3 Commission feasibility study for leisure and retailing centres 1.4 Identify operating company 1.5 Sign a long lease contract	4/96
Green routes encouraging transient visitors to stop over	Medium	STU / LDO	2.1 Create countryside itineraries enabling tourists to avoid the main roads 2.2 Place well-designed and well-located sign posts 2.3 Publish maps, guidebooks and brochures 2.4 Make sure these publications are easily available for tourists 2.5 Provide know how, and encourage local entrepreneurs to create restaurants, bed and breakfasts, motels, etc. along these Green Routes	2/97
Good road infrastructure, services and safety	Medium	Local Authorities / LDO / STU	3.1 Improve traffic, personal safety and increase number of Police patrols 3.2 Encourage local entrepreneurs to upgrade standard of the existing filling stations, motels, fast foods, restaurants to the required level 3.3 Provide selective grant aid assistance, if available	4/97

Coastlands Zone - Tri-City and major routes

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

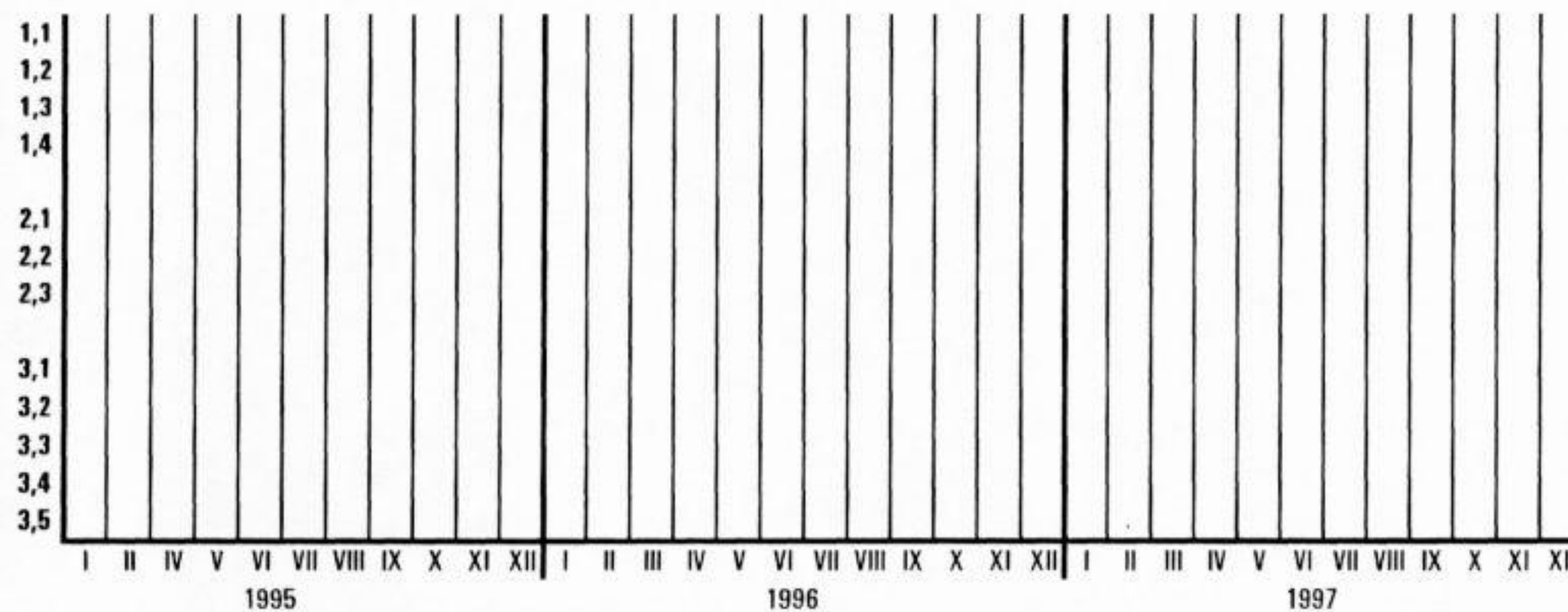
Requirement	Importance	Responsibility	Action tasks	Target Date
Appropriate accommodation	High	STU / LDO	1.1 Contact an internationally recognised grading agency (e.g. ADAC, Michelin, Bord Failte) and secure interest to provide grading services 1.2 Commission a selected agency to create a grading system 1.3 Inform/train farmers on required standards of facility and potential benefits 1.4 Provide farmers with financial incentives to create accommodation	1/96
Accompanying attractions	Medium	STU / LDO	2.1 Encourage gminas to develop hand crafts, local fairs, etc. 2.2 Ensure that local attractions (e.g. windmills, small museums) are well-presented and are tourist "user friendly" 2.3 Introduce "Clean Village" initiatives with financial or promotional incentives for winners	2/96
Excellent promotion	Medium	STU / LDO/ PAPT	3.1 Use selected ADAC, Michelin or Bord Failte logos as promotional tool 3.2 Publish a comprehensive catalogue describing all the locations and facilities 3.3 Contact specialised tour operators from targeted markets 3.4 Organise study tours for tour operators 3.5 Provide "matching funds" for promotional initiatives meeting defined criteria (if funds available)	2/97

Coastlands Zone : Kaszuby

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

Action tasks

Action tasks planning



Coastlands Zone : Drawsko Lakeland

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

Requirement	Importance	Responsibility	Action tasks	Target Date
Good accommodation	High	LDO / STU / Local Authorities	1.1 Prepare inventory of existing accommodation 1.2 Define the area's accommodation needs Use "little jewel strategy" to develop accommodation: 1.3 Identify site (e.g. land for campsite, existing loss-making company- or FWP-owned holiday centre, bungalow site, etc.) 1.4 Acquire for minimal cost 1.5 Define required specifications (standard, size, price, accompanying facilities, environment protection norms) and terms 1.6 Launch tender procedure 1.7 Select winner and monitor performance	4/96
Diversified activities	Medium	LDO / STU	2.1 Develop local events (outdoor concerts, folklore festivals, street performances, sports competitions) 2.2 Create activity centres for children 2.3 Encourage local tourism professionals to organise regular sightseeing trips to nearby areas 2.4 Organise competitions open for everybody	2/96
Appropriate associated infrastructure	Medium	LDO / STU	3.1 Create boardwalks along lakesides 3.2 Make inventory of the existing restaurants, bars and fast food outlets 3.3 Commission / conduct market research to define local restaurant, bar, fast-food needs 3.4 Encourage local entrepreneurs to create facilities adapted to these needs 3.5 Create sign posted bicycle / canoeing / fitness circuits 3.6 Ensure that boat / canoe / bicycle rentals are available 3.7 Create weather forecasting information and communication procedures	2/96
Good environmental policy	High	LDO / Local Authorities	4.1 Define, publicise and ensure the respected clean lakes standards 4.2 Introduce Clean Village initiatives 4.3 Reduce visual pollution through co-ordinated programmes	2/96
Excellent promotion	Low	LDO / STU	5.1 Adopt "All things for holidays" positioning 5.2 Create brochures consistent with this image (including multi lingual brochures, must be edited by native speakers) 5.3 Develop close contacts with tour operators	4/96
Competent and client friendly personnel	High	LDO / STU	6.1 Define needs in terms of number and qualifications of specialised personnel (e.g. sports instructors, life guards, first aid paramedics, guides) 6.2 Establish and implement hiring programme 6.3 Train all personnel in customer-oriented attitudes	2/96

Strategic objective 1 : Develop holiday centres

Coastlands Zone: Szczecin

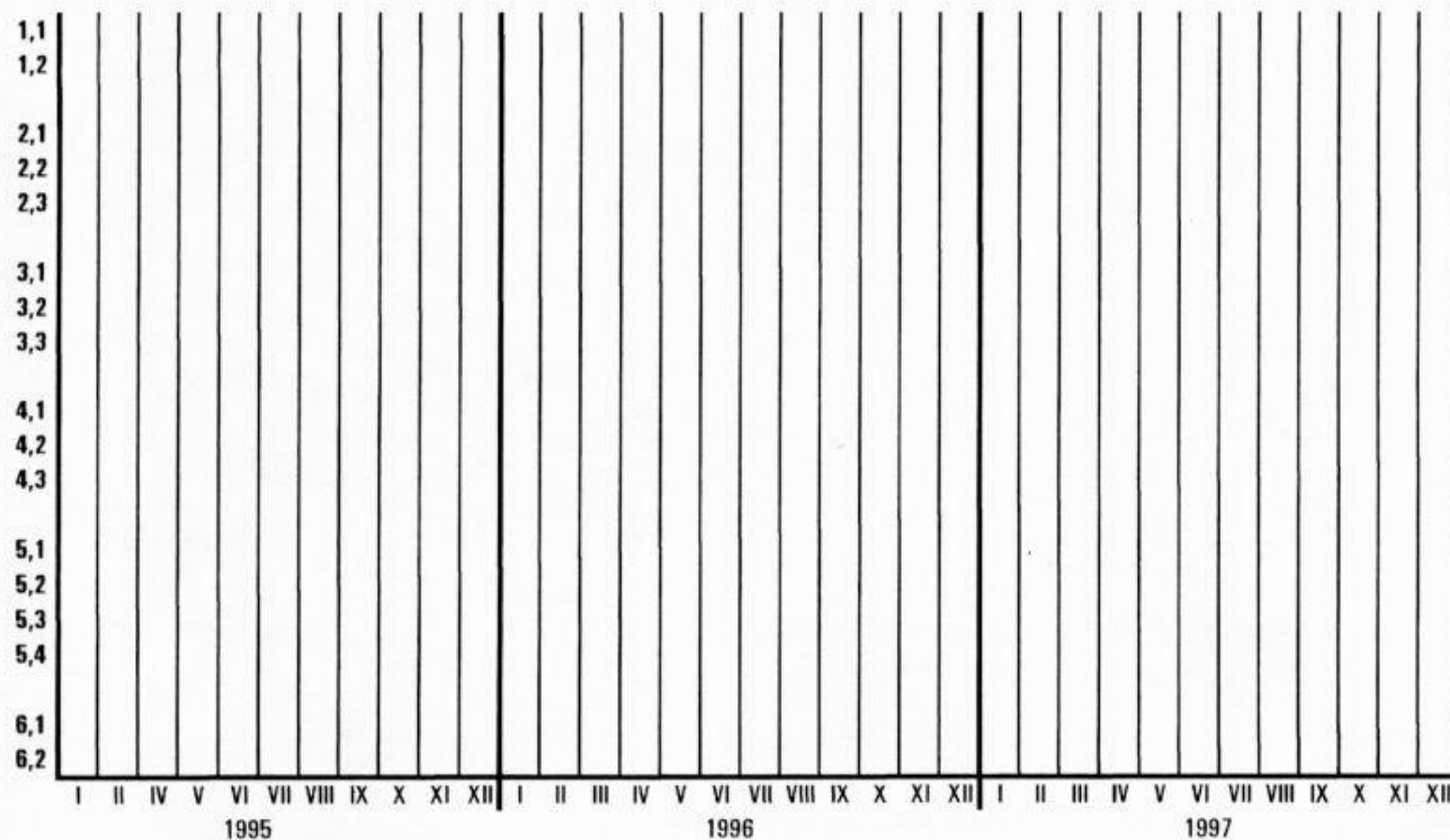
Strategic objective 1: Develop into a General Interest Tourism destination

Requirement	Importance	Responsibility	Action tasks	Target Date
Good access	Medium	STU / LDO / LOT LDO / STU / PKP	1.1 Encourage airlines to adapt international and domestic flight schedule to week-end traveller's needs (via Warsaw and direct from selected European cities) 1.2 Encourage PKP to develop a network of high speed inter city trains with major Polish agglomerations	4/97
Attractive, well presented tourism product	High	STU / LDO	2.1 Select one or two museums for programmes to make them "user friendly" 2.2 Create self guided tours (sign posts, maps, guidebooks, building plaquing) 2.3 Ensure that main monuments are clean, easy to identify and open to public during reasonable hours (including Sundays, no lunch break)	2/96
Good transportation	Medium	LDO	3.1 Encourage operators to introduce One Day Travel Card for public transportation 3.2 Make sure clear maps of the city public transportation are freely available 3.3 Create well sign posted and guarded parking lots near tourism attractions	1/97
Well qualified guides	Low	LDO / STU	4.1 Maintain current general good level of city guides 4.2 Develop policy to keep off unprofessional individuals 4.3 Adopt a single examination and accreditation system	4/95
Efficient tourism information services	High	LDO / STU	5.1 Publish good quality brochures (including multi-lingual brochures, edited by native speakers) 5.2 Define minimum services to be offered by a tourist information centre (e.g. reservation, brochures, information on events, available attractions) 5.3 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) 5.4 Make sure the tourist information centre is easy to find (sign posts)	1/96
Distinctive image	Low	LDO / STU / PAPT	6.1 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) 6.2 Base city's promotion on these events	4/97

Coastlands Zone : Szczecin

Strategic objective 1 : Develop into a General Interest Tourism Destination

Action tasks planning



Coastlands Zone: Szczecin

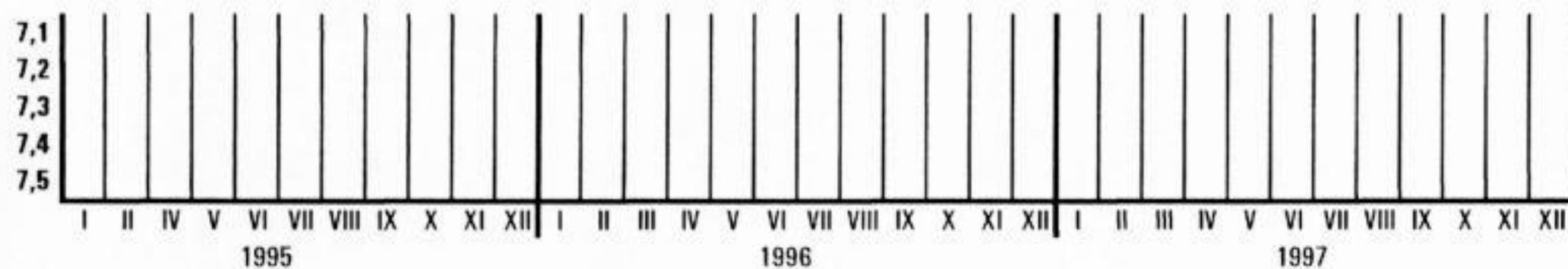
Strategic objective 1: Develop into a General Interest Tourism destination (continued)

Requirement	Importance	Responsibility	Action tasks	Target Date
Quality tourist-class accommodation	Medium	LDO / STU / Local Authorities	7.1 Identify sites for 2-3 star hotels (land only or with facilities needing upgrading) both inside the city and outside 7.2 Clarify property status 7.3 Define require specifications (size, standard, price, accompanying facilities, etc.) and terms 7.4 Launch tender procedure 7.5 Select winner and monitor performance	4/97

Coastlands Zone : Szczecin

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

Action tasks planning



Coastlands Zone: Szczecin

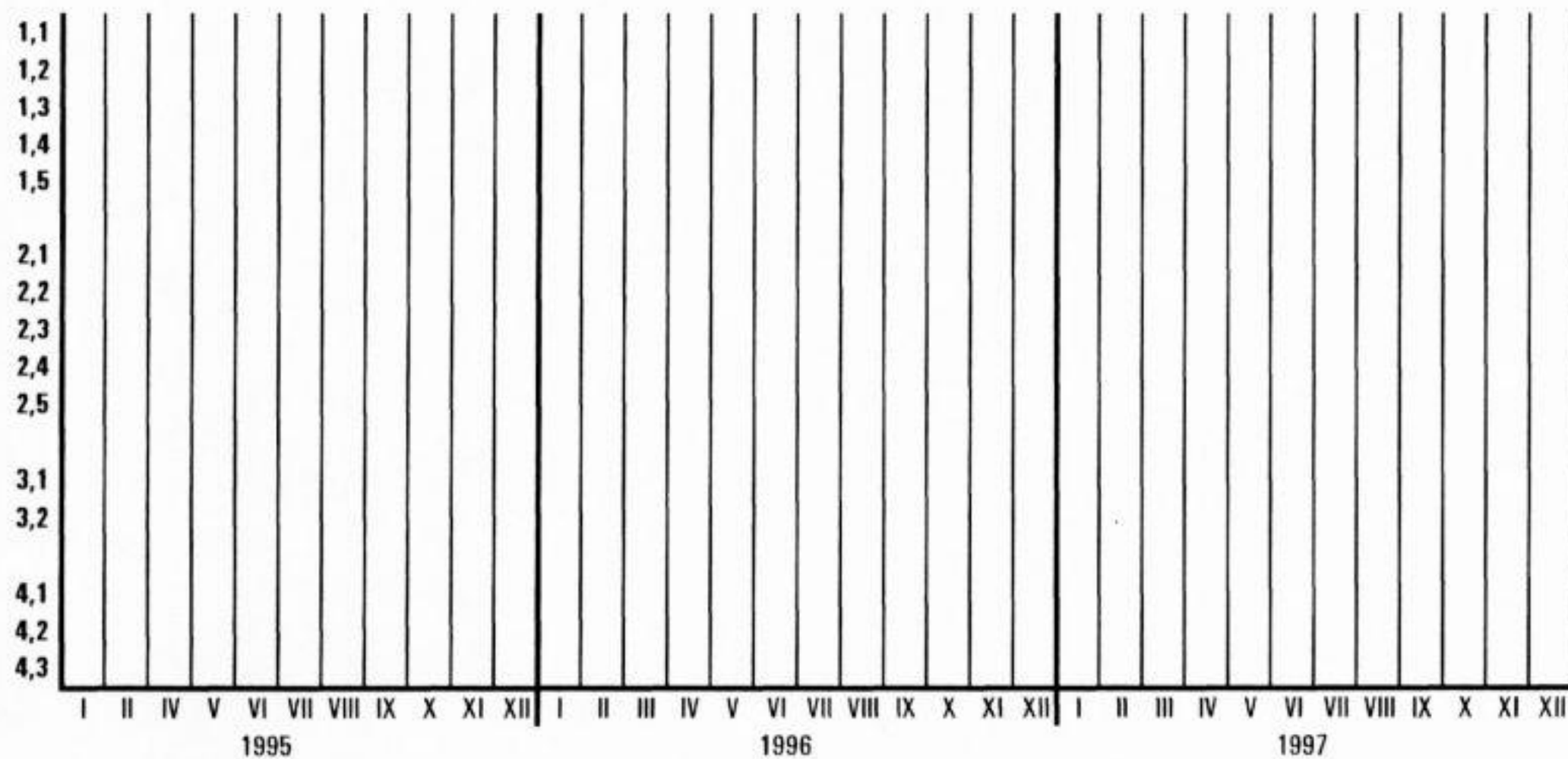
Strategic objective 2: Increase value added from transient and cross border tourism

Requirement	Importance	Responsibility	Action tasks	Target Date
Modern leisure and retailing facilities	High	Local Authorities / LDO / STU	1.1 Identify two sites near major border crossing points 1.2 Create a "Leisure and Retailing Development Company" with the local authorities and developers as shareholders 1.3 Commission feasibility study for leisure and retailing centres 1.4 Identify operating company 1.5 Sign long lease contract	4/96
Green routes encouraging transient visitors to stop over	Medium	STU / LDO	2.1 Create countryside itineraries enabling tourists to avoid the main road 2.2 Place well-designed and well-located sign posts 2.3 Publish maps, guidebooks and brochures 2.4 Make sure these publications are easily available for every tourist 2.5 Provide know how, and encourage local entrepreneurs to create restaurants, bed and breakfasts, motels, etc. along these Green Routes	2/97
Good road infrastructure, services and safety	Medium	Local Authorities / LDO / STU	3.1 Improve traffic, personal safety and increase number of Police patrols 3.2 Encourage local entrepreneurs to upgrade standard of the existing filling stations, motels, fast foods, restaurants to the required level	4/97
User friendly border crossings	High	Local Authorities / LDO	4.1 Create separate freight and tourist channels at border crossing points 4.2 Increase border crossing points' capacity 4.3 Train personnel in customer-oriented attitudes	1/97

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

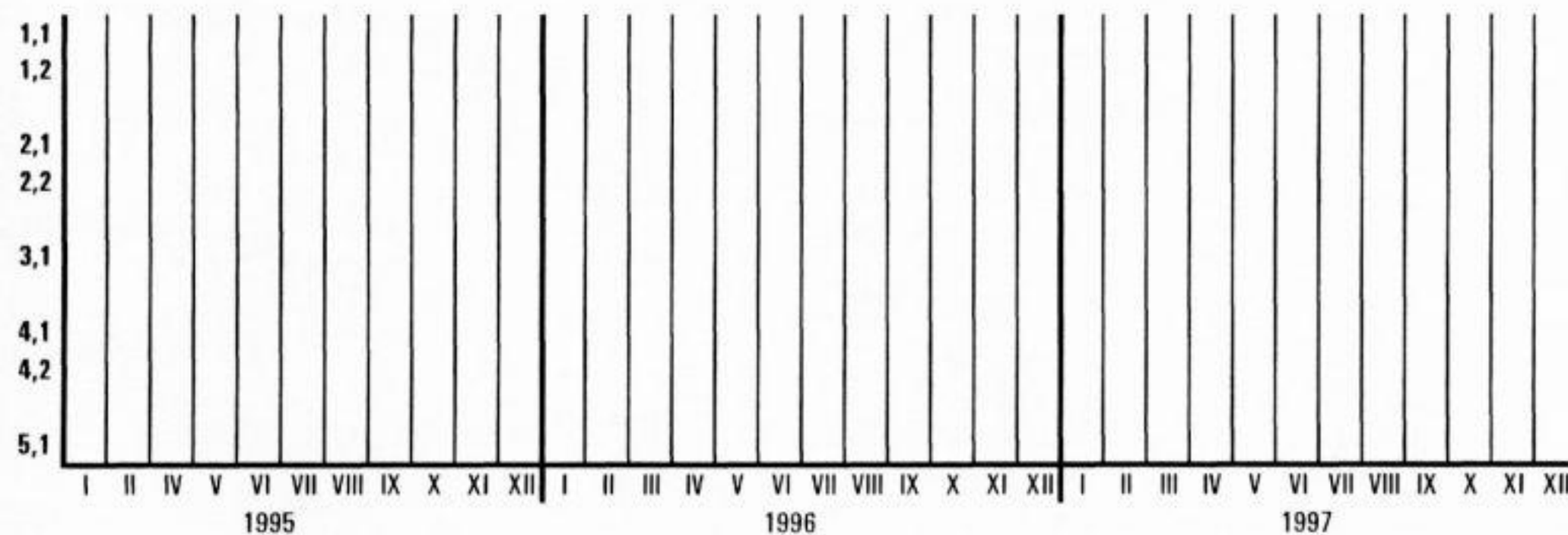
Strategic objective 1: Create effective regional structure for organisation of tourism

Requirement	Importance	Responsibility	Action tasks	Target Date
An executive structure (LDO) based upon inter-voivodship agreement	High	Members of existing inter-voivodship agreement	1.1 Specify LDO's job descriptions, clearly specifying executive tasks, and lobbying role in supporting regional tourism development 1.2 Adopt appropriate legal structure	2/95
Financing for local tourism activities	High	LDO	2.1 Promote idea of joint sponsorship of LDO (Gminas, Urząd Wojewódzki, private entrepreneurs) 2.2 Seek SSTA assistance	3/95
Full time staff	High	LDO	3.1 Identify and recruit tourism professionals who really want to make things happen	3/95
Launch and promotion of new office	High	LDO	4.1 Designate office space and adapt budget 4.2 Invite SSTA product managers to help start activity	3/95
Regional tourism development objectives	High	LDO / voivodship authorities / gminas / tourism operators	5.1 Prepare and sign an agreement on long term tourism development objectives	3/95

Lakelands Zone

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

Action tasks planning



Lakelands Zone

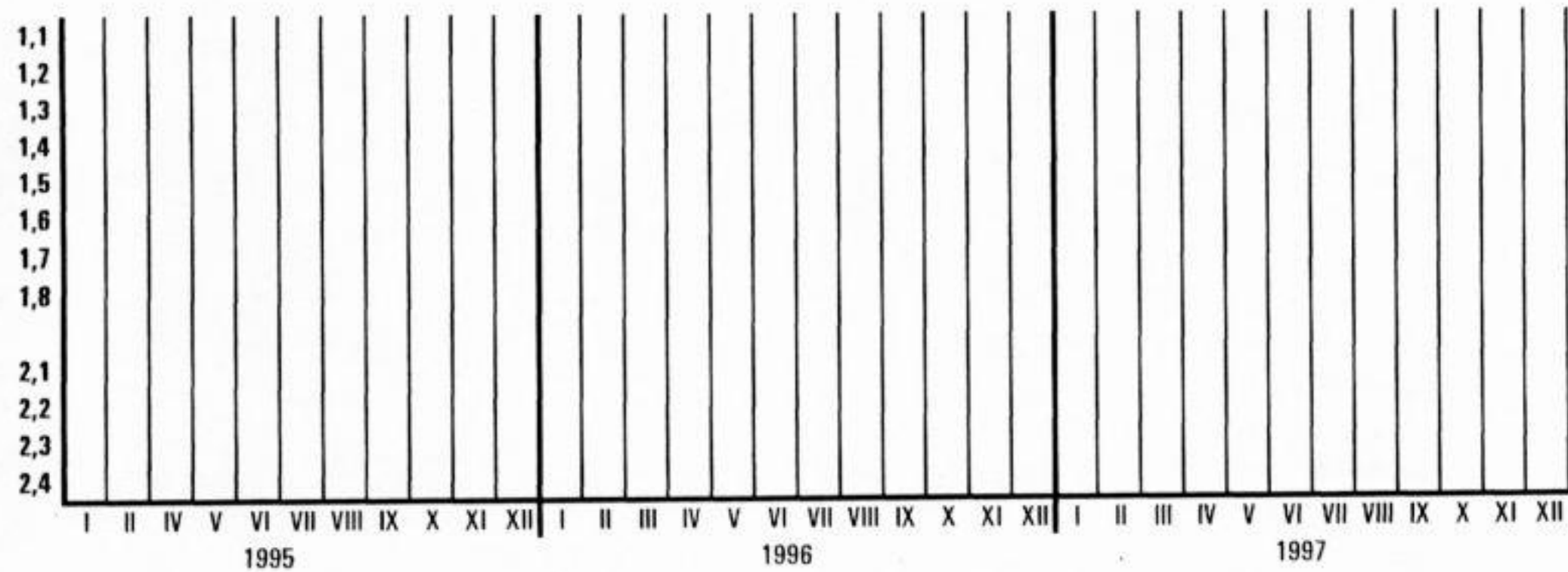
Strategic objective 2: Develop international-class holiday centres without compromising the environment

Requirement	Importance	Responsibility	Action tasks	Target Date
Good accommodation	High	LDO / STU / Local Authorities	1.1 Prepare inventory of the existing accommodation including B&B, guest rooms and farmhouses 1.2 Define the area's accommodation needs Use "little jewel strategy " to develop accommodation: 1.3 Identify site (e.g. land for camp sites, existing loss-making company- or FWP-owned holiday centre, bungalow sites) 1.4 Acquire for minimal cost 1.5 Define required specifications (e.g. standard, size, price, accompanying facilities, environment protection norms) and terms 1.6 Launch tender procedure 1.7 Select winner and monitor performance 1.8 Upgrade the existing mainstream guest rooms offer: - cooperate with other voivodships on development of an accreditation system - define required standards and adopt a grading system	4/96
Diversified activities	Medium	LDO / STU	2.1 Develop local events (outdoor concerts, folklore festivals, street performances, sports competitions) 2.2 Create activity centres for children 2.3 Encourage local tourism professionals to organise regular sightseeing trips to nearby areas 2.4 Organise competitions open for everybody	2/96

Lakelands Zone

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

Action tasks planning



Lakelands Zone

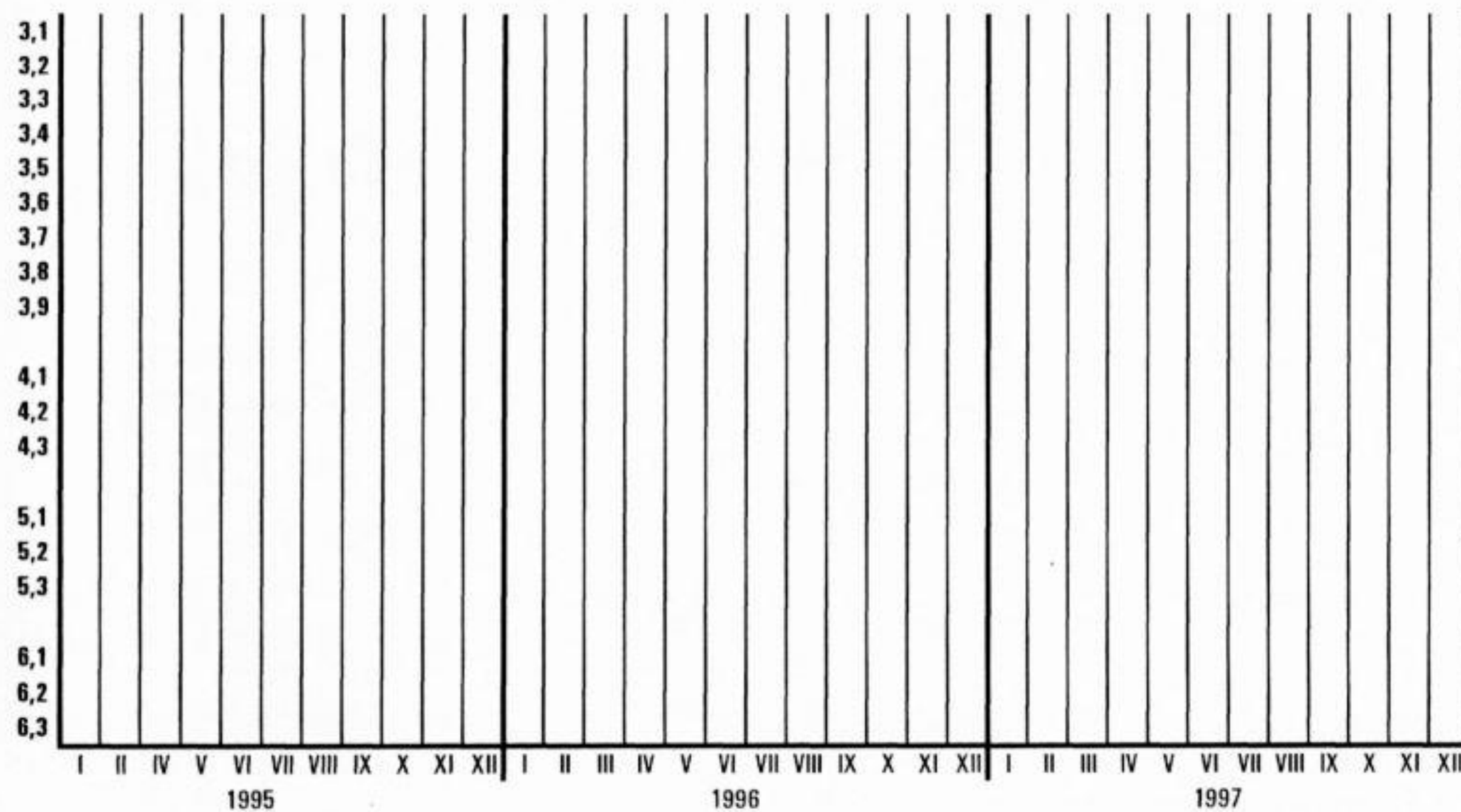
Lakelands Zone

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

Requirement	Importance	Responsibility	Action tasks	Target Date
Appropriate associated infrastructure	Medium	LDO / STU	3.1 Create boardwalks along lakesides 3.2 Make inventory of the existing restaurants, bars and fast foods 3.3 Commission / conduct market research to define local restaurant, bar, fast-food needs 3.4 Promote used STRUDER-Fund money to encourage local entrepreneurs to create facilities adapted to these needs 3.5 Prepare an inventory of tourism paths and define needs for upgrading the existing / creating new ones 3.6 Create sign posted bicycle / canoeing / fitness circuits (use STRUDER-fund money to finance these works) 3.7 Ensure that boat / canoe / bicycle rental are available 3.8 Create weather forecasting information and communication procedures 3.9 Create parking and rest facilities with tourism information boards and a public phones along main roads	2/96
Good environmental policy	High	LDO	4.1 Define, publicise and ensure the respect of clean lakes standards 4.2 Introduce Clean Village initiatives 4.3 Reduce visual pollution	2/96
Excellent promotion	Low	LDO / STU / PAPT	5.1 Adopt "All things for holidays" positioning 5.2 Create brochures consistent with this image (including multi-lingual brochures edited by native speakers) 5.3 Develop close contacts with tour operators	4/96
Competent and client friendly personnel	High	LDO / STU	6.1 Define needs in terms of number and qualifications of specialised personnel (e.g. sports instructors, life guards, first aid paramedics, guides) 6.2 Establish and implement hiring programme 6.3 Train all personnel in customer oriented attitudes	2/96

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

Action tasks planning



Lakelands Zone

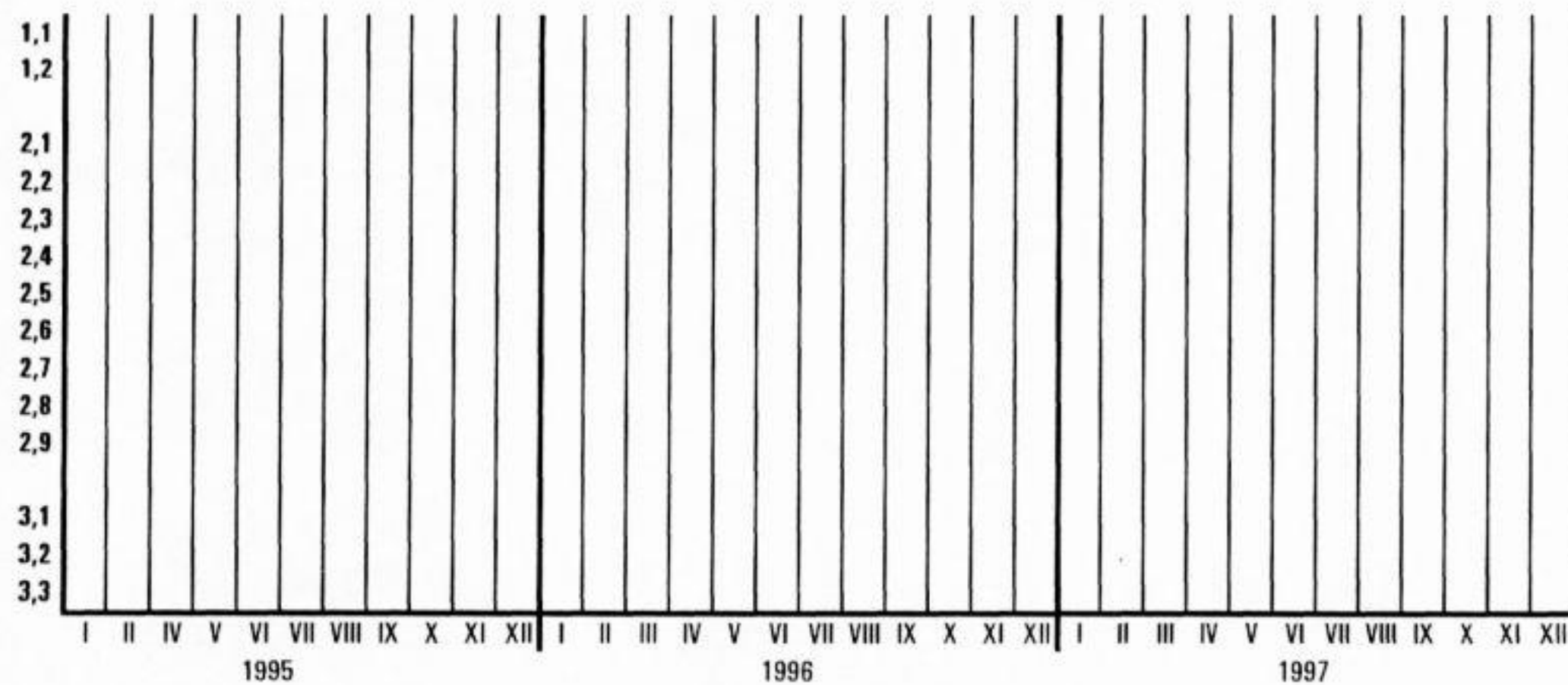
Strategic objective 3: Exploit Special Interest Tourism potential

Requirement	Importance	Responsibility	Action tasks	Target Date
Activities based on first class natural assets	High	LDO / STU	1.1 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 1.2 Focus on 2-3 of the most promising activities	4/95
Appropriate infrastructure	High	LDO / STU / Local Authorities	2.1 Prepare inventory of the existing infrastructure 2.2 Define needs in terms of infrastructure 2.3 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) 2.4 Encourage operators to introduce barges rental and develop necessary associated infrastructure 2.5 Maintain Kanał Augustowski locks in good condition 2.6 Negotiate with Belarus and Lithuania to open Kanał Augustowski for tourism 2.7 Use international grant aid money to maintain Kanał Augustowski in good condition 2.8 Design cross country skiing circuits of varying length and difficulty 2.9 Promote use of STRUDER Fund money to encourage local entrepreneurs to invest in tourism-related infrastructure	4/96
Good promotion	Medium	LDO / STU / PAPT	3.1 Develop a pre-packaging document, listing available local facilities as service to tour operators 3.2 Develop contact with specialised tour operators and associations 3.3 Publish good quality guidebooks and themed maps	1/97

Lakelands Zone

Strategic objective 3 : Exploit Special Interest Tourism potential

Action tasks planning



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

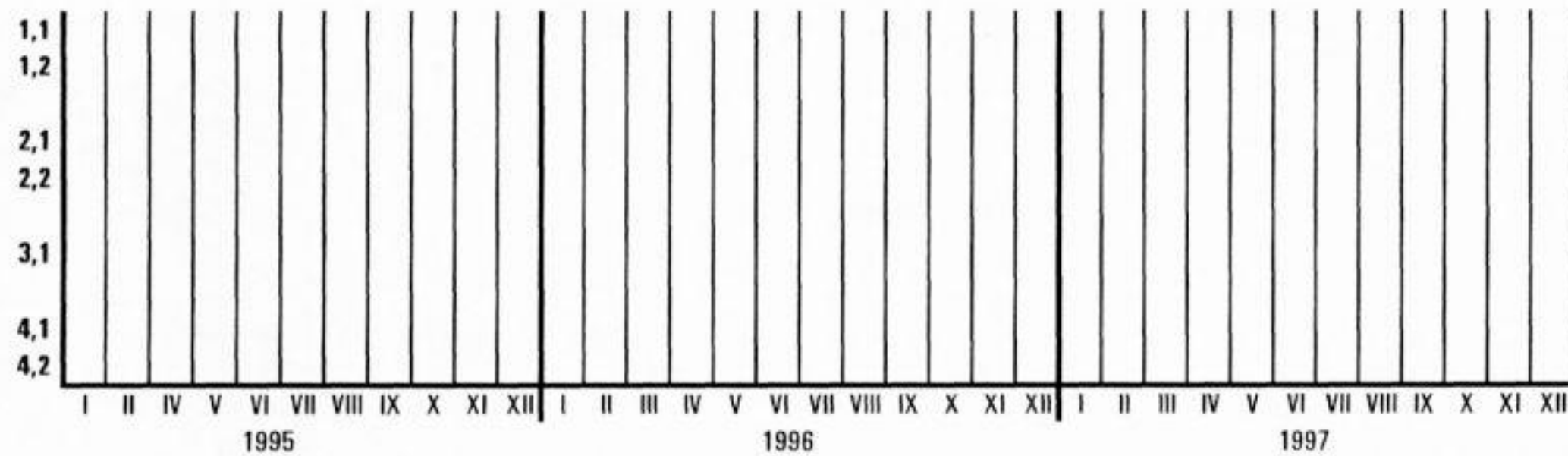
Strategic objective 1: Create effective regional structure for organisation of tourism

Requirement	Importance	Responsibility	Action tasks	Target Date
An executive structure (LDO) based upon inter-voivodship agreement	High	Members of existing inter-voivodship agreement	1.1 Specify LDO's job descriptions 1.2 Adopt appropriate legal structure	2/95
Financing for local tourism activities	High	LDO	2.1 Promote idea of joint sponsorship of LDO (Gminas, Urząd Wojewódzki, private entrepreneurs) 2.2 Seek SSTA assistance	3/95
Full time staff	High	LDO	3.1 Identify and recruit tourism professionals who really want to make things happen	3/95
Launch and promotion of new office	High	LDO	4.1 Designate office space and adopt budget 4.2 Invite SSTA product managers to help start activity	3/95

Western Borderland Zone

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

Action tasks planning



Western Borderland Zone: Poznań and Ziemia Lubuska

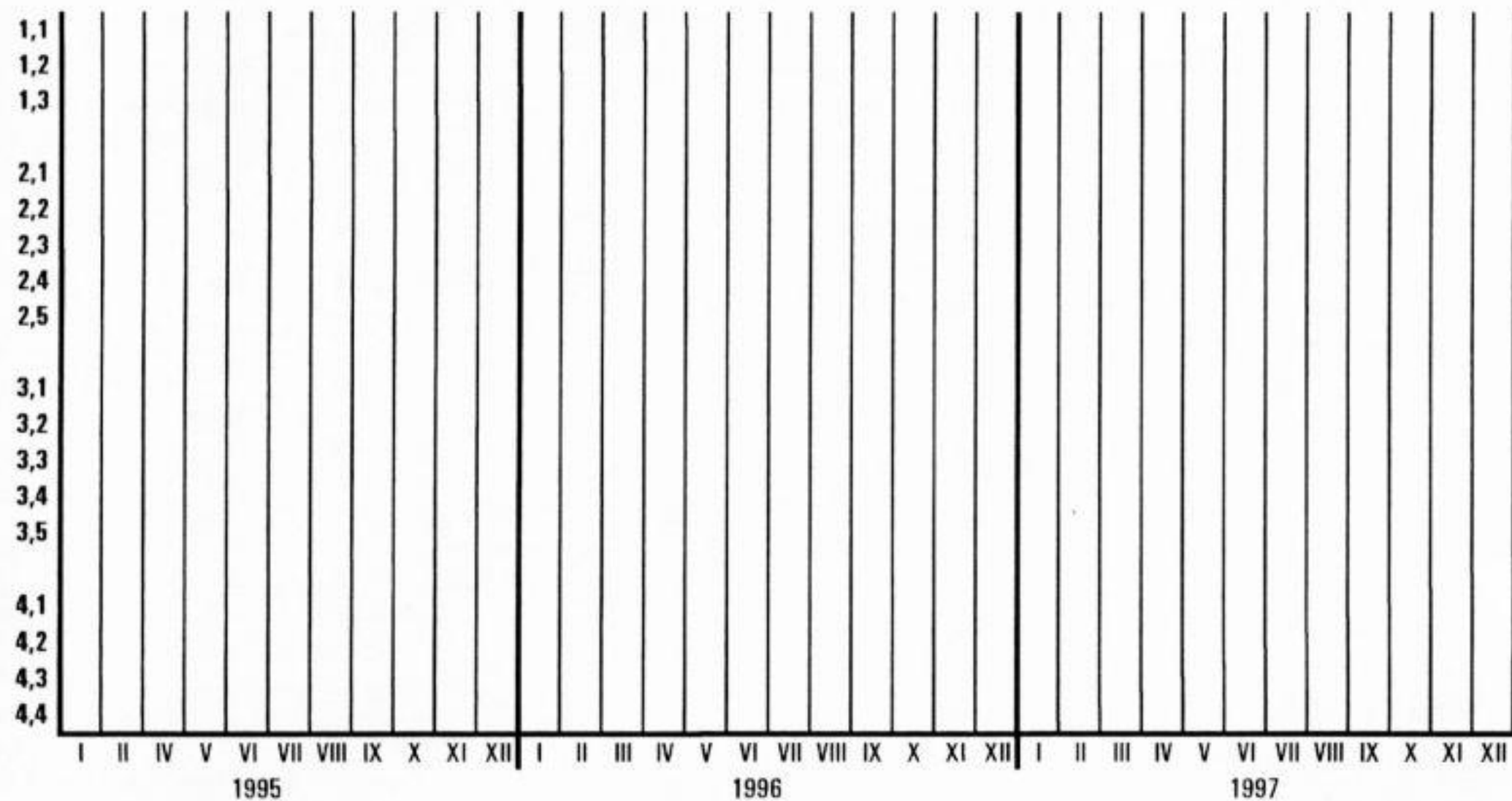
Strategic objective 2: Develop Ziemia Lubuska as a short break tourism destination to serve Poznań and German residents

Requirement	Importance	Responsibility	Action tasks	Target Date
Good access	High	LDO / STU / PKS / PKP / Local Authorities	1.1 Encourage train and bus operators to develop week-end connections from Poznań to 2-3 selected locations in Ziemia Lubuska 1.2 Create good quality, environmentally friendly parking and rest facilities 1.3 Introduce train+bike and coach+bike formule	1/96
Wide range of activities	Medium	LDO / STU / Local Authorities	2.1 Create cycling trails and sign-posted circuits 2.2 Publish maps and good quality guidebooks 2.3 Organise events like "The Ziemia Lubuska Triathlon Grand Prix" and advertise widely 2.4 Develop other small infrastructure (e.g. swimming pools, fitness circuits, walking trails, nature discovery paths) 2.5 Organise open air exhibitions, veteran car rallies, invite artists to exhibit etc.	3/96
Appropriate accommodation	Medium	LDO / STU / Local Authorities	Use "little jewel strategy " to develop accommodation: 3.1 Identify site (e.g. land only, existing loss-making company- or FWP-owned holiday centres, bungalow sites, etc.) 3.2 Acquire for minimal cost 3.3 Define required specifications (standard, size, price, accompanying facilities, environment protection norms) and terms 3.4 Launch tender procedure 3.5 Select winner and monitor performance	2/97
Associated facilities	Medium	LDO / STU	4.1 Create local tourism information points open during the week-ends 4.2 Define quality standards for all types of facilities 4.3 Encourage local entrepreneurs to develop restaurants, fast foods, bicycle, kayak, windsurfing rentals which respect defined quality standards 4.4 Run week-end and high season first aid centres	1/97

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**

Action tasks planning



Western Borderland Zone: Poznań

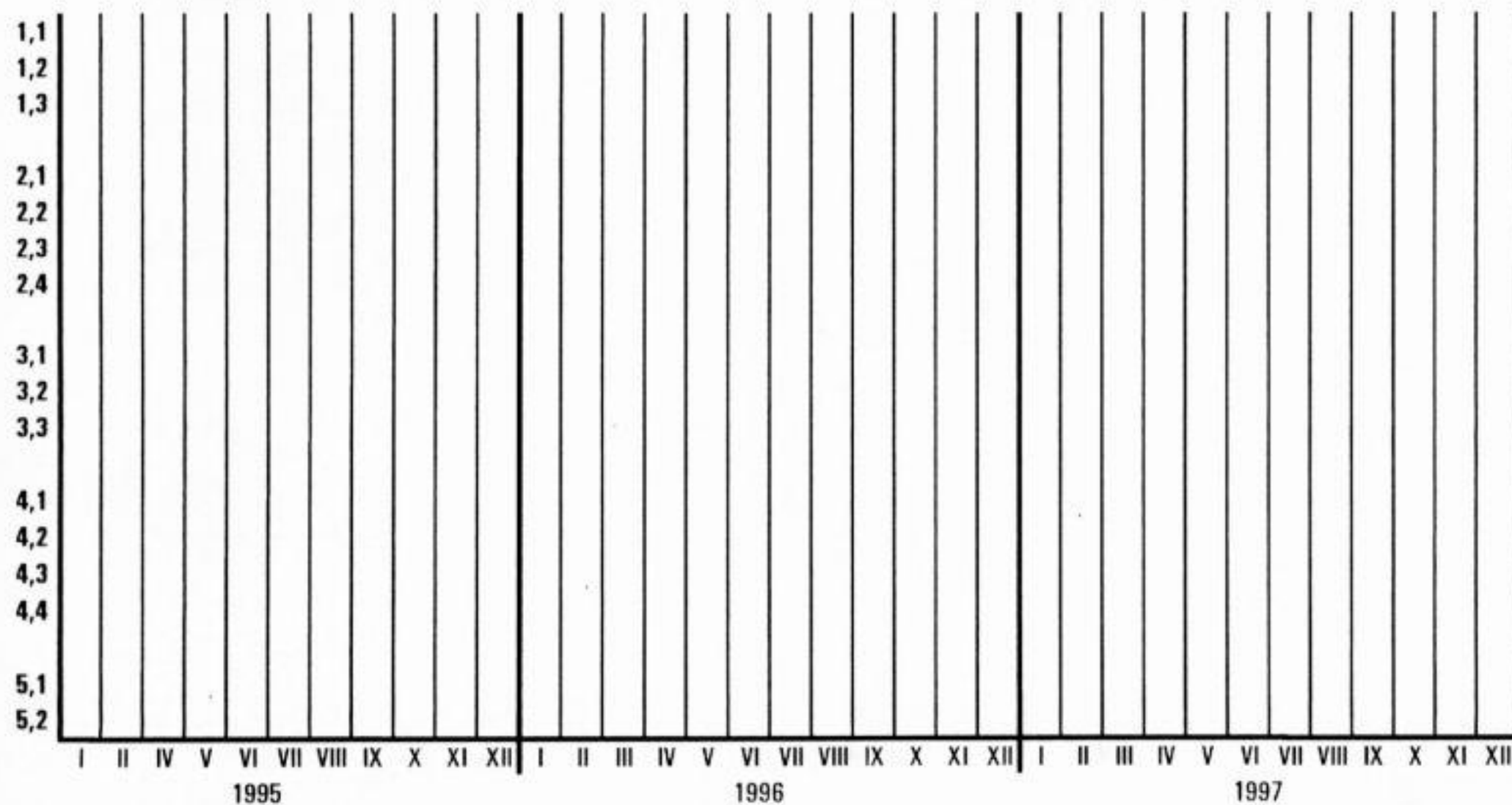
Strategic objective 3: Diversify Poznań from a trade fair and business travel destination to a General Interest Tourism destination

Requirement	Importance	Responsibility	Action tasks	Target Date
Attractive, well presented tourism product	High	STU / LDO	1.1 Select museums for implementation of programmes to make them "user friendly" 1.2 Create self-guided tours (sign posts, maps, guidebooks, building plaquing) 1.3 Ensure that main monuments are clean, easy to identify and open to public during reasonable hours (including Sundays, no lunch break)	2/96
Good transportation	Medium	LDO / City Authorities	2.1 Encourage operators to introduce One Day Travel card for public transportation 2.2 Make sure clear maps of the city public transportation are freely available for tourists 2.3 Create well sign posted and guarded parking lots near tourism attractions 2.4 Allow tourism coaches to drop their passengers next to tourism attractions	4/97
Well qualified guides	Low	STU / LDO	3.1 Maintain current general good level of city guides 3.2 Develop policy to keep off unprofessional individuals 3.3 Adopt a single examination and accreditation system	4/95
Efficient tourism information services	High	STU / LDO	4.1 Publish good quality brochures (including multi-lingual brochures, edited by native speakers) 4.2 Define minimum services to be offered by a tourist information centre (e.g. reservation services, brochures, information on events, available attractions) 4.3 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) 4.4 Make sure the tourist information centre is easy to find (sign posts)	1/96
Distinctive image	Low	STU / LDO	5.1 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) 5.2 Base city's promotion on these events	4/97

Western Borderland Zone : Poznań

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

Action tasks planning



Western Borderland Zone: Poznań

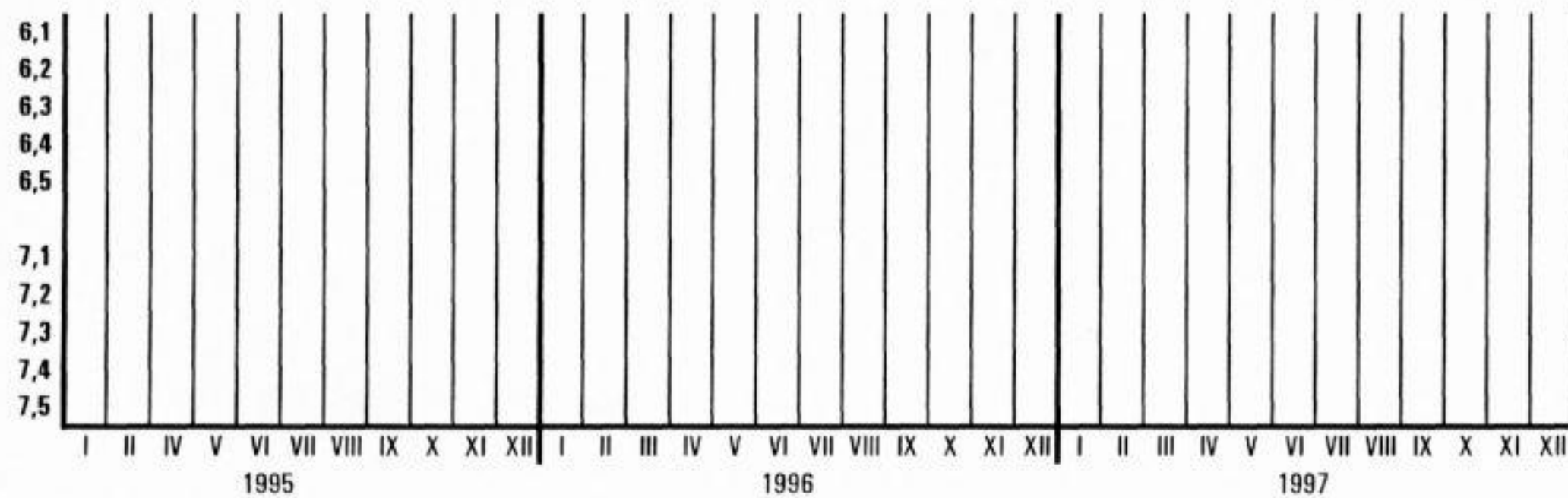
Strategic objective 3: Diversify from a trade fair and business travel destination to a General Interest Tourism destination (Continued)

Requirement	Importance	Responsibility	Action tasks	Target Date
Suitable heritage Centre	Medium	LDO / City Authorities	6.1 Identify site or existing building 6.2 Clarify property ownership rites 6.3 Identify specialised operator (e.g. E. Schlossberg?) and obtain funding support 6.4 Create a "Poznań Heritage Centre Development Company" with City Authorities and the specialised operator as shareholders 6.5 Launch development	3/96
Quality tourist-class accommodation	Medium	LDO / City Authorities	7.1 Identify sites for 2-3 star hotels (land only or with facilities needing upgrading) 7.2 Clarify property status 7.3 Define require specifications (e.g. size, standard, price, accompanying facilities) and terms 7.4 Launch tender procedure 7.5 Select winner and monitor performance	4/97

Western Borderland Zone : Poznań

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

Action tasks planning



Western Borderland Zone

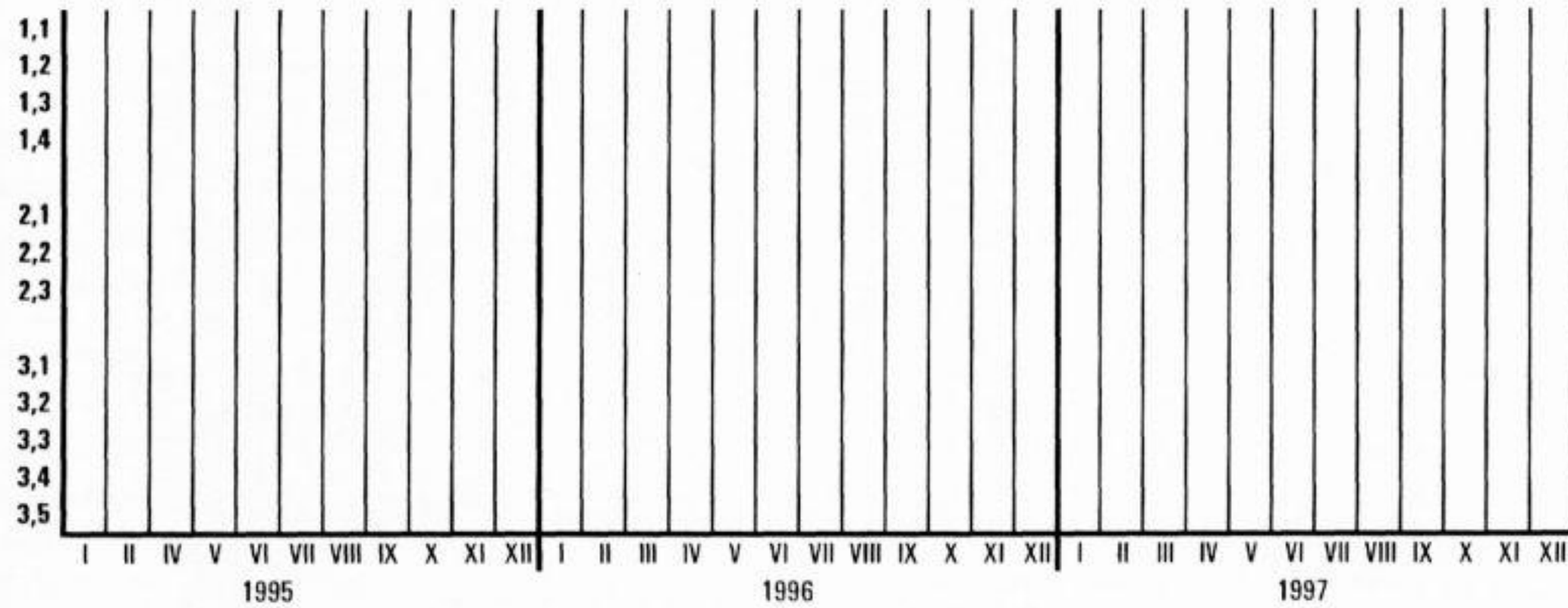
Strategic objective 4: Develop into a first class rural tourism destination

Requirement	Importance	Responsibility	Action tasks	Target Date
Appropriate accommodation	High	STU / LDO	1.1 Contact an internationally recognised grading agency (e.g. ADAC, Michelin, Bord Failte) 1.2 Commission a selected agency to create a grading system 1.3 Inform/train farmers on required standards of facility and potential benefits 1.4 Provide farmers with financial incentives to create accommodation	1/96
Accompanying attractions	Medium	STU / LDO	2.1 Encourage gminas to develop hand crafts, local fairs, etc. 2.2 Ensure that local attractions (windmills, small museums) are well presented and tourist "user friendly" 2.3 Introduce "Clean Village" initiatives with financial or promotional incentives for winners	2/96
Excellent promotion	Medium	STU / LDO / PAPT	3.1 Use selected ADAC, Michelin or Bord Failte logos as promotional tool 3.2 Publish a comprehensive catalogue describing all the locations and facilities 3.3 Contact specialised tour operators from targeted markets 3.4 Organise study tours for tour operators 3.5 Encourage local information offices to undertake reservation/booking services for bed breakfasts, guest houses etc.	2/97

Western Borderland Zone

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

Action tasks planning



Western Borderland Zone

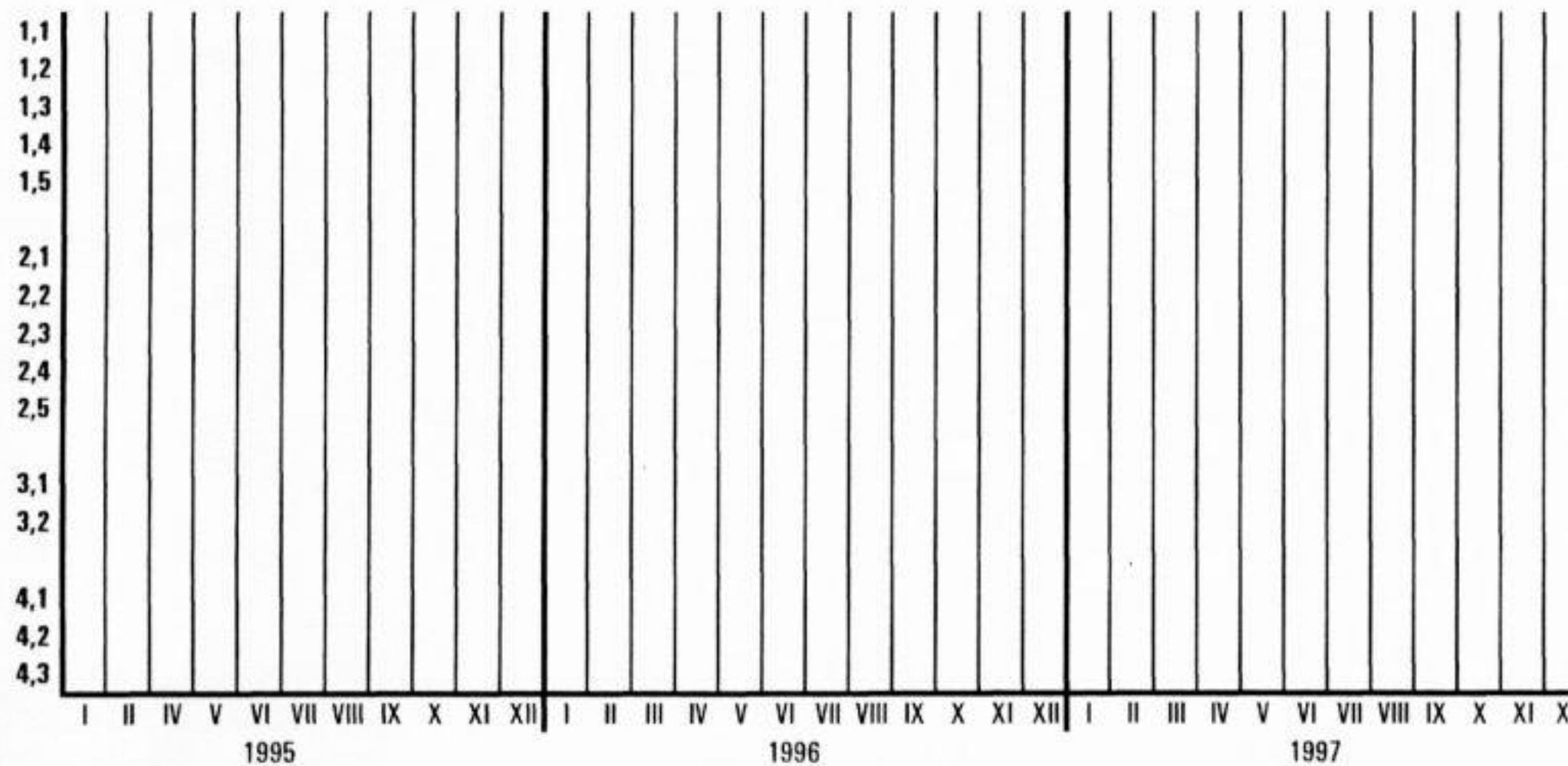
Strategic objective 5: Increase value added from transient and cross border tourism

Requirement	Importance	Responsibility	Action tasks	Target Date
Modern leisure and retailing facilities	High	Local Authorities / LDO / STU	1.1 Identify 2-3 sites near major border crossing points 1.2 Create a "Leisure and Retailing Development Company" with the local authorities and developers as shareholders 1.3 Commission feasibility study for leisure and retailing centres 1.4 Identify operating company 1.5 Sign a long lease contracts	4/96
Green routes encouraging transient visitors to stop over	Medium	STU / LDO	2.1 Create countryside itineraries enabling tourists to avoid the main roads (like the Piast Route) 2.2 Place well designed and well located sign posts 2.3 Publish maps, guidebooks and brochures 2.4 Make sure these publications are easily available for every tourist 2.5 Provide know how and encourage local entrepreneurs to create restaurants, bed and breakfasts, motels, etc. along these Green Routes	2/97
Good road infrastructure	High	Local Authorities / LDO / STU	3.1 Improve traffic and personal safety by increasing number of Police patrols 3.2 Encourage local entrepreneurs to upgrade standard of the existing filling stations, motels, fast foods, restaurants to the required level	4/97
User friendly border crossings	High	Local Authorities / LDO	4.1 Create separate freight and tourist channels at border crossing points 4.2 Increase border crossing points' capacity 4.3 Train personnel in customer-oriented attitudes	4/96

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

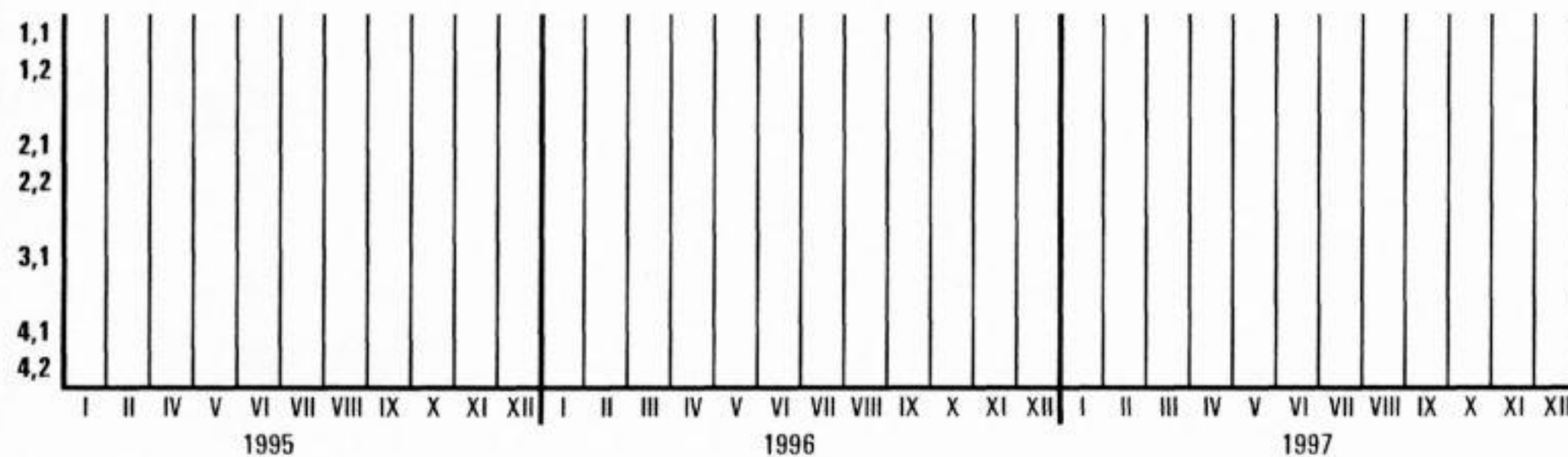
Strategic objective 1: Create effective regional structure for organisation of tourism

Requirement	Importance	Responsibility	Action tasks	Target Date
An executive structure (LDO) based upon inter-voivodship agreement	High	Members of existing inter-voivodship agreement	1.1 Specify LDO's job descriptions 1.2 Adopt appropriate legal structure	2/95
Financing for local tourism activities	High	LDO	2.1 Promote idea of joint sponsorship of LDO (Gminas, Urząd Wojewódzki, private entrepreneurs) 2.2 Seek SSTA assistance	3/95
Full time staff	High	LDO	3.1 Identify and recruit tourism professionals who really want it happen	3/95
Launch and promotion of new office	High	LDO	4.1 Designate office space and adopt budget 4.2 Invite SSTA product managers to help start activity	3/95

Highlands Zone : Dolny Śląsk area

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

Action tasks planning



Highlands Zone: Dolny Śląsk (Wrocław)

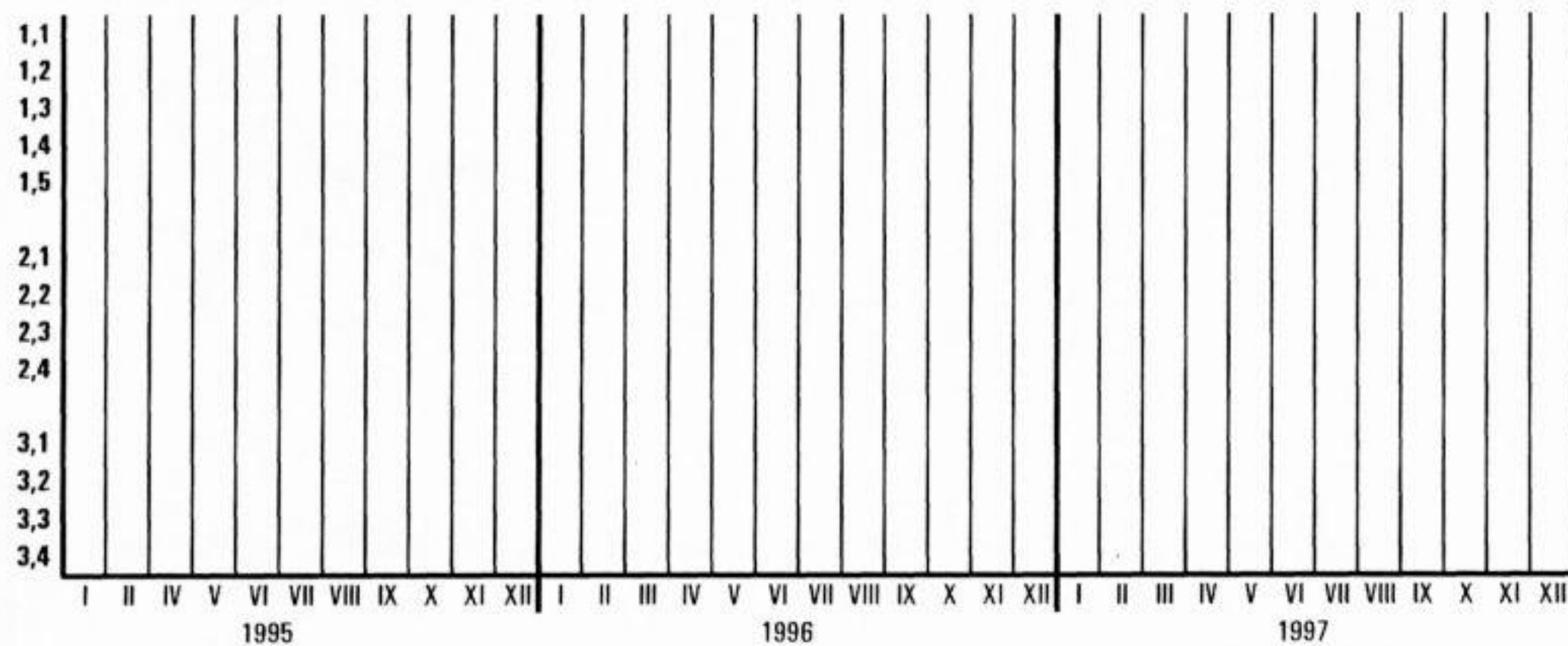
Strategic objective 2: Develop business travel-related facilities

Requirement	Importance	Responsibility	Action tasks	Target Date
Appropriate quality accommodation	Medium	Local Authorities / LDO / STU	1.1 Identify two sites for 4-5 star hotels 1.2 Define specifications of facilities (e.g. size, standard of service including a good business centre, price) 1.3 Launch tender 1.4 Select partner 1.5 Create joint company with land as local authority's contribution	1/97
Good quality conference centre	High	Local Authorities / LDO	2.1 Create a "Wrocław Conference Centre Development Company" with the City authorities and developers as shareholders 2.2 Commission feasibility study of an adaptation of Hala Ludowa for conference use (if negative, find a new site) 2.3 Identify operating company 2.4 Sign a long lease contract	1/97
Easy access to Wrocław	High	STU / PKP STU / LOT STU / Ministry of Transport	3.1 Encourage PKP to improve train connection with Warsaw (maximum 3.5 hours journey) 3.2 Encourage PKP to develop a network of high speed inter city trains with major Polish agglomerations 3.3 Encourage LOT to frequency of regional flights (daily flights to Frankfurt and Berlin) 3.4 Lobby for completion of motor ways to Olszyna and Katowice	4/96

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	Importance	Responsibility	Action tasks	Target Date
Ślęza developed as a weekend skiing destination	Medium	STU / LDO	1.1 Design good quality ski slopes 1.2 Modernise ski lifts 1.3 Install artificial snow facilities 1.4 Install lighting on the slopes 1.5 Develop accompanying facilities (e.g. children care centres, parking lots, fast foods and restaurants, ski rental outlets) 1.6 Encourage operators to implement regular shuttle service from Wrocław	3/97
Milicz exploited for recreational tourists	Medium	STU / LDO	2.1 Provide incentives to investors to upgrade accommodation: bungalow sites, bed and breakfast, holiday centres 2.2 Create nature paths and publish good quality guidebooks 2.3 Introduce "Discovery of bird watching" product marketable to schools and associations 2.4 Initiate accreditation of specialised Milicz guides	2/97

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

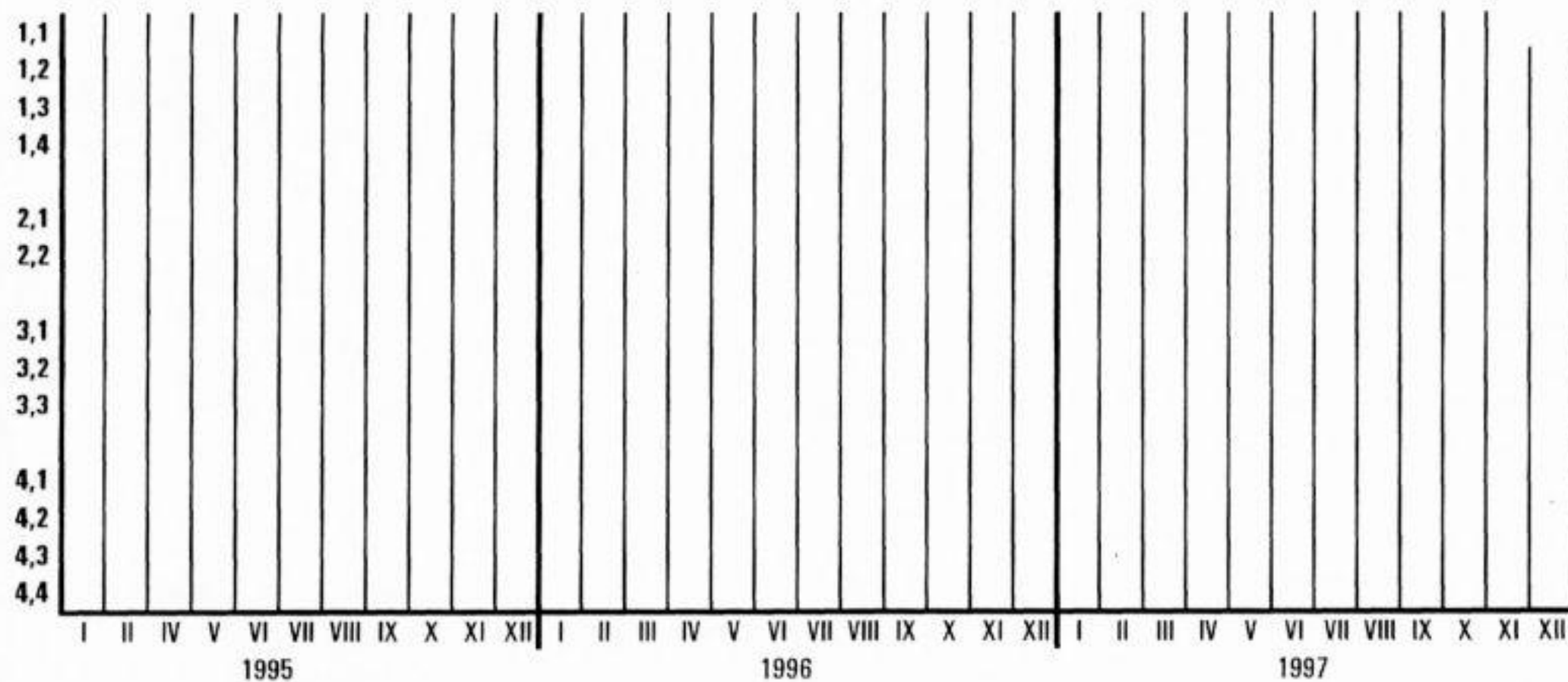
Strategic objective 4: Promote area for leisure and special interest tourism

Requirement	Importance	Responsibility	Action tasks	Target date
Special interest tourism products in Kotlina Kłodzka and Karkonosze	High	STU / LDO	1.1 Encourage climbing in Góry Stołowe and Sokoliki by allowing and financing bolts placing, creating a local, commercial climbing school 1.2 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 1.3 Upgrade the standard of mountain huts 1.4 Promote special interest products to selected markets	2/97
Otmuchowskie Lake developed as holiday centre destination	Low	STU / LDO	2.1 Upgrade small infrastructure: bicycle tracks, mini golf, walking paths, fitness circuits 2.2 Develop good quality holiday villages	2/97
Time sharing concept in Kotlina Kłodzka and Karkonosze	Low	Local Authorities / LDO	3.1 Identify sites 3.2 Clarify property status 3.3 Create a "Timeshare Development Company" with gmina and specialised timeshare developers as shareholders and promote development	4/97
Upgraded FWP accommodation	High	Local Authorities / LDO	Use "little jewels strategy": 4.1 Identify and acquire selected loss making FWP and companies owned holiday centres 4.2 Define required specifications (e.g. standards, environment protection norms, accompanying infrastructure) and terms 4.3 Launch tender procedure 4.4 Select winners and monitor performance	1/96

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

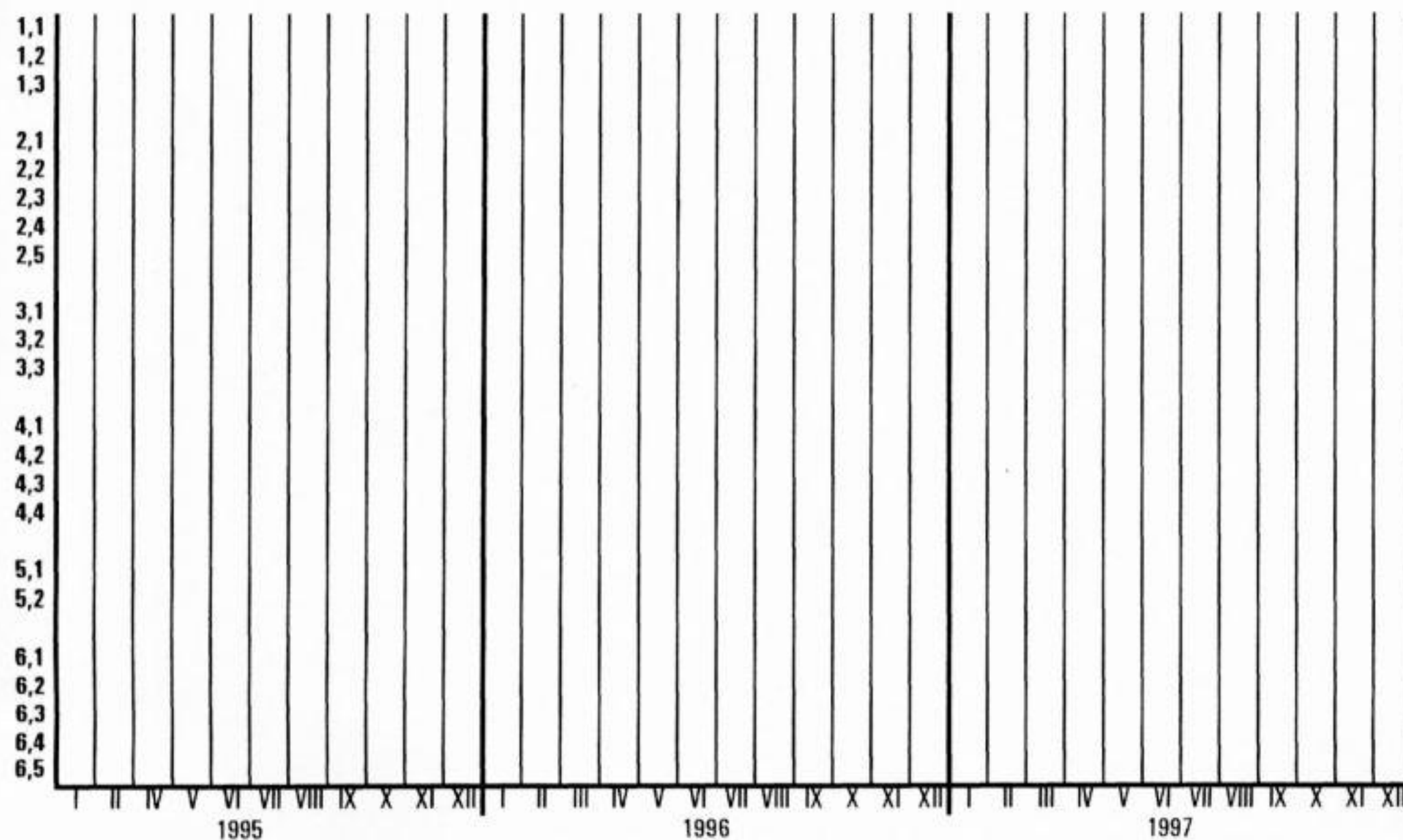
Strategic objective 5: Develop Wrocław as a General Interest Tourism destination

Requirement	Importance	Responsibility	Action tasks	Target Date
Attractive, well presented tourism product	High	STU / LDO	1.1 Select one or two museums for implementation of programmes to make them "user friendly" 1.2 Create self-guided tours (sign posts, maps, guidebooks, building plaquing) 1.3 Ensure that main monuments are clean, easy to identify and open to public during reasonable hours (including Sundays, no lunch break)	2/96
Good transportation	Medium	LDO / City Authorities	2.1 Encourage operators to introduce One Day Travel card for public transport 2.2 Make sure clear maps of the city public transportation are freely available 2.3 Create well sign posted and guarded parking lots near tourism attractions 2.4 Allow tourism coaches to drop their passengers next to tourism attractions 2.5 Eliminate taxi mafias	1/97
Well qualified guides	Low	STU / LDO	3.1 Maintain current general good level of city guides 3.2 Develop policy to keep off unprofessional individuals 3.3 Adopt a single examination and accreditation system	4/95
Efficient tourism information services	High	STU / LDO	4.1 Publish good quality brochures (including multi-lingual brochures, edited by native speakers) 4.2 Define minimum services to be offered by a tourist information centre (e.g. reservation services, brochures, information on events, available attractions) 4.3 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) 4.4 Make sure the tourist information centre is easy to find (sign posts)	1/96
Distinctive image	Low	STU / LDO / PAPT	5.1 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) 5.2 Base city's promotion on these events	4/97
Tourism class accommodation	High	LDO / City Authorities	6.1 Identify sites for 2-3 star hotels (land only or with facilities needing upgrading) 6.2 Clarify property status 6.3 Define require specifications (e.g. size, standard, price, accompanying facilities) 6.4 Launch tender procedure 6.5 Select winner and dispose of facility to him at nominal cost	4/97

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 Malopolska

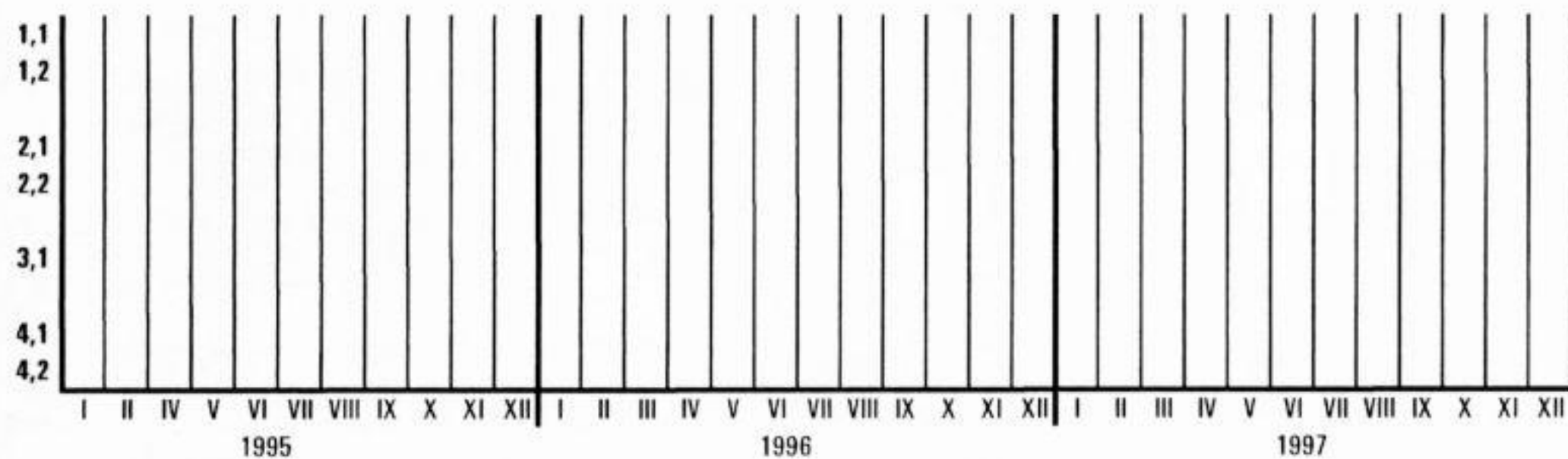
Strategic objective 1: Create effective regional structure for organisation of tourism

Requirement	Importance	Responsibility	Action tasks	Target Date
An executive structure (LDO) based upon inter-voivodship agreement	High	Members of existing inter-voivodship agreement	1.1 Specify LDO's job descriptions 1.2 Adopt appropriate legal structure	2/95
Financing for local tourism activities	High	LDO	2.1 Promote idea of joint sponsorship of LDO (Gminas, Urząd Wojewódzki, private entrepreneurs) 2.2 Seek for SSTA assistance	3/95
Full time staff	High	LDO	3.1 Identify and recruit tourism professionals who really want to make things happen	3/95
Launch and promotion of new office	High	LDO	4.1 Designate office space and adopt budget 4.2 Invite SSTA product managers to help start activity	3/95

Highlands Zone : Western Małopolska

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

Action tasks planning



Highlands Zone:Western Małopolska (Kraków)

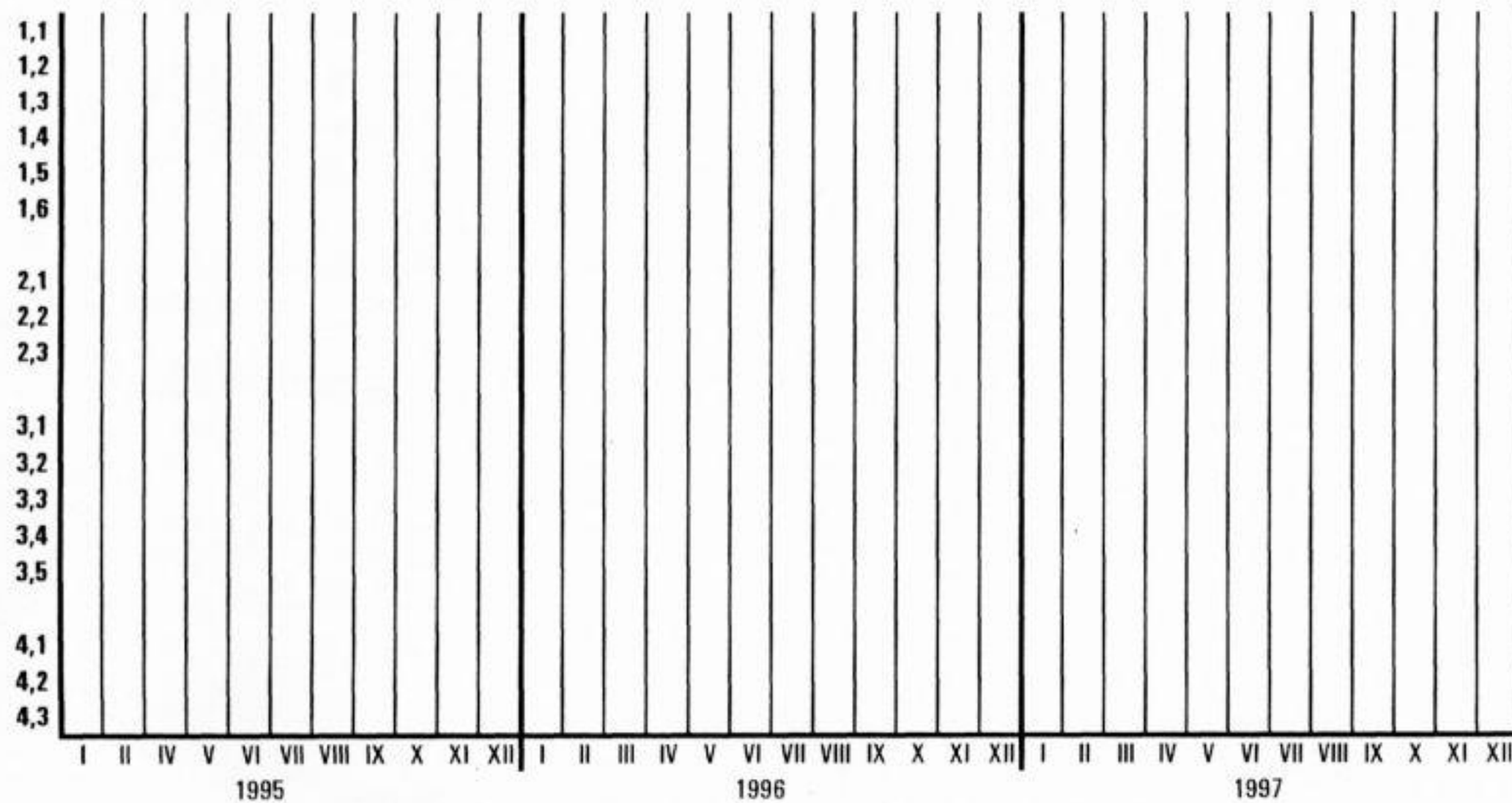
Strategic objective 2: Develop Kraków into a world class destination

Requirement	Importance	Responsibility	Action tasks	Target Date
Excellent access to Kraków	High	LDO / LOT SSTA / LOT / Min. of Transport LDO / LOT STU / LDO / PKP Min. of Transport / SSTA	1.1 Encourage LOT to increase number of domestic air connections 1.2 Speed-up talks in order to open Kraków as a destination for foreign airlines 1.3 Encourage LOT to adapt flight schedules to international weekend visitors' needs 1.4 Encourage LOT to increase number of international connections 1.5 Encourage PKP to develop good train connection with Prague 1.6 Encourage Ministry of Transport to complete highway connections	4/97
Knowledge of Kraków's attractive products in international markets	Medium	STU / LDO	2.1 Develop contacts with major European tour operators 2.2 Prepare pre-packaged products including one-, two-, and three- day programs in Kraków and surrounding area (Oświęcim, Wieliczka, Ojców, etc.) 2.3 Conduct promotional campaign under one single brand identity	4/96
Efficient downtown transportation	Medium	LDO / City Authorities	3.1 Adopt policy to make Plac Szczepanski a "drop-off" only" place available for all coaches 3.2 Sign post 3.3 Encourage operators to introduce One Day Travel Card for public transportation 3.4 Make sure clear maps of the city public transportation are freely available for tourists 3.5 Create well sign posted and guarded parking lots near tourism attractions	2/96
A central location for discovery of Kraków's history and culture	High	STU / LDO / City Authorities	6.1 Identify site for Heritage Centre 6.2 Invite specialist developer (e.g. Edwin Schlossberg) to Kraków 6.3 Show commitment by providing identified site at nominal cost	1/96

Highlands Zone : Western Malopolska (Kraków)

Strategic objective 2 : Develop Kraków into a world class destination

Action tasks planning



Highlands Zone:Western Małopolska (Kraków)

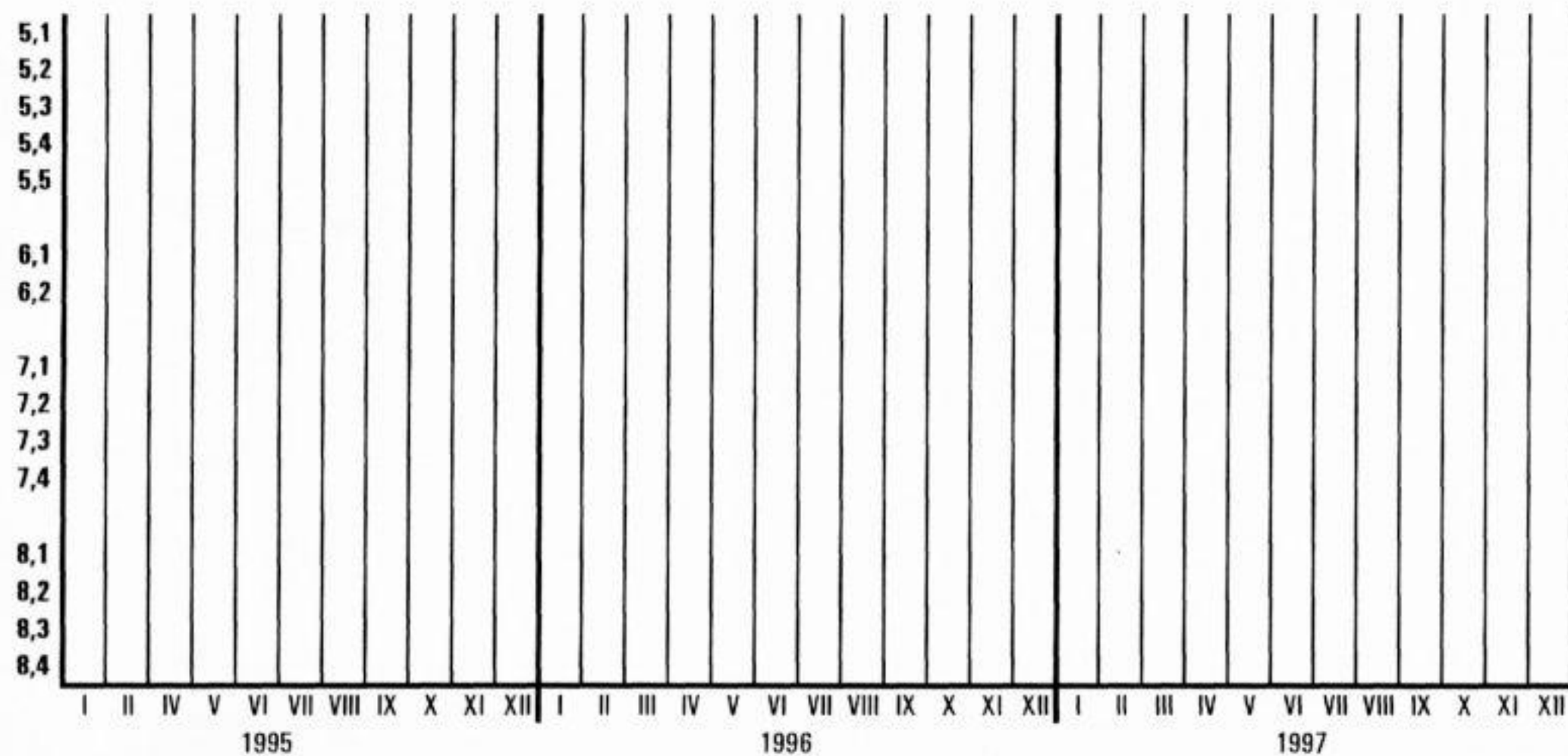
Strategic objective 2: Develop Kraków into a world class destination (Continued)

Requirement	Importance	Responsibility	Action tasks	Target Date
High quality, value-for-money hotels	Medium	STU / LDO / City Authorities	7.1 Identify sites for 3 star hotels 7.2 Define specifications of facilities (e.g. size, minimum standard of service, maximum price level) 7.3 Launch tender 7.4 Select partner 7.5 Create joint company with land as local authority's contribution	4/97
Image of Kraków as an unpolluted city	Medium	Local Authorities / LDO	8.1 Monitor pollution levels 8.2 Promote low pollution (if levels below EU standards)	4/97
Well qualified city guides	Low	STU / LDO	9.1 Maintain current general good level of city guides 9.2 Develop procedures to keep unprofessional guides away from tourists 9.3 Improve licensing procedures 9.4 Introduce periodical testing	4/95
Efficient tourist information services	High	STU / LDO / PAPT	10.1 Create a reservation and booking service at local information office 10.2 Staff tourist information outlet with competent personnel speaking foreign languages 10.3 Develop a series of brochures enabling tourists to make self-guided tours 10.4 Ensure that the information office is easy to find (sign posts)	1/96

Highlands Zone : Western Małopolska (Kraków)

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

Action tasks planning



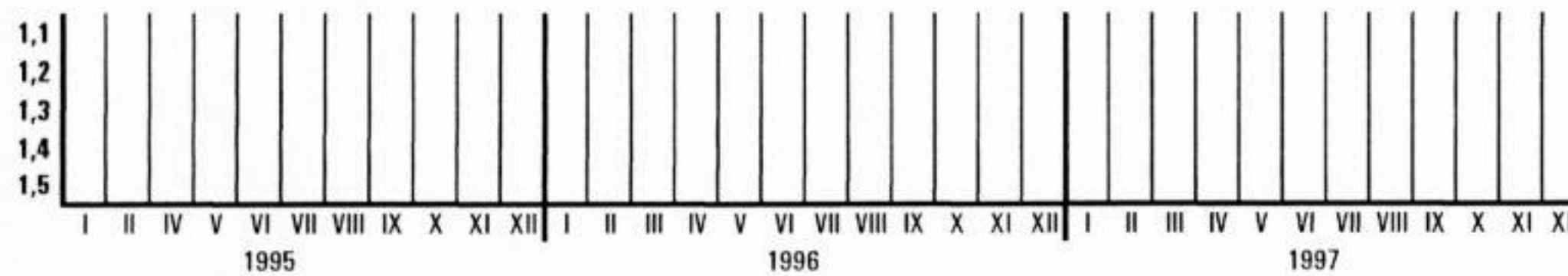
Highlands Zone:Western Małopolska (Kraków)

Strategic objective 3: Develop Kraków as a major conference destination

Requirement	Importance	Responsibility	Action tasks	Target Date
Modern, world-class conference centre	High	City Authorities / LDO	1.1 Identify site 1.2 Create a "Kraków Conference Centre Development Company" with the City authorities and developers as shareholders 1.3 Commission feasibility study 1.4 Identify operating company 1.5 Sign a long lease contract	1/96

Highlands Zone : Western Małopolska (Kraków)

Strategic objective 2 : Develop Kraków as a major conference destination



Highlands Zone: Western Małopolska (Bielsko Biala)

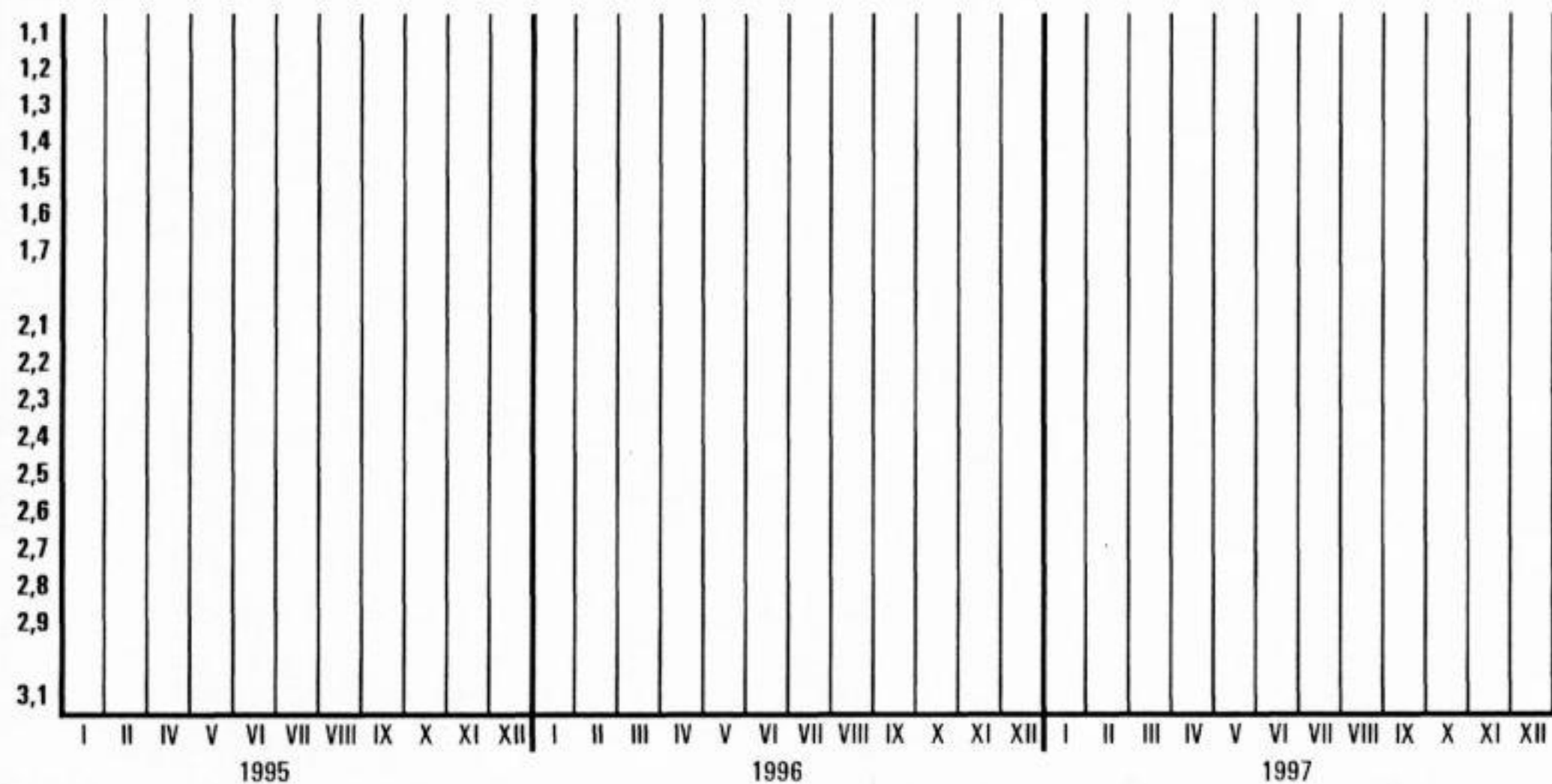
Strategic objective 1: Develop skiing potential of Beskid Śląski i Żywiecki

Requirement	Importance	Responsibility	Action tasks	Target Date
New skiing holidays destination (Brenna) positioned as an overflow resort	High	Local Authorities / LDO / STU	1.1 Clarify land property of potential ski slopes 1.2 Create a "Brenna Ski Resort Development Company" with Gmina and a specialised ski resorts operator as shareholders (Gmina's contribution to be the land) 1.3 Create modern, user-friendly slopes 1.4 Let the specialised partner manage the company 1.5 Promote investment opportunities to developers in order to develop accommodation 1.6 Provide potential investors with administrative and logistical help 1.7 Concentrate on developing small infrastructure, transport and training	3/96
A mid market skiing holiday resort (Szczyrk)	Medium	Local Authorities / LDO / STU	2.1 Provide advantage terms for investors to build holiday villages with high environmental standards (Center Parcs concept) 2.2 Provide advisory services to developers and operators 2.3 Modernise ski lifts 2.4 Commission slopes maintenance from a specialised company 2.5 Install artificial snow machines where appropriate 2.6 Train all personnel in customer-oriented attitudes 2.7 Create guarded parking lots on the outskirts of Szczyrk 2.8 Create a free shuttle service from the parking lots to the ski lifts 2.9 Encourage room rental upgrading through introducing accreditation and grading systems	3/96
Possibility of creating a joint Szczyrk and Brenna skiing area	Medium	Local Authorities / LDO / STU	3.1 Commission an environmental, financial and technical feasibility study	2/97

Highlands Zone : Western Małopolska (Bielsko Biała)

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

Action tasks planning



Highlands Zone: Western Małopolska (Bielsko Biała)

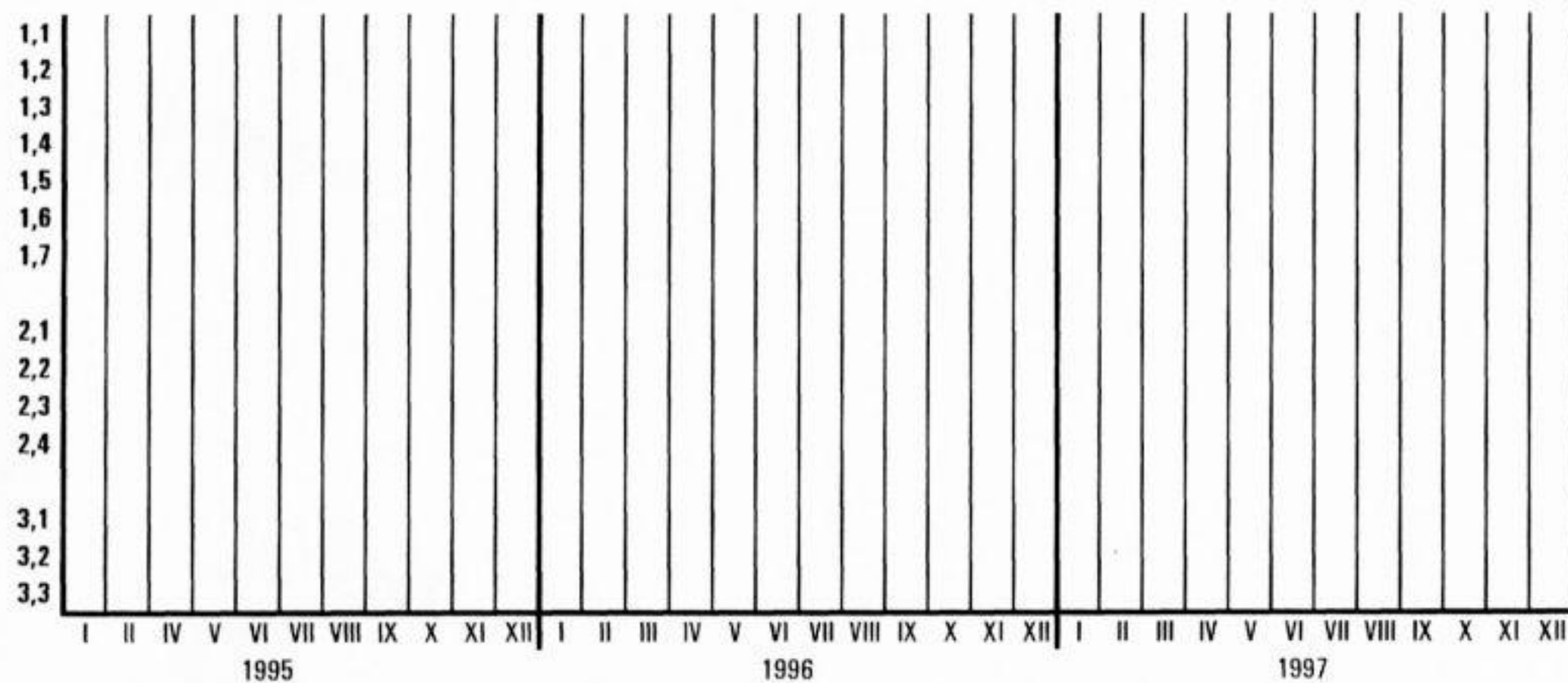
Strategic objective 2: Develop Beskid Śląski i Żywiecki as an all season, clean and beautiful destination

Requirement	Importance	Responsibility	Action tasks	Target Date
Quality rural tourism offer	Medium	LDO / STU	1.1 Identify target markets 1.2 Define appropriate facilities and infrastructure 1.3 Define grading and accreditation standards required 1.4 Ensure that all farmers know these standards and potential benefits 1.5 Use international grant aid money to provide farmers with financial help to upgrade accommodation (PHARE?) 1.6 Train farmers in service standards 1.7 Promote products on targeted markets	2/97
Upgraded holiday centres	Medium	Local Authorities / LDO	Use "little jewel strategy": 2.1 Identify and acquire selected loss-making and company-owned holiday centres 2.2 Define required specifications (e.g. standard, environment protection norms, accompanying infrastructure) and terms 2.3 Launch tender procedure 2.4 Select winners and monitor performance	4/96
Special interest tourism promotion	Medium	LDO / STU	3.1 Contact specialised tour operators and associations (e.g. hiking, horseback riding, gliding, paragliding) 3.2 Prepare packaged products 3.3 Promote and sell	2/97

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 Małopolska (Bielsko Biała / Cieszyn)

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

Requirement	Importance	Responsibility	Action tasks	Target Date
Modern leisure and retailing facilities	High	Local Authorities / LDO / STU	1.1 Identify site(s) 1.2 Create a "Cieszyn Leisure and Retailing Development Company" with the local authorities and developers as shareholders 1.3 Commission feasibility study for leisure and retailing centre 1.4 Identify operating company 1.5 Sign a long lease contract	4/96
User friendly border crossings	Medium	Local Authorities / LDO	2.1 Create a separate freight and tourist channels at border crossing points 2.2 Increase border crossing points' capacity 2.3 Train personnel in customer-oriented attitudes	1/97

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)

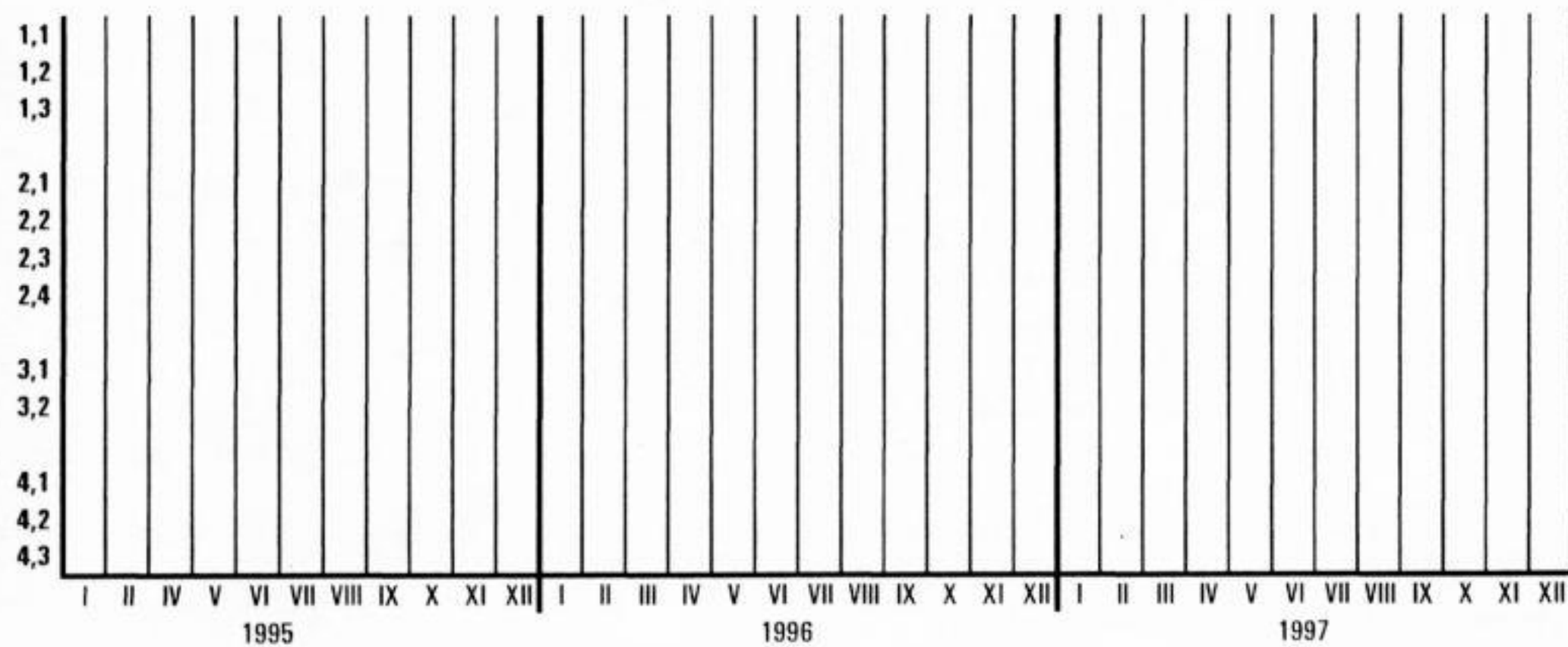
Strategic objective 1: Develop centres of competence in special interests serving tourists and nearby population centres

Requirements	Importance	Responsibility	Actions	Target Date
Operational unit for special interests centre	Medium	STU/LDO	1.1 Identify key regional resources and already operating special interest facilities (e.g. biking, canoeing) 1.2 Provide an office (perhaps via the voivodship's existing Tourism Council) and telephone 1.3 Hire core staff for "start up": marketing, advertising and information support	4/95
Knowledge of markets and segments	High	STU / LDO	2.1 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 2.2 Identify "best in class" for similar facilities in other parts of Poland/Europe and understand why they are successful 2.3 Create a database of all the above-mentioned information to be used for identifying opportunities 2.4 Agree the priority products (ones which will receive the most support due to their potential return, most environmentally friendly) etc.	1/96
Excellent information and promotion	Medium	LDO / STU	3.1 Take an active role in developing joint marketing initiatives with Polish neighbours and the Euroregion of Karpaty (e.g. an integrated logo) 3.2 Develop and improve the reach of promotional activities (Trade Fair in region, ITB presence)	4/96
Competent and client friendly personnel	High	STU	4.1 Identify training needs 4.2 Design training courses (e.g. with Danish training company) and train 4.3 Involve local sports clubs and associations from Katowice in developing technical competence in the different activities	4/95

Highlands Zone : Western Małopolska (Nowy Sącz)

**Strategic objective 1 : Develop centres of competence in special interest serving tourists
and nearby population centre**

Action tasks planning



Highlands zone : Western Małopolska (Nowy Sącz)

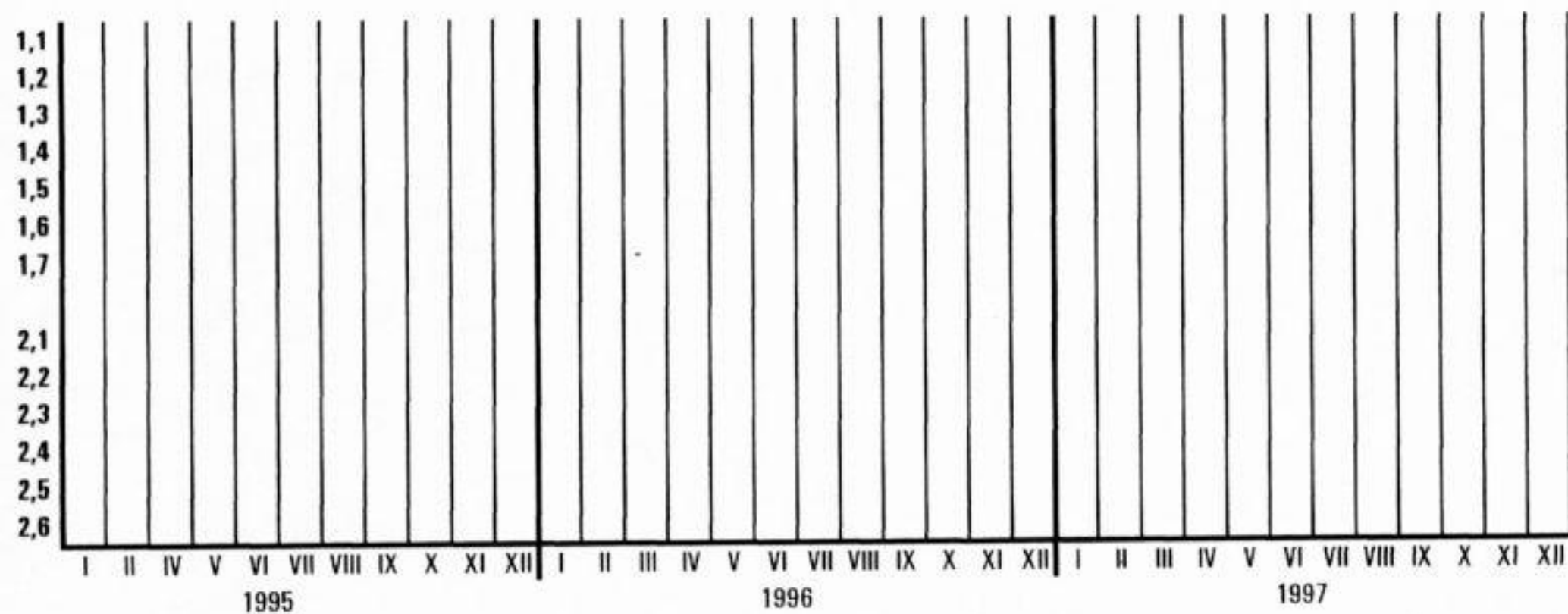
Strategic objective 2: Increase value added from skiing resorts without compromising the environment

Requirements	Importance	Responsibility	Actions	Target Date
Clear positioning of the area's skiing resorts to selected market segments	High	STU / LDO	1.1 Proceed with local and international market segmentation 1.2 Make an inventory of the area's skiing resorts assets 1.3 Assess each resort's potential to meet the selected market segment needs 1.4 Position Zakopane as an upmarket destination 1.5 Position Bukowina Tatrzańska as a mid- market destination 1.6 Identify a location to construct a mass market resort 1.7 Adapt promotion of each resort to targeted market	3/96
Product adapted to the targeted market segment needs	High	STU /LDO / Local Authorities	2.1 Define required accommodation standard for each type of resort (up-, mid-, and mass-market) 2.2 Do not issue construction permits to projects not meeting these requirements 2.3 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 2.4 Proceed similarly with other types of facilities (restaurants, fast food outlets, night clubs) 2.5 Install artificial snow machines and slopes lighting where appropriate 2.6 Commission maintenance of the slopes to a specialised company (e.g. Tatra Tras in Zakopane)	3/96

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)

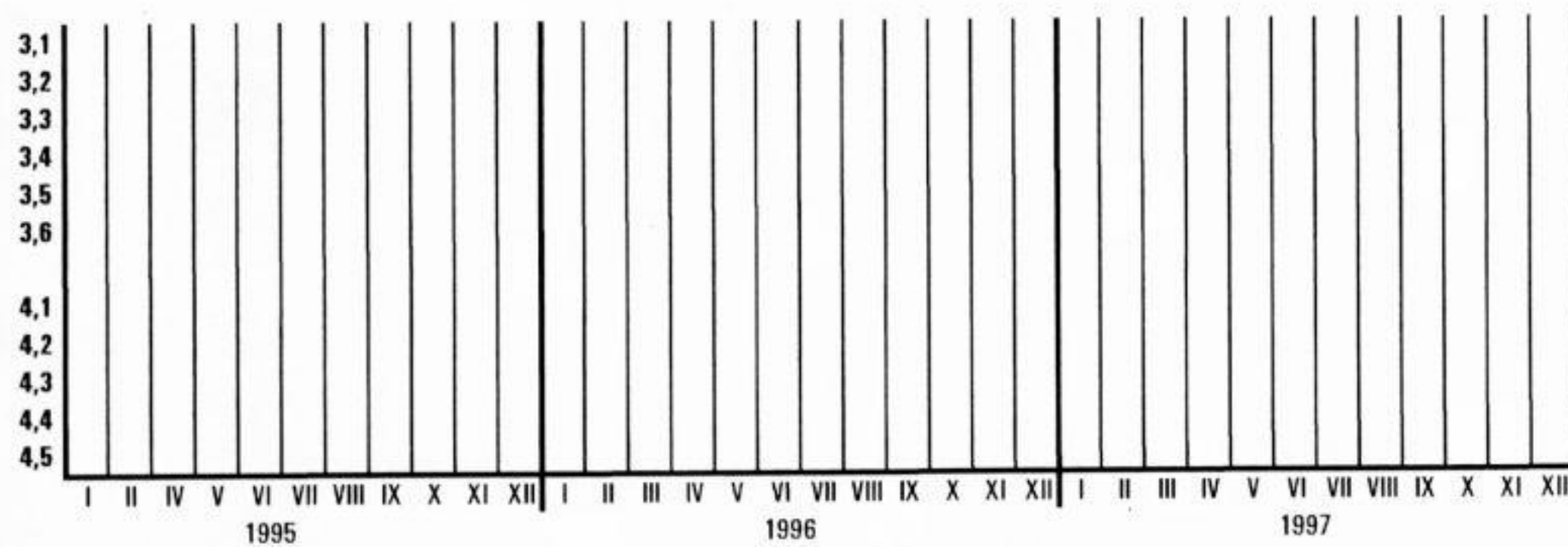
Strategic objective 2: Increase value added from skiing resorts without compromising the environment (Continued)

Requirements	Importance	Responsibility	Actions	Target Date
Clean environment	Medium	STU / LDO / Local Authorities	3.1 Constantly monitor pollution levels 3.2 Promote propane-butane and natural gas use 3.3 Place a sufficient number of litter bins and make sure they are frequently emptied in order to avoid visual pollution 3.4 Create guarded parking lots at the gates of the resorts 3.5 Create (preferably free) shuttle services to circulate in the resort 3.6 Replace the existing ski lifts by new generation, environment-friendly equipment	3/97
Easy access and good on route information	Medium	STU / LDO / Ministry of Transport / Local Authorities / PKP / PKS	4.1 Encourage authorities to improve road access to main destination: double roadway from Kraków to Nowy Targ 4.2 Encourage PKP to create a high speed shuttle service from Kraków to Krynica and Zakopane with good connections from other major Polish cities 4.3 Negotiate with PKP and PKS to introduce special week-end/holiday fares consistent with resorts brand positioning 4.4 Create regional sign posting concept for roadside information (clear, multi-language, etc.) 4.5 Establish presence at Kraków airport and railway station to facilitate tourists' arrival in region	3/97

Highlands Zone : Western Małopolska (Nowy Sącz)

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

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

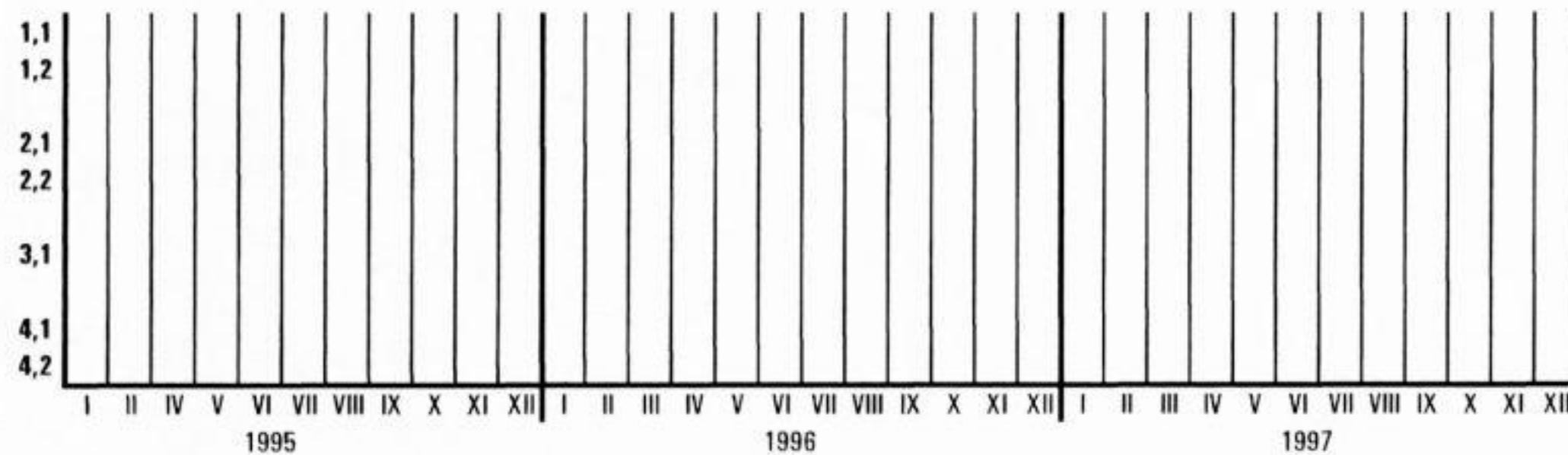
Highlands Zone: Eastern Małopolska

Strategic objective 1: Create effective structure for organisation of tourism

Requirement	Importance	Responsibility	Action tasks	Target Date
An executive structure (LDO) based upon inter-voivodship agreement	High	Members of existing inter-voivodship agreement	1.1 Specify LDO's job descriptions 1.2 Adopt appropriate legal structure	2/95
Financing for local tourism activities	High	LDO	2.1 Promote idea of joint sponsorship of LDO (Gminas, Urząd Wojewódzki, private entrepreneurs) 2.2 Seek SSTA assistance	3/95
Full time staff	High	LDO	3.1 Identify and recruit tourism professionals who really want to make things happen	3/95
Launch and promotion of new office	High	LDO	4.1 Designate office space and adopt budget 4.2 Invite SSTA product managers to help start activity	3/95

Highlands Zone : Krosno

Strategic objective 1 : Create effective structure for organisation of tourism



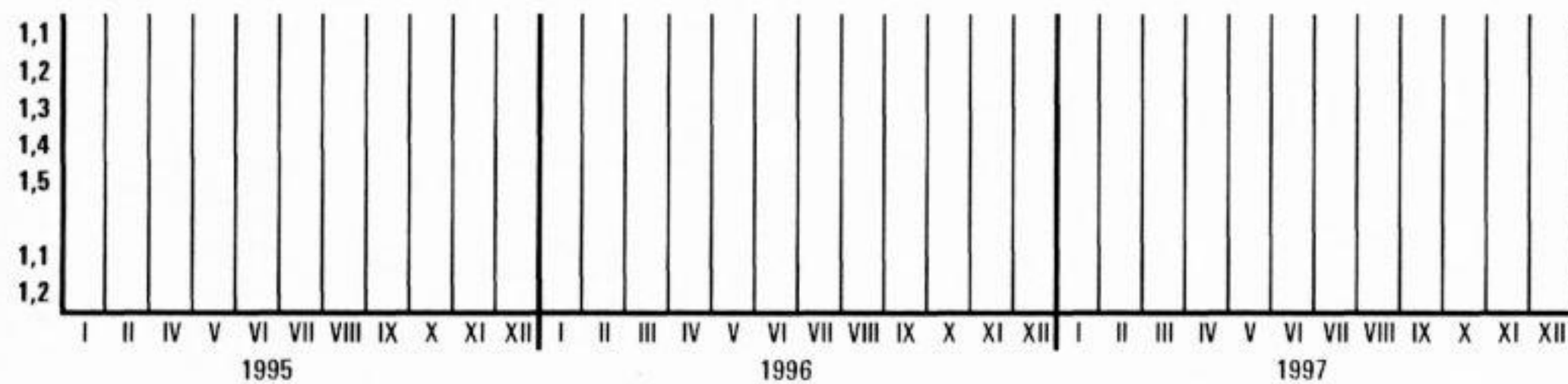
Highlands Zone: Krosno

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

Requirement	Importance	Responsibility	Action tasks	Target Date
Grading and accreditation of farm houses	High	LDO / STU	1.1 Seek agreement from SSTA for area to become a "rural pilot project" 1.2 Contact an internationally recognised grading agency (e.g. ADAC, Michelin, Bord Failte) 1.3 Commission a selected agency to create a grading system 1.4 Inform/train farmers on required standards of facility and potential benefits 1.5 Provide farmers with financial incentives to create accommodation	1/96
Brand positioning as "Remoteness in the centre of Europe"	Medium	LDO / STU	2.1 Develop brochures adopting this image 2.2 Organise study tours for specialised tour operators	3/96

Highlands Zone : Krosno

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



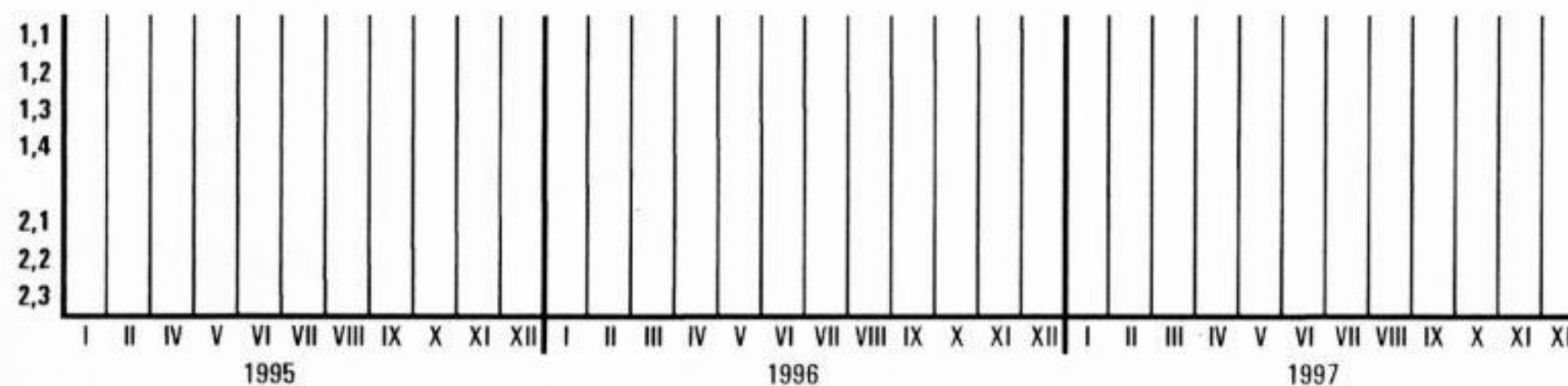
Highlands Zone: Krosno

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

Requirement	Importance	Responsibility	Action tasks	Target Date
Quality accommodation	Medium	Local Authorities / LDO	Use "little jewel strategy": 1.1 Identify and buy selected loss making FWP and company-owned holiday centres 1.2 Define required specifications (e.g. standard, environment protection norms, accompanying infrastructure) 1.3 Launch tender procedure 1.4 Select winners and sell them the facilities at nominal cost	4/96
Diversified sport and recreation infrastructure	Medium	LDO / STU	2.1 Create horseback riding and mountain biking circuits 2.2 Encourage local entrepreneurs to run rental outlets (horses, cycles, wind surfers, boats) 2.3 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	2/97

Highlands Zone : Krosno

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



Highlands Zone: Krosno

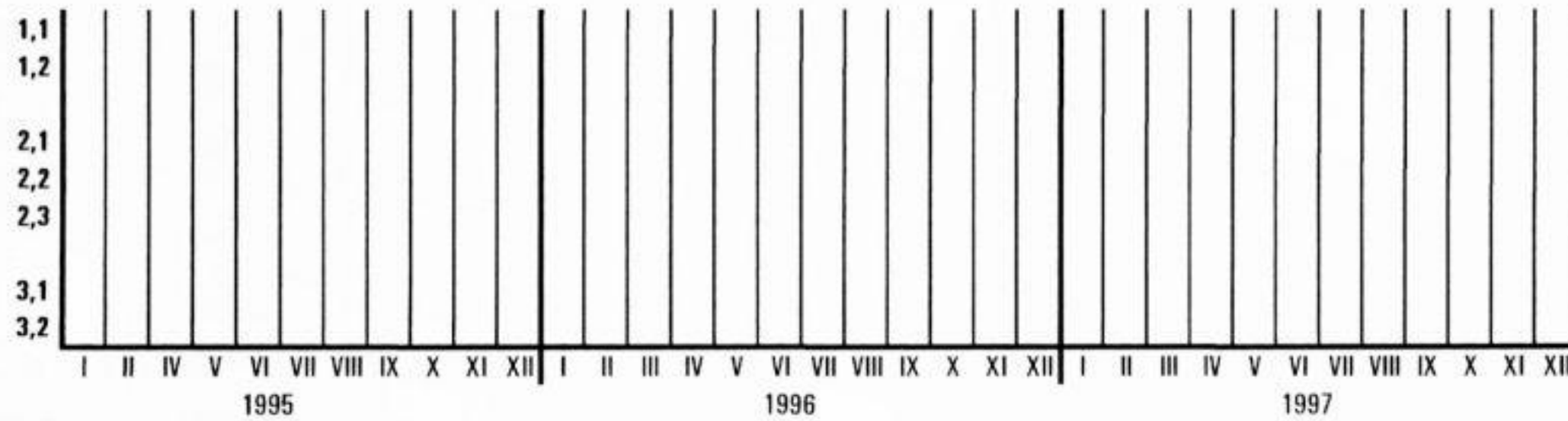
Strategic objective 4: Integrate special interest tourism activities to support rural tourism and holiday centres

Requirement	Importance	Responsibility	Action tasks	Target Date
Well-presented religious tourism assets	Medium	LDO / STU	1.1 Promote local religious centres as cumenic pilgrimage destination 1.2 Use Pope's visit to increase this brand awareness	4/95
Good horseback riding facilities	Medium	LDO / STU	2.1 Prepare itineraries 2.2 Identify and contact specialised tour operators and associations 2.3 Help local entrepreneurs in promoting their products	2/96
Well-promoted museums (Sanok skansen, Petrol Lamp Museum, etc.)	Medium	LDO / STU / PAPT	3.1 Prepare promotional initiatives 3.2 Initiate contacts with specialised tour operators	4/96

Highlands Zone : Krosno

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

Action tasks planning



Highlands Zone: Krosno

Strategic objective 5: Improve access to local tourism destinations

Requirement	Importance	Responsibility	Action tasks	Target Date
Express train connection from Warsaw and Kraków	High	SSTA / LDO / PKP	1.1 Negotiate with PKP and other relevant authorities	4/96
Upgraded Krosno airport	Low	SSTA / Local Authorities	2.1 Discuss with national and local authorities	4/97
Frequent Warsaw-Rzeszów air connections	High	SSTA / LDO / LOT	3.1 Negotiate with LOT	4/96
Coach (PKS) schedule adapted to tourist's needs	Medium	LDO / PKS	4.1 Identify main tourist routes from Rzeszów railway station and airport to final destinations 4.2 Encourage PKS to implement new routes and frequencies	2/96

Highlands Zone : Krosno

Strategic objective 5 : Improve access to local tourism destinations



Highlands zone : Przemysł

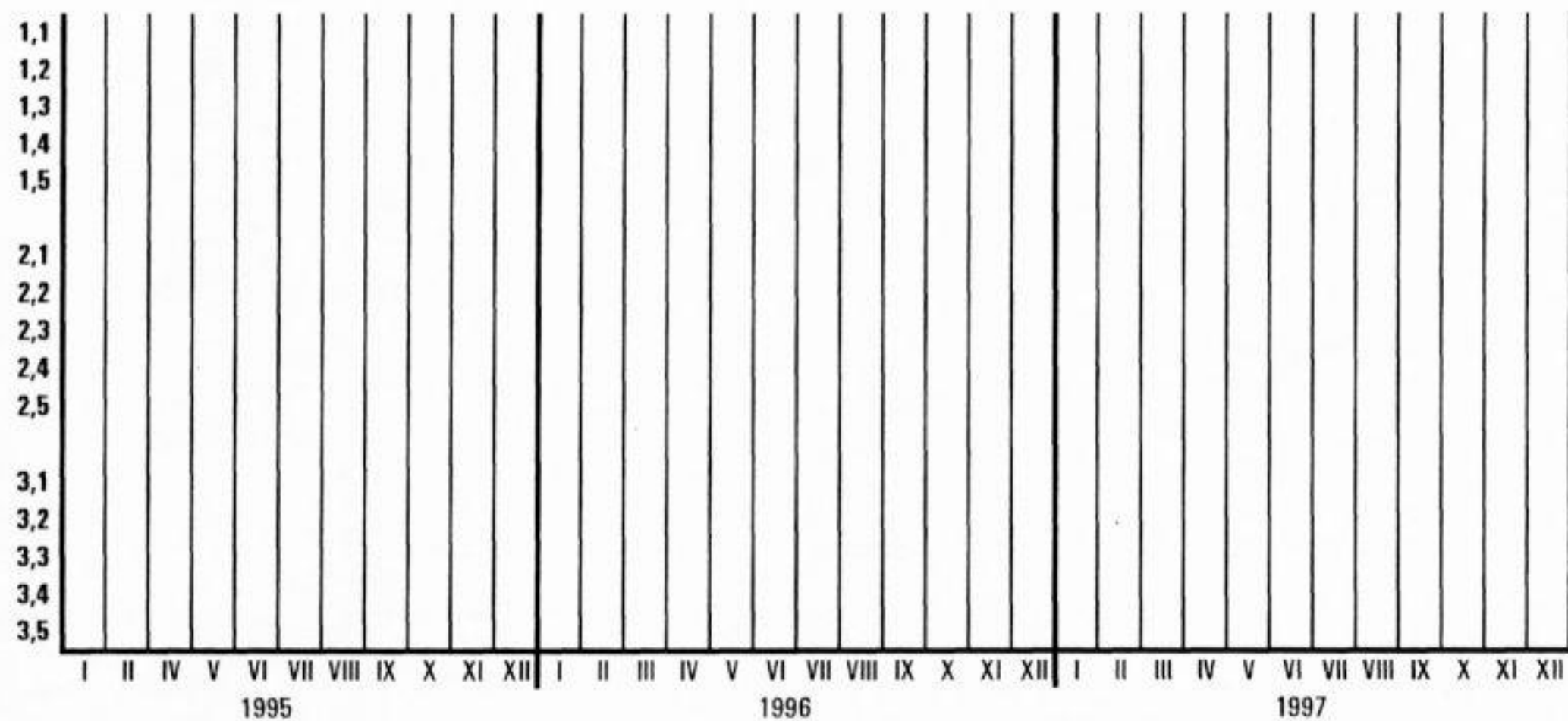
Strategic objective 1 : Develop and upgrade facilities to encourage overnight stays

Requirements	Importance	Responsibility	Actions	Target Date
Standard, good quality motels along main traffic routes	High	STU/Voivodship/PART	1.1 Identify sites along main traffic routes 1.2 Conduct pre-feasibility studies for each site 1.3 Identify and approach international operators 1.4 Support operators with search for investors 1.5 Set up joint venture companies with operators, as relevant	1/97
Main shopping- and leisure complex, next to cross-border points	High	Voivodship	2.1 Identify sites and "champions" for the complex 2.2 Conduct/commission feasibility studies for the sites 2.3 Select one site for international tender 2.4 Launch tender procedure 2.5 Select winner and create joint venture company, as relevant	1/97
Full-service truck-stop stations	Medium	Voivodship/Gminas/PART	3.1. Identify existing stations with potential for development/ extension 3.2 Conduct pre-feasibility and development study 3.3 Find operators/investors (national/international) 3.4 Support negotiations between existing owners and operators/investors for joint venture companies, as relevant 3.5 Seek financial support for the development (PHARE?)	3/97

Highlands Zone : Przemyśl

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

Action tasks planning



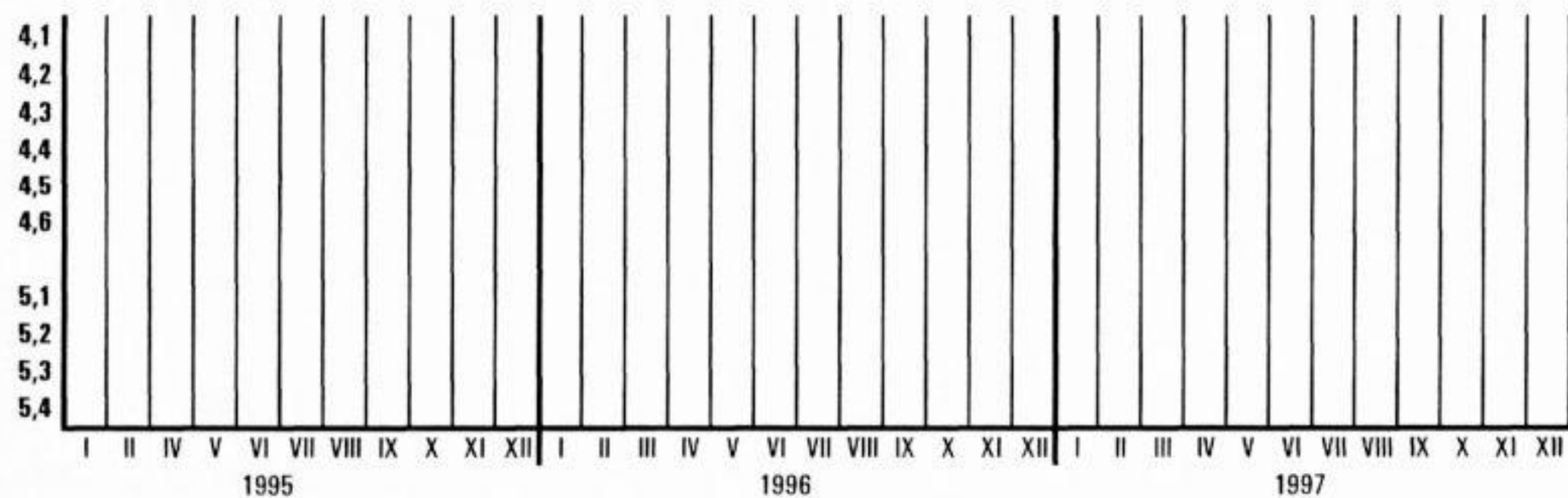
Highlands zone : Przemyśl

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

Requirements	Importance	Responsibility	Actions	Target Date
Sign-posts on main traffic routes	Medium	Voivodship	4.1 Develop a list of all facilities/places with services for transient tourists (e.g. motels, restaurants, rest-places) 4.2 Specify languages to be used (main nationalities passing by) 4.3 Develop model sign posting in Polish 4.4 Test the sign posts with tourists 4.5 Translate the sign posts by mother-tongue speakers 4.6 Set up and maintain signposts and check every two months	2/96
Clean and friendly traffic areas	Medium	STU/Voivodship/Gminas	5.1 Assign clear responsibilities for each traffic route/area 5.2. Define cleanliness standard requirements (e.g. streets, buildings, street marking) 5.3 Maintain and clean every two weeks 5.4 Encourage Gminas to support cleanliness of traffic routes and cities (through competitions like "the cleanest city")	2/96

Highlands Zone : Przemyśl

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



Highlands zone : Przemyśl

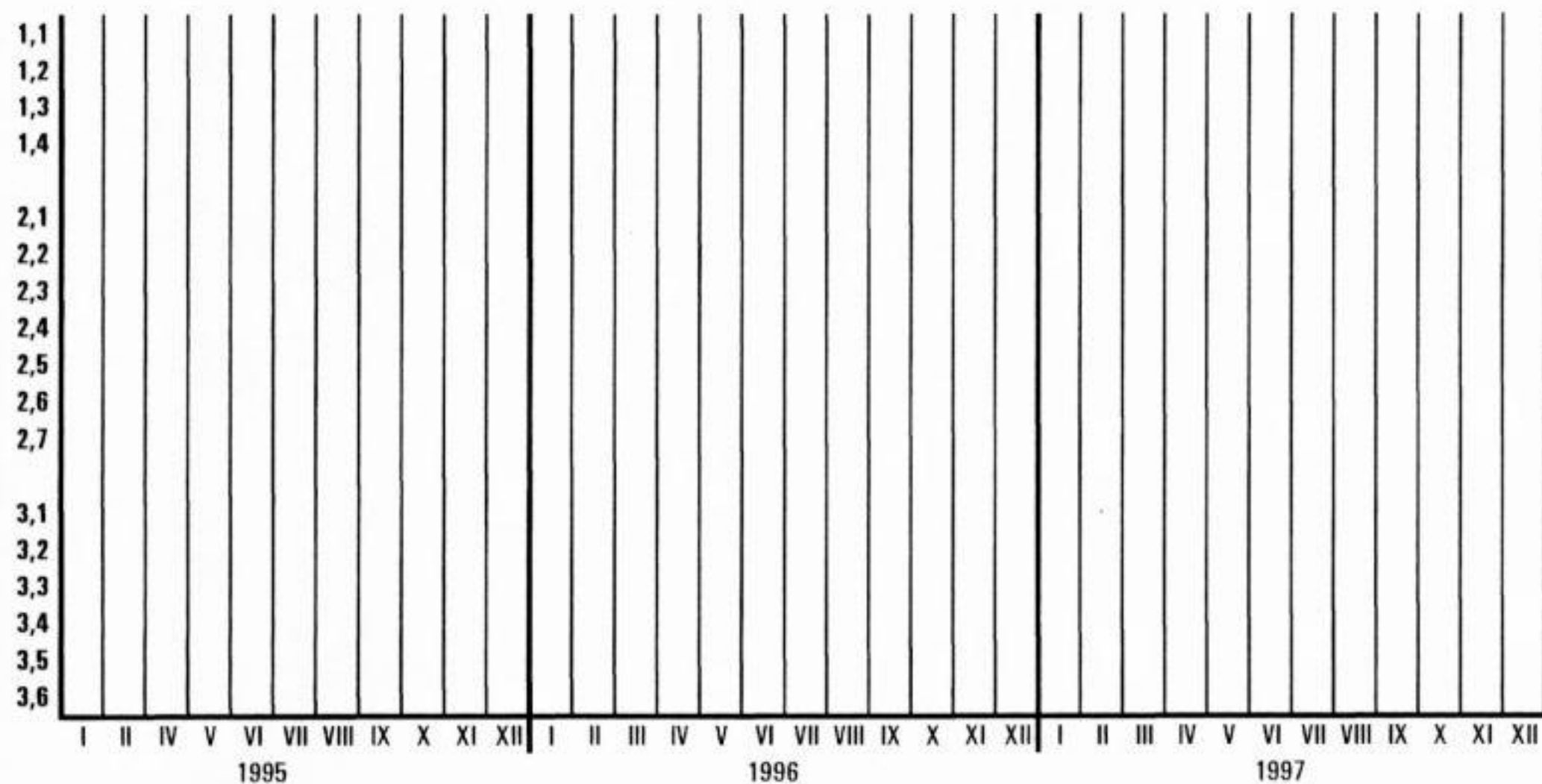
Strategic objective 2 : Teach, train and coach the local rural population in developing rural tourism

Requirements	Importance	Responsibility	Actions	Target Date
"Little jewel" model development	High	STU	1.1 Identify existing Bed and Breakfast offers 1.2 Upgrade rooms with public support into "optimal model rooms" 1.3 Develop curriculum for rural tourism training 1.4- Promote model as example of development	1/96
Centre of competence within the LDO	Medium	STU/Voivodship/LDO	2.1 Identify "champions" 2.2 Involve champions in the "little jewel" development 2.3 Identify supporting Gmina 2.4 Determine service needs for rural tourism 2.5 Develop service manuals 2.6 Conduct "Train the trainer" seminars 2.7 Start promoting services	4/95
Private room development	Medium	STU/LDO	3.1 Develop "model guest rooms" (standards) with public support 3.2 Set up grant aid/loan facility 3.3 Develop application procedures 3.4 Visit locations and provide aid/loans for upgrading 3.5 Provide aid/loans only with consulting advice 3.6 Approve rooms and list them in brochures	4/96

Highlands Zone : Przemyśl

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

Action tasks planning



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

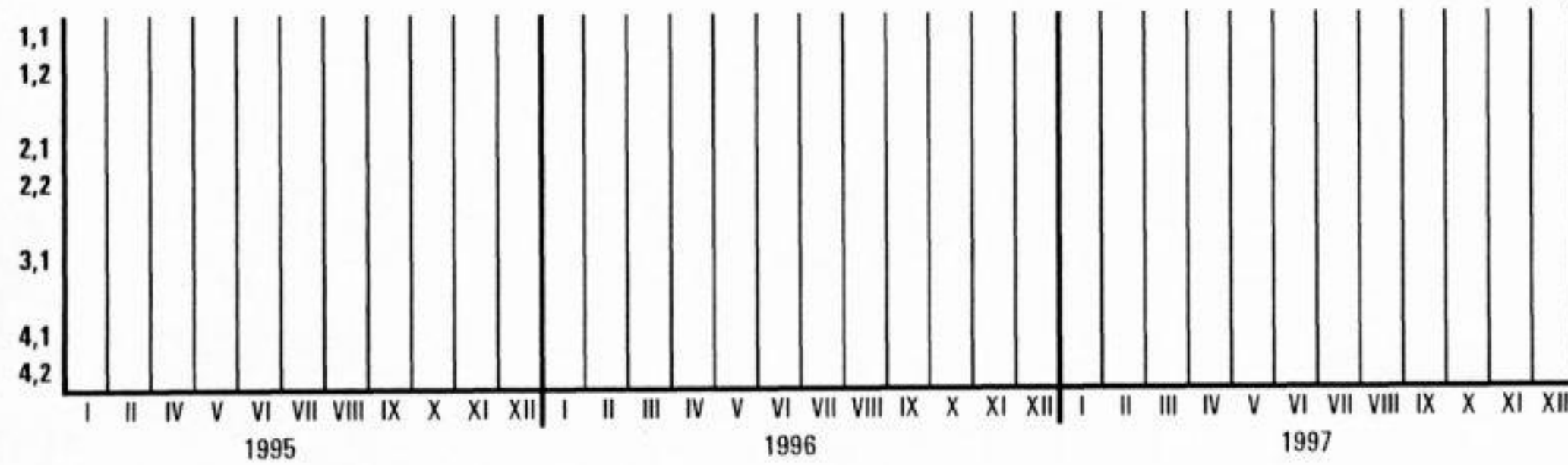
Strategic objective 1: Create effective regional structure for organisation of tourism

Requirement	Importance	Responsibility	Action tasks	Target Date
An executive structure (LDO) based upon inter-voivodship agreement	High	Members of existing inter-voivodship agreement	1.1 Specify LDO's job descriptions 1.2 Adopt appropriate legal structure	2/95
Financing for local tourism activities	High	LDO	2.1 Promote idea of joint sponsorship of LDO (Gminas, Urząd Wojewódzki, private entrepreneurs) 2.2 Seek for SSTA assistance	3/95
Full time staff	High	LDO	3.1 Identify and recruit tourism professionals who really want to make things happen happen	3/95
Launch and promotion of new office	High	LDO	4.1 Designate office space and adapt budget 4.2 Invite SSTA product managers to help start activity	3/95

Capital Zone

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

Action tasks planning



Capital Zone: Warsaw

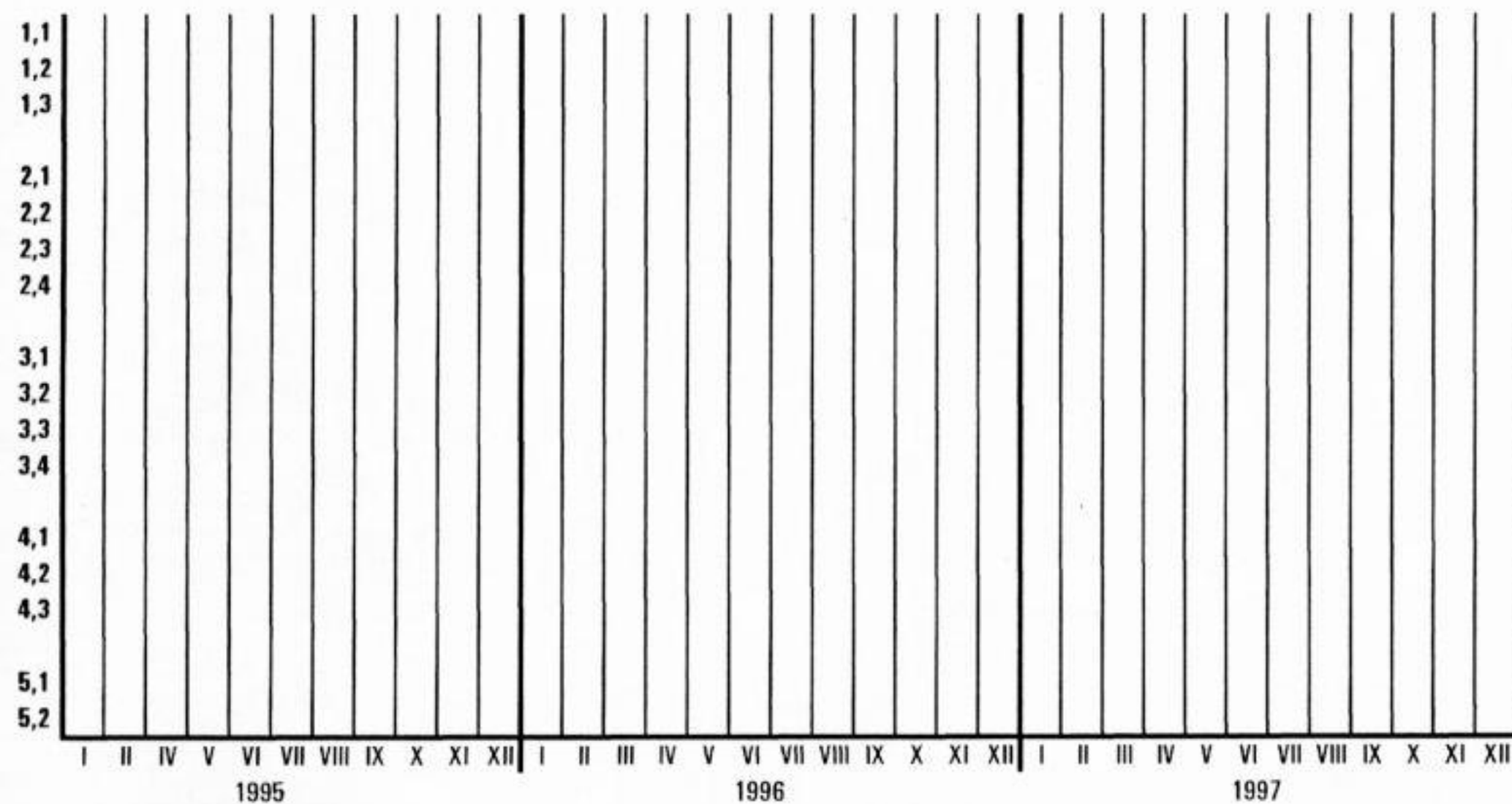
Strategic objective 2: Develop Warsaw into a first class point of entry to discovery of Poland

Requirement	Importance	Responsibility	Action tasks	Target Date
High quality airport	High	Airport Authorities / SSTA / City Authorities	1.1 Encourage authorities to maintain current high standards 1.2 Create a tourism information centre at the airport 1.3 Take steps to eliminate taxi "pirates"	3/95
Central Railway Station offering tourists a user-friendly service	High	PKP / LDO	2.1 Increase surveillance at station to make the station a safe place: fight pickpockets and beggars 2.2 Train front desk staff in customer oriented attitudes 2.3 Accept credit cards for purchase of tickets 2.4 Distribute free timetables for selected routes (may be used as advertising support)	4/95
Good quality tourist class accommodation	Medium	Local Authorities / LDO	3.1 Identify sites for 2-3 star hotels (on highways, at airport, worker's and hostels, and palaces for conversion) 3.2 Create a "Warsaw City Hotel Development Company" with land as the City's contribution 3.3 Prepare specifications (e.g. size, price, service level, accompanying facilities) 3.4 Find developer(s)	4/96
Excellent city tours	Medium	LDO	4.1 Sign post main tourism attractions 4.2 Prepare self-guided itineraries and appropriate collateral (guide books, maps) 4.3 Introduce one day public transport travel cards	2/96
Promotion of Warsaw products to tour operators	Low	LDO / STU / PAPT	5.1 Define comprehensive product and facilities inventory 5.2 Promote to tour operators by target market and customer	4/96

Capital Zone : Warsaw

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

Action tasks planning



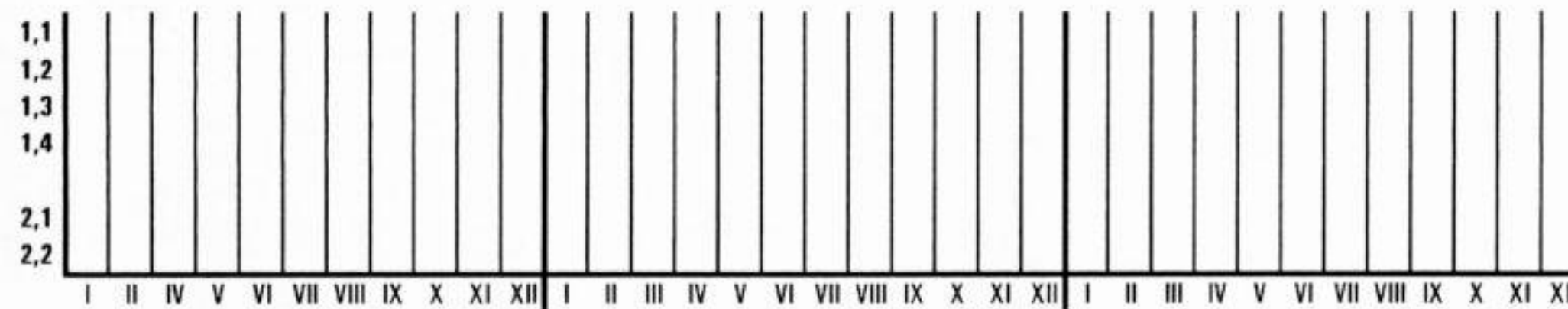
Capital Zone: Warsaw

Strategic objective 3: Increase commercial tourism potential of Warsaw

Requirement	Importance	Responsibility	Action tasks	Target Date
Diversified products available for commercial tourists	Low	LDO / STU	1.1 Encourage authorities to upgrade sailing facilities on Zegrzyńskie Lake 1.2 Encourage authorities to increase number of indoor tennis courts 1.3 Encourage authorities to create one additional golf course (Konstancin?) 1.4 Promote major cultural events to the commercial tourist community	4/97
Pre- and post- business tourism products and facilities	Medium	LDO / STU	2.1 Encourage creation of half day / evening and weekend sightseeing tours 2.2 Ensure that all hotels offer a wide range of city tour products	2/96

Capital Zone : Warsaw

Strategic objective 3 : Increase commercial tourism potential of Warsaw



Capital Zone: Warsaw

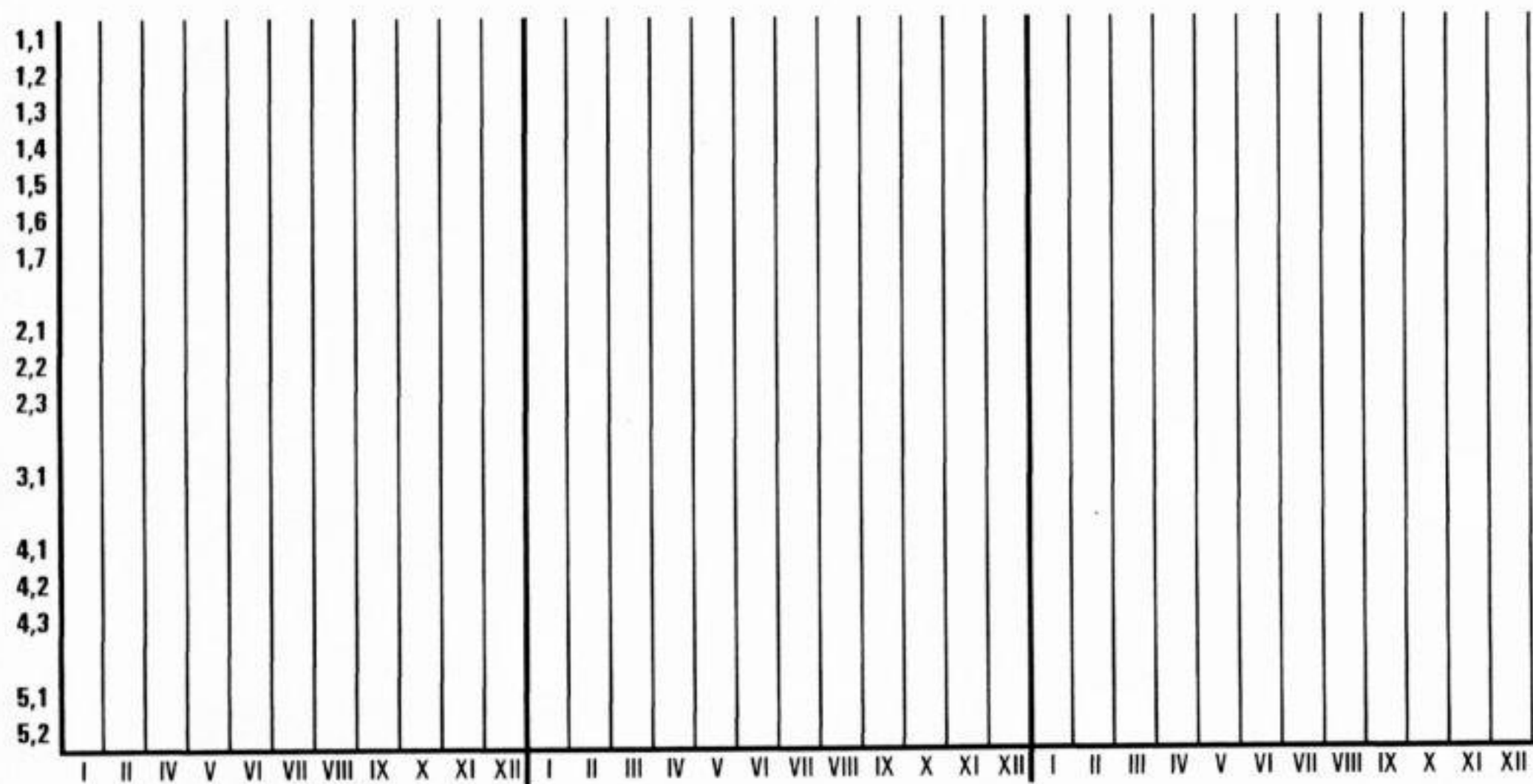
Strategic objective 4: Develop leisure tourism for Warsaw and Łódź residents

Requirement	Importance	Responsibility	Action tasks	Target Date
Pilot project for sensitive development of Kampinoski Park Narodowy	High	Local Authorities / KPN / LDO / STU	1.1 Prepare a detailed plan of development of tourism facilities at the edge of the Park (accommodation, restaurants, guarded parking lots, bicycle rental outlets, etc.) 1.2 Position KPN as nature lovers' destination 1.3 Upgrade existing and create new nature paths 1.4 Make sure domestic garbage is not disposed in the Park 1.5 Encourage bicycle tourism by designing sand-free and sign posted tracks, publishing good quality map with suggested itineraries, creating a cycling track from M ³ ociny to Dziekanów 1.6 Improve access by public transport to the Western part of the Park 1.7 Install more board maps and maintain in good condition	4/96
Wisła waterfront developed as a leisure tourism attraction	Medium	Local Authorities / LDO / SSTA / PKOl	2.1 Prepare development plan of Wisła waterfront 2.2 Create a "Wisła Waterfront Development Company" with the City and developers as shareholders 2.3 Cooperate with specialists to develop a potential Olympic Games Warsaw 2012 bid project	4/97
Exploited potential of Konstancin spa	Low	LDO / STU	3.1 Cooperate with specialists from well- managed spas (Kołobrzeg, Baden-Baden) to develop Konstancin	3/96
Theme park servicing Warsaw and Łódź residents	Medium	Local Authorities / LDO / STU	4.1 Identify location with good road access from both agglomerations 4.2 Invite major international theme parks operators to conduct a feasibility study 4.3 Create a joint venture with free land as local authorities' contribution	1/96
Exploit Płock voivodship's attractions as leisure / conference destination	Medium	LDO / STU	5.1 Encourage owners of existing facilities to adapt their product to Warsaw and Łód market needs: (e.g. palace converted into a hotel + horseback riding, small conference facilities) 5.2 Help them to promote their products on these markets	3/96

Capital Zone : Warsaw

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

Action tasks planning



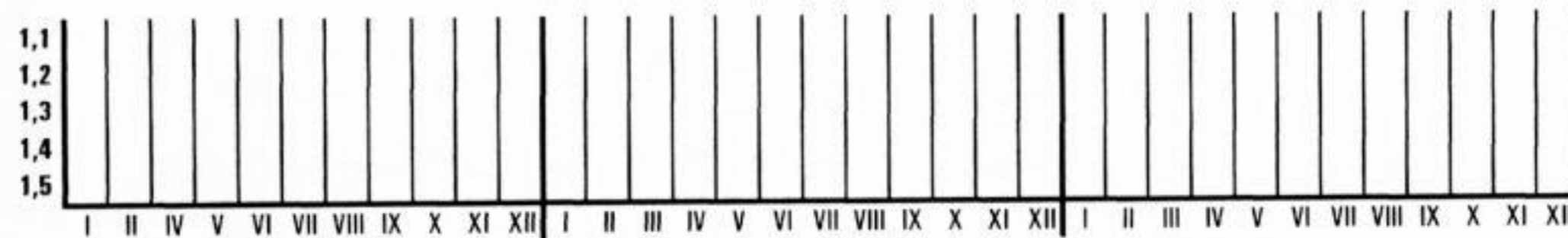
Capital Zone: Warsaw

Strategic objective 5: Develop into a major business tourism destination

Requirement	Importance	Responsibility	Action tasks	Target Date
Create a first class conference centre	High	Local Authorities / LDO	1.1 Identify site (ideally PKiN) 1.2 Create a "Warsaw Conference Centre Development Company" with the City Authorities and developers as shareholders 1.3 Commission feasibility study 1.4 Identify operating company 1.5 Sign a long lease contract	1/96

Capital Zone : Warsaw

Strategic objective 5 : Develop into a major business tourism destination



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

Strategies for other areas (Lublin, Kielce)

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

Requirement	Importance	Responsibility	Action tasks	Target Date
An executive structure (LDO) based upon inter-voivodship agreement	High	Members of existing inter-voivodship agreement	1.1 Specify LDO's job descriptions 1.2 Adopt appropriate legal structure	2/95
Financing for local tourism activities	High	LDO	2.1 Promote idea of joint sponsorship of LDO (Gminas, Urząd Wojewódzki, private entrepreneurs) 2.2 Ask for SSTA help	3/95
Full time staff	High	LDO	3.1 Identify and recruit tourism professionals who really want to make things happen	3/95
Launch and promotion of new office	High	LDO	4.1 Designate office space and adopt budget 4.2 Invite SSTA product managers to help start activity	3/95

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

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

Requirement	Importance	Responsibility	Action tasks	Target Date
Attractive, well-maintained attractions within the city	High	City and voivodship/LDO/Office of Culture and Monuments	1.1 Develop priority list of attractions requiring upgrading 1.2 Develop and agree phased action plan for funding upgrading with Office of Culture and Monuments 1.3 Identify requirements for improving support infrastructure and integrate into City budget - e.g. sign posting, green spaces, paths - taxis, transportation	4/95
International tourist class accommodation	High	City and voivodship authorities/LDO	2.1 Identify two to three sites for new hotels 2.2 Prepare specification of new hotel requirements, including : - hotel itself - associated recreation and leisure investment - international operator with high service level reputation 2.3 Consider long leasehold at no or low rent 2.4 Launch tender, select best bid and support development	2/96
Interesting itineraries to attractions in surrounding area	Medium	City and voivodship authorities/LDO/gminas	3.1 Select logical day trip itineraries with local tour operators, along themes e.g. - renaissance monuments - holocaust, Majdanek - chalk caves - historical towns (Kazimierz, Sandomierz, Zamość) 3.2 Encourage gminas to upgrade local service facilities on these itineraries	2/96
Effective promotion	Medium	City and voivodship authorities/LDO	4.1 Target specific customer groups 4.2 Identify national and international tour operators focusing on these target groups e.g. Dutch, holocaust visitors ... 4.3 Invite tour operators to identify needs 4.4 Promote area to targets in response 4.5 Prepare tourist information documentation in (Dutch), German and English	4/96

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

The grid is a 12x12 matrix. The vertical axis (rows) is labeled with numbers 1,1 to 4,5. The horizontal axis (columns) is labeled with Roman numerals I to XII, repeated three times.

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

Requirement	Importance	Responsibility	Action tasks	Target Date
Interesting short visit attractions close to highways	High	City, voivodship and gmina authorities/LDO	1.1 Identify and select a few attractions or itineraries of up to 2 hours visit time 1.2 Upgrade and provide necessary tourist support and infrastructure e.g. toilets, documents	2/96
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 	High	City, voivodship and gmina authorities/LDO/PAPT	2.1 Identify locations for facilities 2.2 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 2.3 Lay down necessary support infrastructure 2.4 Coordinate with PAPT on development of appropriate tourist information materials	3/96

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

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

Requirement	Importance	Responsibility	Action tasks	Target Date
Highway rest places, service areas and motels	Medium	Voivodship authorities/Ministry of Transport/PART	1.1 Identify sites on highway 1.2 Develop specifications of requirements 1.3 Prepare attractive terms and conditions for bidders 1.4 Launch tender and support implementation	3/96
Secondary routes and facilities to reduce traffic on highways and encourage tourism	Low	Voivodship authorities/Ministry of Transport	2.1 Agree secondary "Green routes" with Ministry of Transport, together with any necessary associated road improvement programme 2.2 Provide "Green route" signposting 2.3 Provide incentives for guest houses and restaurateurs along "Green routes" 2.4 Develop promotional materials for routes	1/97

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

A blank graph paper template. The vertical axis (y-axis) is on the left, with labels 1,1, 1,2, 1,3, 1,4, 2,1, 2,2, 2,3, and 2,4. The horizontal axis (x-axis) is at the bottom, with labels I, II, IV, V, VI, VII, VIII, IX, X, XI, and XII, repeated three times. The grid consists of vertical lines corresponding to the x-axis labels and horizontal lines corresponding to the y-axis labels.

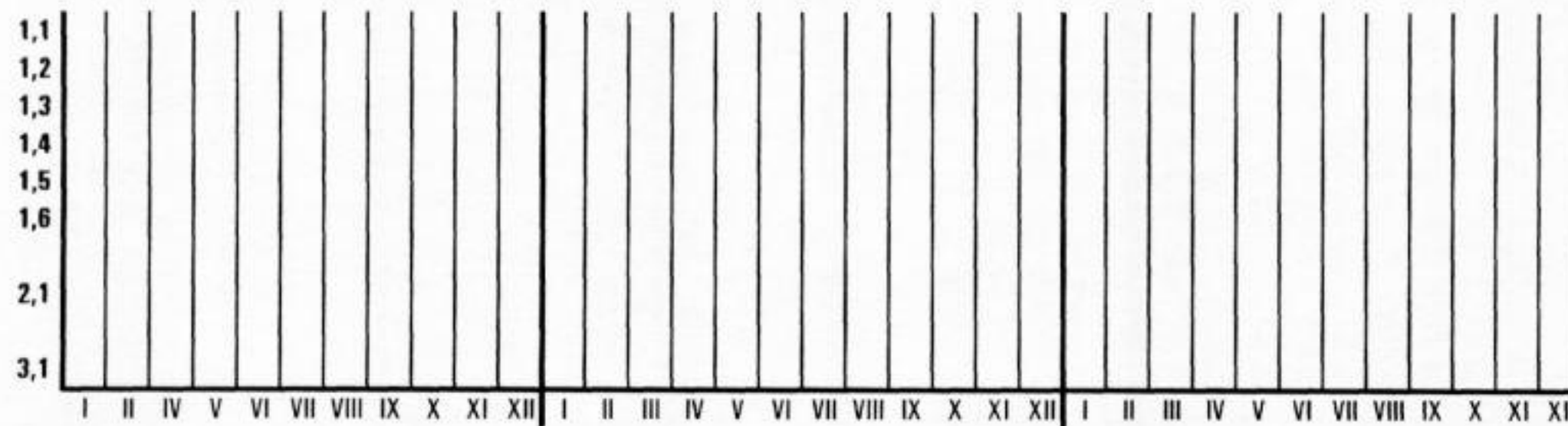
Strategic objective 5 : Develop week-end, short-break and conference facilities to serve Warsaw, Łódź, Kraków and Śląsk urban markets

Requirement	Importance	Responsibility	Action tasks	Target Date
Accommodation with associated recreation, leisure and conference facilities	High	Gminas and LDO	1.1 Select one and two state company owned rest centres, with sound basic structure in attractive location 1.2 Acquire at nominal cost 1.3 Develop specification for upgrading of accommodation, installation of an indoor leisure club, development of outdoor facilities and the creation of a conference suite 1.4 Launch tender 1.5 Select most appropriate offer with best operator 1.6 Provide support during development	1/96
Streamlined access	Low	Voivodship authorities/LDO/ PKP/Highway authorities	2.1 Encourage PKP and highway authority to improve timetable schedules and assess road conditions	2/96
Promotion to targeted conference and weekend break users	Medium	LDO/PAPT	3.1 Target specialist conference organisers and large corporations for promotional initiatives	3/97

Strategies for other areas (Lublin, Kielce)

**Strategic objective 5 : Develop week-end, short-break and conference facilities to serve
Warsaw, Łódź, Kraków and I'sk**

Action tasks planning



Strategies for other areas (Lublin, Kielce)

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

Requirement	Importance	Responsibility	Action tasks	Target Date
Basic physical and locational conditions with potential for development to "world class" status	High	Voivodship authorities/LDO	1.1 Conduct audit & physical inventory of all special interest opportunities in the area 1.2 Pre-select 2 or 3 areas with apparent "world class" status potential 1.3 Discuss with national and international specialist associations to agree programme requirements to achieve "world class" status 1.4 Select most appropriate specialty	4/95
Funding for development to "world class" status	High		2.1 Prepare study and specification of investment requirements 2.2 Seek funding from national and international agencies and the relevant specialty associations 2.3 Seek approval from international associations of selected specialty to run "world championships" (or equivalent)	4/95
Promotion	Medium		3.1 Develop promotion through specialty's national and international associations	4/96

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

**BIBLIOTEKA I
Archiwum Prok
Naukowo-Kadawczych**