

**STRATEGY FOR DEVELOPMENT of TOURISM
IN POMORSKIE VOIVODESHIP
IN THE PERIOD of 2004 - 2013**

Office of the Marshal of Pomorskie Voivodeship

Gdańsk 2004

Strategy for Development of Tourism in Pomorskie Voivodeship in the period of 2004 – 2013

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Office of the Marshal of Pomorskie Voivodeship
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Zdjęcie!

Ladies and Gentlemen,

It is a great pleasure for me to be able to present a document that sets forth directions for development of tourism in Pomorskie region till the year 2013. The priorities and operational programmes specified in “The Strategy” provide for implementation of a comprehensive tourist information system, coherent policy for promotion of the tourist potential of Pomorskie Voivodeship and creation of new tourist products.

“The Strategy” emphasises the significance of tourist market monitoring, which will enable rational management, and information, which is essential for the region to be competitive. The document assumes increased use of the potential of local communities involved in creating innovative and competitive tourist products. “The Strategy” also constitutes the basis for harmonious and long-term co-operation for development of tourism between all levels of local administration, non governmental organizations and government agencies. Integration of all communities and partners is vital for generating new quality of tourism in the region.

I hope that in the nine years to come we will be able to implement the strategic vision of tourism development in Pomorskie Voivodship, which will really become an area that meets a wide range of needs of both the residents of the region and tourists, and that tourism will become the driving force of regional development, will generate new jobs, thus making many economic areas more powerful.

Gdańsk, May 2004

Marshal of Pomorskie Voivodeship

Jan Kozłowski (czytelna faksymilka!)

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RESOLUTION No 327/XXIII/04
SEJMIK of POMORSKIE VOIVODESHIP
of 17th of May 2004

on: adopting Strategy for Development of Tourism in Pomorskie Voivodeship in the period of 2004 – 2013

Pursuant to § 2 of Resolution No 122/X/03 of Sejmik of Pomorskie Voivodeship of
30th June 2003 on development of Strategy for Development of Tourism in Pomorskie Voivodeship in the
period of 2004 – 2013

Sejmik of Pomorskie Voivodeship adopts the following resolution:

§ 1

Strategy for Development of Tourism in Pomorskie Voivodeship in the period of 2004 – 2013, called Strategy for Development of Tourism for the Period of 2004 – 2013 hereinafter, constituting an attachment to this Resolution, is adopted.

§ 2

Implementation of the Resolution, according to the priorities of the Strategy for Development of Tourism specified as:

1. Development of partnership and cooperation to work out a coherent management system,
2. Development and modernisation of infrastructure and improvement of transport for tourist purposes,
3. Development of brand tourist products,
4. Development and implementation of a concept for tourist market monitoring,
5. Development of consistent promotion and integrated tourist information system,
6. Development of human resources capital based on knowledge and entrepreneurship spirit, focused on improving the quality of tourist services

- is entrusted to the Voivodeship Board.

§ 3

1. The Strategy for Development of Tourism will be implemented by development and implementation of detailed programmes, such as:
 - 1) Programme for development of tourist products in Pomorskie Voivodeship,
 - 2) Integrated system of tourist information of Pomorskie Voivodeship,
 - 3) Tourist market monitoring programme,
 - 4) Pomorskie Voivodeship tourism promotion programme,
 - 5) Programme of training for tourism,
 - 6) Transport system in tourism,
 - 7) Programme of supporting investments and entrepreneurship in tourism.
2. The programmes will be developed and implemented in two stages, depending on availability of funds from the European Union.

§ 4

The Resolution takes effect the day it is adopted.

Chairman
of Sejmik of Pomorskie Voivodeship
Brunon Synak

Members of Pomorskie Voivodeship Board

at the time the “Strategy for Development of Tourism in Pomorskie Voivodeship in the period of 2004-2013” was being developed:

Jan Kozłowski – Marshal of Pomorskie Voivodeship
Marek Biernacki – Vice-Marshal of Pomorskie Voivodeship
Kazimierz Klawiter – Vice-Marshal of Pomorskie Voivodeship
Bogdan Borusewicz – Member of Pomorskie Voivodeship Board
Jacek Głowacz – Member of Pomorskie Voivodeship Board

Members of Commission for Development Strategy and Spatial Policy

at the time the “Strategy for Development of Tourism in Pomorskie Voivodeship in the period of 2004-2013” was being developed:

Mieczysław Struk – Chairman
Marzena Dobrowolska
Tadeusz Kolor
Jerzy Kozdroń
Michał Kubach
Paweł Piechota
Mariusz Słomiński
Andrzej Śnieg

COMPOSITION

of Steering Committee for the Strategy for Development of Tourism in Pomorskie Voivodeship in the period of 2004-2013

Jan Kozłowski	Marshal of Pomorskie Voivodeship
Jarosław Białk	Secretary of Association for development of Northern Kashubian Region “Norda”
Bogdan Donke	President of Gdańsk Tourist Organization
Prof. dr. hab. Władysław W. Gaworecki	Rector of The Higher School of Tourism and Hotel Management in Gdańsk
Janusz Goliński	President of “Żuławy Gdańskie” Association Voit of Cedry Wielkie Gmina
Aleksander Janiak	Polish Chamber of Tourism Pomorskie Branch in Gdańsk President of the Branch
Janina Kwiecień	Council of Starostes of Pomorskie Voivodeship Kartuzy Staroste
Dr hab. Barbara Marciszewska prof. of Academy of Physical Education and Sport	Academy of Physical Education and Sport Director of Institute of Sport and Recreation
Joanna Orłowska	Słupsk Poviast Starosty Head of Department of Promotion, Poviast Development and Health
Dr. Feliks Pankau	Office of the Marshal of Pomorskie Voivodeship Deputy Director of Regional Development Department
Dr. Henryk Piękoś	Higher School of Physical Education and Tourism in Sopot Director of Tourism and Hotel Management Research Institute
Jarosław Struczyński	President of Gniew Castle Foundation
Dr. Tomasz Studzieniecki	Maritime Academy in Gdynia Associate professor
Dr. Marzena Wanagos	Office of the Marshal of Pomorskie Voivodeship Deputy Director of Department of Culture Sport and Tourism
Marcin Wozikowski	President of Local Tourist Organization “Bory Tucholskie”

1. INTRODUCTION

1. Introduction

1.1. The essence of the Strategy for Development of Tourism in Pomorskie Voivodeship

“The Strategy” is a document presenting a long-term concept of objectives and tasks. Great potential and opportunities of multi-direction development of tourism in Pomorskie Voivodeship require planned actions on regional level. The Strategy for Development of Tourism in Pomorskie Voivodeship is to give direction, to make more dynamic and to harmonise the development of tourism in the region.

Tourism is thought to be one of the most profitable and the most dynamically developing branches of economy in the world. In EU countries, employment rate increase in this area is the highest. However, development of tourism requires long-term planning. A strategy is a tool to integrate various entities, whose tourism development activities have not been coordinated so far, in their aiming at attaining jointly identified objectives.

Many areas of economy and social life, e.g. culture, sport, transport and agriculture, are strictly connected with tourism. “The Strategy” is to indicate tourism development functions also in those areas.

This study identifies main planes of strategic measures formulated in the form of priorities. The priorities are broken down into strategic objectives, from which tasks to be implemented in a few years perspective follow.

The main assumptions of “The Strategy” are as follows:

- simple and informal wording,
- use of synergy effect of activities and interests of local authorities and tourist industry of Pomorskie Voivodeship generated by activities coordinated at regional level
- use of tourist assets and opportunities of Pomorskie Voivodeship,
- eliminating weaknesses and avoiding threats to development of tourism in Pomorskie Voivodeship.

The document does not list the forms of tourism, nor does it differentiate between areas with bigger or smaller tourism development potential because it assumes that is not only natural or cultural assets that can contribute to tourist attractiveness of the region but also active participation of local communities that can initiate development of tourist attractions.

The document “Strategy for Development of Tourism in Pomorskie Voivodeship in the period of 2004-2013” assumes long-term planning. It should thus enable harmonious development of tourism in the region and provide certain order and direction to the problem area activities designed to increase competitiveness of Pomorskie Voivodeship in Poland, in Europe and in the world.

1.2. Methodology

The process of strategic planning of tourism in Pomorskie Voivodeship was structured into 7 stages, which fit well into the four basic phases of planning.

<u>Phase I</u> PREPARATORY PHASE Stage 1 Work process organization and appointment of “Steering Committee for the Strategy for Development of Tourism in Pomorskie Voivodeship in the Period of 2004-2013”
<u>Phase II</u> DIAGNOSTIC PHASE Stage 2 Environment analysis (SWOT analysis) Stage 3 Identification of problem and strategic areas
<u>Phase III</u> PROJECTION PHASE Stage 4 Integration of action plans in individual problem and spatial areas Stage 5 Formulation of priorities and strategic objectives Stage 6 Development of “The Strategy” implementation and implementation monitoring system
<u>Phase IV</u> IMPLEMENTATION PHASE Stage 7 Launch of “The Strategy” implementation after it has been approved by the voivodeship authorities

“Steering Committee for the Strategy for Development of Tourism in Pomorskie Voivodeship in the Period of 2004-2013”, which was to express its opinion on this document as it was being developed, was appointed during the first Stage. Representatives of schools of higher education providing classes on tourism, representatives of local tourist organizations, tourist industry and local authorities from the entire Pomorskie Voivodeship were invited to join the Steering Committee. The composition of the Steering Committee is presented in Attachment 1.

The second stage consisted in analysis of the factors with an impact on development of tourism in Pomorskie Voivodeship, government document and resolutions adopted by the Sejmik of Pomorskie Voivodeship. To enable the analysis the material “Conditions and Directions of Development of Tourism in Pomorskie Voivodeship” was prepared by experts – professionals dealing with the problems in questions for many years, and representing mainly the scientific research communities of Pomorskie Voivodeship. The work on the document was co-ordinated by Polish Agency for Development of Tourism S.A., which was awarded the contract as a result of a public tender.

Then eleven public debates attended by representatives of local authorities and tourist industry were held. Ten debates, held in various parts of Pomorskie Voivodeship, were to help identify the specific problems of development of tourism at the local and sub-regional

level and find out what the opinions of representatives of local authorities and tourist industry were. The last, eleventh debate was held in Gdańsk and was a comprehensive presentation of the document prepared by the experts and a summary of the conclusions from consultations with social partners (carried out by PART S.A. in co-operation with Office of the Marshal and local partners). The conclusions from the debates are presented in chapter 2.1.

To complement the diagnosis, also mail consultations were made. a questionnaire was distributed and answered by local authorities – 16 poviats starosties and 4 gminas of starosty level (implementation - PART S.A.). 123 gminas of Pomorskie Voivodeship were asked to express their opinions, suggestions and conclusions on the expert document “Conditions and Directions of Development of Tourism in Pomorskie Voivodeship” published in January 2004 on the website of the Marshal of Pomorskie Voivodeship, and on the content of “The Strategy” (implementation - Office of the Marshal of Pomorskie Voivodeship). The list of respondents to the questionnaire is presented in Attachment 2.

Problem and strategic areas were identified based on the expert document, the debates, and the conclusions and comments submitted to Office of the Marshal of Pomorskie Voivodeship, as well as on the already existing strategic documents of Pomorskie Voivodeship local authorities. The following also had a fundamental impact on the form and content of “The Strategy: Strategy for Development of Tourism in the period of 2001-2006. Government Tourism Support Programme for the period of 2001-2006”¹, the documents adopted by Sejmik of Pomorskie Voivodeship, including “Strategy for Development of Pomorskie Voivodeship”², “Spatial Management Plan of Pomorskie Voivodeship”³ and “Environmental Protection Plan of Pomorskie Voivodeship for the period of 2003-2006, with 2007-2010 perspective”⁴.

The next stages led to development of mission, vision, priorities, objectives and tasks, and presentation of the concept of “The Strategy” implementation and implementation monitoring system. “Steering Committee for the Strategy for Development of Tourism in Pomorskie Voivodeship in the period of 2004-2013” expressed its opinions on all the strategic statements of “The Strategy”.

The planning process carried out in that way justifies the statement that the developed document is:

¹ Government document adopted by the Council of Ministers on 24 April 2001, modified by the Council of Ministers on 10 September 2002

² Resolution No 271/XXI/2000 of Sejmik of Pomeranian Voivodeship of 3 July 2000 on adopting the Strategy of Pomeranian Voivodeship

³ Resolution No 639/XLVI/2002 of Sejmik of Pomeranian Voivodeship of 30 September 2002 on adopting Spatial Management Plan of Pomeranian Voivodeship

⁴ Resolution No 153/XIII/2003 of Sejmik of Pomeranian Voivodeship of 29 September 2003 on adopting Environmental Protection Programme of Pomeranian Voivodeship for the period of 2003-2006, with 2007-2010 perspective, and Regional Waste Management Plan for Pomeranian Voivodeship

- a strategy of idea character, in which intentions are a collective vision of whom “The Strategy” may concern, controlled by coherent standards and indicating active participation of the entire community;
- a consensus – resulting from mutual adjustments, in which action schemes of individual entities make up joint action schemes of regional character.

1.3. Content structure

The document consists of diagnostic and projection part.

The diagnostic part took into account the conclusions from the debates held and SWOT analysis based on:

- experts’ document “Conditions and Directions of Development of Tourism in Pomorskie Voivodeship”,
- conclusions from the debates held,
- conclusions and comments submitted to Office of the Marshal of Pomorskie Voivodeship.

The projection part is a presentation of the strategic vision of tourism in Pomorskie Voivodeship in 2013, the strategic mission on which strategic activities will be based, of priorities, objectives and tasks, which set out the directions of development of tourism in the region.

Then basic elements of “The Strategy” implementation, namely is implementation resources – partners, financing and indication of the Strategy implementation programmes of operational character were specified.

The concept of “The Strategy” implementation monitoring constitutes the last part of the document.

2. STRATEGIC ACCOUNT OF DEVELOPMENT OF TOURISM IN POMORSKIE VOIVODESHIP

2. Strategic account of development of tourism in Pomorskie Voivodeship

2.1. Social debates

Social debates were organized and held with the view of, *inter alia*, finding out what the opinions, visions, plans and intentions in terms of local and sub-regional development of tourism are. The debates were also designed to identify opportunities for taking up joint, including over-local initiatives, horizontal programmes and measures at the level of the region – Pomorskie Voivodeship.

10 sub-regional debates were held in January 2004. The places and areas covered by the debates were exclusively to identify the specific tourism development problems at local and sub-regional level, including direct opinions of representatives of local tourist industry and local authorities, and not setting out any borders of tourist zone of Pomorskie Voivodeship.

Please note that:

- the debates were organized and run by PART S.A., which was commissioned to the company under a contract awarded as a result of a public tender published by in cooperation with Office of the Marshal of Pomorskie Voivodeship (Department of Culture, Sport and Tourism);
- the places in which the debates were held were agreed upon with Office of the Marshal, consulted with the experts and representatives of local authorities;
- representatives of local authorities could participate in several debates, depending on the functional areas and overlapping of tourism related activities of powiat/gmina;
- the places for the debates were selected in such a way as to enable spatial coverage and analysis of the problem of the entire region. The debate sites were to constitute a representative group of tourist landscape of the region, suiting the purpose of strategic planning of development of tourism at the level of the region.

Detailed information on the debates can be found in Attachment 3.

The conclusions on organizational and spatial aspects of the debates can be presented in the following way:

- Diversified character of debate participants :
 - both representatives of tourist industry and local authorities took active part in most of the debates,
 - the debates were attended by numerous representatives of tourist organizations and associations,
 - the debates were also attended by: representatives of culture communities in the broad sense of the term, and representatives of nature preservation institutions, as well as the staff of State Forestry Authorities,
 - the debates were also attended by representatives of scientific research communities (*inter alia*: Gdańsk University of Technology, University of Gdańsk, Maritime Academy, Academy of Physical Education and Sport, Higher School of Tourism and Hotel Management, Higher School of Physical Education and Tourism),
 - representatives of local tourist organizations, the existing ones or the ones under registration process) were very active during the debates;
- Considerable involvement of representatives of local authorities in the debates;
- Most debates were very animated and dynamic;
- Despite two “maritime” debates (coastal area) – not all the coastal local authorities participated in them;
- Very active participation of some tourist sub-regions – representatives of e.g. Lębork, Wejherowo, Chojnice areas and the ones south of Bory Tucholskie forests attended a few debates;
- Poorer attendance in the discussions on conclusions and sum-up, mainly because people from distant places wanted to come back home quickly and safely;
- Some of the people invited to the debates did not turn up due to traffic problems.

The organizational and conceptual aspects of the debates were based on the following assumptions:

- The debates were of open character and participation was voluntary, information about the debates was published in the bulletin “Pomorskie”, invitations were extended to representatives of gminas and tourist industry (operating in the area covered by the debate);
- The debates were preceded by a short, 15 – 20 minute presentation of conclusions from the experts’ opinion (except the debate in Gdańsk);
- Conclusions and comments were recorded as they appeared by the consultants of PART S.A. during the discussion chaired by a moderator, and verified against the conclusions and comments recorded by the moderator;
- Each debate – discussion was divided into two main thematic parts:
 - analytical and diagnostic part (including an analysis of problems, barriers, potential opportunities, strengths and weaknesses);
 - sum-up, including desirable activities and conclusions – also the ones that might be significant from the point of view of future strategy ;
- Each debate was attended by representatives of the Office of the Marshal of Pomorskie Voivodeship;
- The moderator during each of the debates was to lead an open discussion, not to impose any ready solutions, and keep time discipline;
- Each of the persons participating in the debate could contribute to the discussion led by the moderator;
- At the end of each debate, the persons chairing the debates (representatives of Office of the Marshal, PART S.A. consultants and experts – moderators) asked the participants to submit comments, remarks and proposals, also after the debate series was over);
- The debates were held according to the following framework plan:
 1. Welcome by the debate host (e.g. starost, mayor),
 2. Opening the debate by a representative of the Office of the Marshal,
 3. Introduction to the topics of the debate by PART S.A. consultants – presentation of selected conclusions from experts’ document “Conditions and Directions of Development of Tourism in Pomorskie Voivodeship”,
 4. Debate part I – analysis of problems, threats, barriers, chances and opportunities, discussion led by moderator – expert of PART S.A.,
 5. Break (ca 15 minutes),
 6. Debate part II – discussion recapitulation, generating the most important conclusions, postulates, led by moderator – expert of PART S.A.,
 7. Closing the debate, good-bye to participants, invitation to continued cooperation (submitting postulates, comments and proposals to PART S.A. and the Office of the Marshal).

The general conclusions from 10 debates held in Pomorskie Voivodeship are as follows:

- Need for integrated tourist information system;
- Integration of promotional activities in the region;
- Necessary cooperation between private and public sector, and between various sectors (in various sectoral areas);
- Pro-tourist education (of young people – increased awareness, maintaining regional identity);
- Need for marketing research, including tourist traffic, needs, requirements and motives of tourist travelling;
- Need to develop comprehensive product - offer packages (including over-regional ones);
- Need to diversify hotel accommodation adapted to the structure of tourist traffic;
- Extension of tourist season – developing attractions, “non-seasonal” products, including various types of events;
- Providing training and education to staff and improvement of education quality.

The activities most often suggested by the debate participants:

- making information signs and tables more uniform, identifiable and nice looking,
- improving forms of cooperation, including public-private partnership,
- taking greater care of the places attractive to tourists, including post-season tide-up (waste disposal, reclamation of green areas),
- improved safety of tourists,
- synchronisation of transport functioning in the region,
- development of common product solutions for Tri-City and adjacent areas,
- ensuring implementation of long-term plans and continuity,
- supporting promotion of local tourist products,
- integration and coordination of activities, including information and promotion ones,
- making young people “socially aware” – “creative history”,
- rational use of natural and cultural environment assets in development of tourist functions.

The debates helped formulate the main tourism development problem areas which, depending on the area, (as the debates were held) are as follows:

- **Tri-City**
 - No integration of transportation network in Tri-City area;
 - No tourist information consistency and no fluent information flow in the area;
 - Organizational mess, no clear, powerful organizational structures;
 - No strategy for promotion of the region (including promotion pillars, e.g. presenting amber as a distinguishing feature);
 - Theatres and other institutions of culture (e.g. in Gdynia) closed in summer;
 - No marketing research on the needs of the region;
 - No strong tourist products that should be identified and developed;
 - Atomization – scattered points of attraction organization and service;
 - No adequate cooperation with the media.

- **Wejherowo area and Gdańsk powiat**
 - No information on tourist attractions and accommodation;
 - Underdeveloped image of Wejherowo area;
 - Insufficient cooperation with adjacent powiats (Puck, Lębork), including the use of tourist traffic at the seaside in bad weather, complementing the offers with cultural aspects and specialized tourism;
 - Financial barrier – no funds to finance marketing – image development included;
 - No big, interesting event that would promote the region;
 - No identification of products – offer of the region;
 - No perspective thinking by the decision makers in local authorities.

- **Chojnice – areas south of Bory Tucholskie forests and , Człuchów area**
 - No adequate tourist infrastructure (*inter alia*, for water sports);
 - No adequate route signs;
 - Insufficient development of services (*inter alia*, no rental services);
 - No hotel accommodation (all year round) of adequate standard;
 - Insufficient tourist information about the region (e.g. the Internet does not work);

- Environmental protection problems – devastation of forests;
 - No cooperation between poviats;
 - Insufficiently developed transport infrastructure (no motorways);
 - No clear regulations on silence zones, fees, etc.
- **Słowińskie Coast and Lębork area**
 - Short tourist season;
 - No diversified prices (e.g. no price reductions in low seasons);
 - Insufficient information on active tourism;
 - No flow of information on the region;
 - Waste – particularly in the forests (people, mainly residents, leave waste in the forests);
 - “Smoking chimneys” – pollution of the environment;
 - The region delimitation problem (The Łeba River Valley, Lębork area, the Duchy of Łeba, Amber Coast);
 - No tourism organization management system;
 - Insufficient development of tourist infrastructure (including sports and recreational one).
- **Kociewie (Tczew powiat, Starogard powiat and the adjacent areas)**
 - No distinctive tourist image of Pomorskie Voivodeship;
 - No highly specialised tourist infrastructure;
 - No coherent tourist information system;
 - No tourist use of many assets (e.g. rivers, lakes, historical sites);
 - No comprehensive regional publications , including a tourist guide (publications in too few copies);
 - Insufficient tourist management of the areas attractive for tourists;
 - No full, complete tourist infrastructure, combined with services (tourist products);
 - High real estate taxes – development barrier;
 - Insufficient lobbying for Kociewie area, no coordinated activities;
 - No understanding for the specific character of Kociewie area and opportunities for development of tourism – it is not only farming area;
 - Insufficient use of water courses;

- No consistent system of marking attractions in the region;
 - The problem of “transit area” – how to keep the passers by.
- **Malbork, Sztum and Kwidzyn area – Powiśle and the adjacent areas (Malbork, Sztum and Kwidzyn poviats)**
 - No integrated promotional activities;
 - No medium priced (economic) hotel accommodation;
 - Problem with matching tourist packages to the needs and expectations of customers –
– no market research on that;
 - No comprehensive offer of services connected e.g. with the main attractions (such as the Castle in Malbork) – tourist products;
 - Problems with getting tourist information;
 - No system solutions in tourism (like, for example, in Eastern Germany, redevelopment of old towns, improved presentation of historical sites, tourist information points);
 - Insufficient transport infrastructure – bad roads, low quality of railway connections (of rolling stock);
 - No infrastructure development resources.
- **Słupsk and Lębork areas, and the adjacent areas (including a part of Bytów powiat)**
 - Loss of regional identity;
 - Insufficient development of infrastructure along tourist routes (marines, bicycle stands, racks);
 - No factors stimulating development of small companies;
 - Insufficient regional cooperation (public and private sector);
 - No development of new products – providing alternative for the recreation tourist, trips outside the coastal parts of the region;
 - No flow of information on tourist attractions, and monitoring of changes;
 - No integrated promotion of attractions – something that will attract tourists like a magnet;
 - No packages enabling comprehensive presentation of offers – tourist products;
 - Unbalanced spatial distribution of operation of tourist industry – main concentration in coastal areas.

- **Puck area**
 - Seasonal character – resulting from the character of dominating assets and forms of tourism, including “the sun, sand and sea”;
 - Insufficient roads signs, no information system, e.g. information tables;
 - Illegally built houses, e.g. no access to lakes in some gminas;
 - Bad cooperation of local authorities, organizations and companies on collecting and exchange of tourist information;
 - No integrated tourist information system;
 - Only one yacht port – limited opportunities for development of maritime tourism;
 - Insufficient resources for promotion of tourism in the region;
 - Relatively poor involvement of private entities in promotion of the region – in the opinion of private sector – promotion does not translate into tangible effects);
 - Poor offer of coastal passenger ship services, insufficient use of opportunities in sea passenger transport;
 - Low effectiveness/profitability of tourist investments in coastal zone.

- **Kashubian Lake District**
 - Inadequate quality and insufficient diversification of tourist accommodation;
 - Uncoordinated building arrangement in protected areas (areas preserved for their natural and landscape assets);
 - Insufficient safety in the region;
 - Insufficiently presented history of Kashubian people and district;
 - No marketing management (of promotion – emphasising the Kashubian aspects);
 - Insufficient promotion of natural assets (also abroad);
 - No common product solutions of Tri-City and Kashubian Lake District;
 - No tourist market research, including tourist traffic;
 - No coherent tourist information system.

- **Żuławy and Mierzeja Wiślana**
 - “Depression” – structural recession and social degradation of Żuławy area;
 - Bad roads;

- Imperfect relationships between State Forest Authorities – Maritime Authority – local authorities (no consistent decisions);
- Feeling of alienation of Żuławy area in Pomorskie Voivodeship;
- No high standard hotel accommodation (limited offer for rich tourists);
- No professional, integrated tourist information network;
- Poor tourist management and low tourist traffic in some parts of Żuławy area (except Mierzeja Wiślana);
- No clear concept for promotion of Żuławy area (choosing the main elements to be promoted);
- No brand products;
- Low level of involvement of people due to low level of identity (mixture of nationalities);
- Tourist accommodation and facilities not used after high season – “after season apathy”;
- Land and real estate ownership problems.

2.2. SWOT analysis

INTERNAL FACTORS	
Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ rich and diversified natural and anthropogenic environment, including cultural one ▪ access to the sea ▪ involvement of tourist industry and increased awareness of local authorities of benefits from development of tourism ▪ intensive development of tourism management system by local tourist organizations, and perspectives for cooperation of public and private sector institutions ▪ establishing Pomeranian Regional Tourist Organization ▪ The existing infrastructures of sea port and Gdańsk airport 	<ul style="list-style-type: none"> ▪ insufficient tourist infrastructure ▪ low quality of road infrastructure, no motorways ▪ no synchronised transport ▪ low level of funds for tourism and promotion ▪ no coherent concept for promotion of the region ▪ no access to tourist information – no coherent tourist information system ▪ short tourist season, with its profitability depending on the weather ▪ high unemployment rate, also among graduates of schools of tourism and hotel management and the like ▪ insufficient fluency in foreign languages, also among tourist services staff (e.g. guides) ▪ low level of feeling of safety ▪ low degree of spatial aesthetics, including problems with waste, non-harmonious urban planning solutions ▪ no comprehensive tourist products ▪ no monitoring of tourist market and no marketing research

EXTERNAL FACTORS	
Opportunities	Threats
<ul style="list-style-type: none"> ▪ possibility of financing tourist undertakings from EU funds ▪ crossing borders with EU countries made easier from formal and legal point of view ▪ increased significance of small and medium size enterprises ▪ development of air and sea connections ▪ construction of A1 motorway ▪ increased quality of services due to market mechanisms and higher demands of consumers ▪ stronger position of tourist economy in the policy of state administration ▪ good cooperation on promotion with POT [Polish Tourist Organization] ▪ good international cooperation 	<ul style="list-style-type: none"> ▪ emigration of educated staff to EU countries ▪ no initiatives on acquiring EU funds ▪ no development of transport infrastructure, including giving up the idea of building A1 motorway ▪ no development of ferry and airplane connections ▪ no further support to local and regional tourist organizations ▪ no pro-tourist policy of central state authorities

3. STRATEGIC VISION OF TOURISM IN POMORSKIE VOIVODESHIP IN 2013

3. Strategic vision of tourism in Pomorskie Voivodeship in 2013

Pomorskie Voivodeship is an area that can satisfy a wide range of needs of tourists and residents, offering high quality services. Apart from the hospitality of the residents and professional services provided, also the standard of accommodation and facilities, access to information and safety are the distinguishing features of the region.

Tourism is the driving force of the region. It supports many other sectors of economy, generates jobs and is based on the principles of sustainable development.

Tourism is a sector based on stable organizational system and marketing management.

Friendly environment, picturesque landscapes, cultural identity and creative people create the image of the region.

4. POMORSKIE VOIVODESHIP MISSION ON TOURISM

4. Pomorskie Voivodeship mission on tourism

Tourism provides opportunities for dynamic development of the region, based on rich potential of natural and cultural assets and on human resources. Sustainable development provides for protection of areas valuable in terms of their nature and culture, and for strengthening the identity based on history, culture and traditions, including the sea-related ones. Development of tourism provides an opportunity to develop structurally vulnerable areas, rural areas included.

Integrated regional activities taken up in the process of creating and promoting tourist products will make Pomorskie Voivodeship a known place, very likely to be visited by Polish and foreign tourists, and a place of recreation for its residents.

5. TOURISM DEVELOPMENT PRIORITIES IN POMORSKIE VOIVODESHIP

5. Tourism development priorities in Pomorskie Voivodeship

Priority 1

Development of partnership and cooperation to work out a coherent management system

Priority 2

Development and modernisation of infrastructure and improvement of transport for tourist purposes

Priority 3

Development of brand tourist products

Priority 4

Development and implementation of a concept for tourist market monitoring

Priority 5

Development of consistent promotion and integrated tourist information system

Priority 6

Development of human resources capital based on knowledge and entrepreneurship spirit, focused on improving the quality of tourist services

**6. ASSUMPTIONS AND STRATEGIC OBJECTIVES
FOR DEVELOPMENT OF TOURISM
IN POMORSKIE VOIVODESHIP**

6. Assumptions and strategic objectives for development of tourism in Pomorskie Voivodeship

Priority 1

Development of partnership and cooperation to work out a coherent management system

Assumptions:

1. A tourist management system based on institutional relations of local and regional level (LOT [Local Tourist Organizations] and PROT [Pomeranian Regional Tourist Organization]) enables effective information flow, coordination and supporting tourist undertakings in the region.
2. Partnership and cooperation are essential for rational use of tangible resources and knowledge.
3. Due to their complementary character, tourist products can be created only in close cooperation of local authorities with tourist sector, and in cooperation of tourist industry entities.
4. Positive relationships and joint activities in inter-regional and international scale contribute to creating a positive image of the region, improve access to knowledge, enhance taking up initiatives.

Objectives

- 1.1. Cooperation between local authorities, tourist sector and non governmental organizations by institutional and non-institutional solutions.
- 1.2. Strengthening the position of regional tourist organization as the leading tourist organization in the region.
- 1.3. Strengthening the position of local tourist organizations as institutions representing tourist sector at local level.
- 1.4. Increasing safety of tourists - cooperation with relevant institutions.
- 1.5. Increased cooperation with central institutions and national organizations.
- 1.6. Development of inter-regional and international cooperation.

Priority 2

Development and modernisation of infrastructure and improvement of transport for tourist purposes

Assumptions:

1. Tourism as a spatial phenomenon is based on possibilities of reaching the region and accessibility of services and attractions in terms of transport in the region.
2. Accessibility in terms of transport is one of the main factors in tourist's making decisions on where to travel.
3. Quality of transport infrastructure and organization of transport connections contribute to tourist's satisfaction from the travel made.
4. Functions of an area, tourist functions included, depend on spatial planning of the area.
5. Physical facilities of tourism in the region should meet the expectations of various segments of the market.
6. Planned development of tourist infrastructure prevents degradation of space and helps to manage tourist traffic streams.

Objectives:

- 2.1. Increase of investment capital in tourism.
- 2.2. Improved accessibility to tourist attractions, improved safety of travelling by development of road transport infrastructure.
- 2.3. Improved organization of railway, water and road transport.
- 2.4. Development of air connections.
- 2.5. Development of ferry connections.
- 2.6. Development of tourist functions of small ports, including marinas.
- 2.7. Development of infrastructure of inland water transport.
- 2.8. Development of catering, also the one based on regional cuisine and specialised offer.
- 2.9. Development of hotel accommodation according to European standards and adopted classification.
- 2.10. Development of complementary facilities and services, including recreational and specialised ones.
- 2.11. Redevelopment of tourist penetration areas and making them nicer looking.

Priority 3

Development of tourist brand products

Assumptions:

1. A tourist product of the area is comprehensive, consistent offer of attractions and services, which can be sold in packages and which covers joint marketing activities, promotional ones included.
2. Developed tourist products help identify target market segments.
3. Existence of leading brand products leads to more effective identification of the region with the characteristic, unique component of the area, thus to creating a positive image of the region and increasing its competitiveness.
4. Coastal location is one of the Pomorskie Voivodeship's biggest assets and must be used in a planned manner.
5. Diversification of natural environment of Pomorskie Voivodeship enables development of various forms of tourism.
6. Highlighting and use of natural and anthropogenic environment in tourism requires observance of the principles of sustainable development.
7. Use of the rich cultural heritage of Pomorskie Voivodeship contributes to development of tourist infrastructure and is essential to increasing the tourist attractiveness of the region.
8. Building offers based on cultural heritage strengthens the identity of the residents and develops regionalism.
9. Pomorskie Voivodeship is an area rich in traditions related to amber trade and crafts. Amber is a material associated with jewellery and health, so it is easy to offer and sell it in many market segments.
10. Highlighting tourist products should lead to intensification of tourist services, which means that it should create new jobs.

Objectives:

- 3.1. Development of tourist offer of the region in the form of comprehensive tourist products including attractions and services.
- 3.2. Development of tourist brand products identifying the unique and specific features of the region.
- 3.3. Supporting innovative solutions in development of tourist products.

Priority 4

Development and implementation of a concept for tourist market monitoring

Assumptions:

1. Analysis of the environment is the main idea of marketing management.
2. Knowing the market – its current state and its dynamics – enables rational planning.
3. Making optimum use of chances and opportunities, and eliminating weaknesses and avoiding threats is possible only through their continuous identification.
4. Research and analyses enable defining market trends, which contributes to attracting investments and development of businesses.

Objectives:

- 4.1. Implementation of a system for monitoring incoming and internal tourist traffic.
- 4.2. Analysis of tourist market of the region and target markets.
- 4.3. Acquiring information on the needs, preferences, expectations and satisfaction of tourists.

Priority 5

Development of consistent promotion and integrated tourist information system

Assumptions:

1. Integrated promotion increases identification of the region externally and rationalises expenditures of various entities.
2. Information on the region, about its attractions, services and events should be generally available in the region, in the country and abroad.
3. Coherence of information and promotion system guarantees fast flow of information and its reliability.
4. Integrated activities enable financial engineering and optimum use of knowledge.
5. Good organization of tourist information means, *inter alia*, use of all possible information media, such as the Internet, personal contact, road signs, information tables, etc. Those combined elements presented in a uniform way make up tourist information system.
6. Common standards in information media ensure fast identification and feeling of safety among tourists.

Objectives:

- 5.1. Increased effectiveness of tourist promotion activities.
- 5.2. Development of an integrated tourist information system of the region.

Priority 6

Development of human resources capital based on knowledge and entrepreneurship spirit, focused on improving the quality of tourist services

Assumptions:

1. People develop tourist culture since their childhood and young age, so it is very important to introduce pro-tourist programmes even in primary schools .
2. Awareness of tourist attractiveness is developed by educational programmes and events for children, young people and adults organized in the region.
3. Tourism industry has a continuously growing potential of creating new jobs. Relevant education provides employment opportunities not only in the region and in Poland but also in European Union countries.
4. Continuous improvement of tourist industry staff means increased competitiveness of tourist services in the region.
5. Tourism development dynamics requires continuous improvement of teaching methods and means and relevant adaptation of educational curricula.

Objectives:

- 6.1. Developing people's awareness of the attractiveness of the region through tourist programmes and events.
- 6.2. Development of tourist industry staff.
- 6.3. Increased quality of education of tourist industry staff.

7. INDICATION OF STRATEGIC TASKS

7. Indication of strategic tasks

Priority 1

Development of partnership and cooperation to work out a coherent management system

Strategic objectives	Tasks	Partners
1.1 Cooperation between local authorities, tourist sector and non governmental organizations by institutional and non-institutional solutions	1.1.1. Initiating and supporting establishing and operation of local tourist organizations as organizations of cooperation of local authorities and tourist industry	<ul style="list-style-type: none"> ▪ Local authorities ▪ Tourist sector entities ▪ Non governmental organizations ▪ LOTs [Local tourist organizations] ▪ Other entities
	1.1.2. Supporting non-institutional cooperation connected with public - private partnership on tourism	
1.2 Strengthening the position of regional tourist organization as the leading tourist organization in the region	1.2.1. Support and promotion of operation of PROT [Pomeranian Regional Tourist Organization]	<ul style="list-style-type: none"> ▪ Local authorities ▪ Tourist sector entities ▪ Non governmental organizations ▪ LOTs ▪ Other entities
	1.2.2. Coordination of development and concentration of promotion of Pomorskie Voivodeship tourism as a result of join undertakings of PROT members	
	1.2.3. Taking up activities to improve information flow and cooperation with scientific research centres	
1.3 Strengthening the position of local tourist organizations as institutions representing tourist sector at local level	1.3.1. Support and promotion of local tourist organizations	<ul style="list-style-type: none"> ▪ Local authorities ▪ Tourist sector entities ▪ Non governmental organizations ▪ Other entities
	1.3.2. Coordination of development and concentration of promotion of Pomorskie Voivodeship tourism as a result of join undertakings of members of local tourist organizations	
1.4 Increasing safety of tourists through cooperation with relevant institutions	1.4.1. Informing public safety institutions about mass tourist events	<ul style="list-style-type: none"> ▪ Local authorities ▪ Tourist sector entities ▪ Non governmental organizations ▪ PROT [Pomeranian Regional Tourist Organization] ▪ LOTs ▪ Police ▪ Fire fighters ▪ Health care centres ▪ Municipal guard ▪ Other institutions
	1.4.2. Organization of conferences and meetings of tourist communities with public safety institutions	
1.5 Increased cooperation with central institutions and national organizations	1.5.1. Taking up initiatives of cooperation with central institutions and national organizations	<ul style="list-style-type: none"> ▪ Government administration ▪ POT [Polish Tourist Organization] ▪ Institute of Tourism ▪ Other institutions and organizations
1.6 Development of inter-regional and international cooperation	1.6.1. Taking up initiatives of cooperation with central institutions and national organizations	<ul style="list-style-type: none"> ▪ ROTs [Regional Tourist Organizations] ▪ Organizations and institutions from other regions ▪ Over-regional organizations and institutions ▪ Organizations and institutions from other countries ▪ International organizations and institutions ▪ Other institutions and organizations

Priority 2

Development and modernisation of infrastructure and improvement of transport for tourist purposes

Strategic objectives	Tasks	Partners
2.1 Increase of investment capital in tourism	2.1.1. Attracting investors willing to invest in tourism	<ul style="list-style-type: none"> ▪ Businesses ▪ Local authorities ▪ Regional authorities ▪ Pomorskie Development Agency ▪ Polish Tourism Development Agency ▪ Investors ▪ Other entities
	2.1.2. Supporting companies and other entities in acquiring pro-investment funds from Poland and abroad	
	2.1.3. Development of information system for potential investors	
2.2 Improved accessibility to tourist attractions, improved safety of travelling by development of road transport infrastructure	2.2.1. Supporting construction of A1 motorway	<ul style="list-style-type: none"> ▪ Road authorities ▪ Local authorities ▪ Other entities
	2.2.2. Supporting road transport development initiatives , including construction of international coach station	
	2.2.3. Improving technical quality of roads in the voivodesip	
2.3 Improved organization of railway, water and road transport	2.3.1. Support and synchronisation of railway and road connections to places attractive for tourists	<ul style="list-style-type: none"> ▪ Transport institutions ▪ Transport companies ▪ Other entities
	2.3.3. Improvement of road signs, tourist routes markings, including bicycle paths	
2.4 Development of air connections	2.4.1. Supporting initiatives connected with launching and and maintaining the existing air connections	<ul style="list-style-type: none"> ▪ Airports ▪ Passenger airlines ▪ Other entities
2.5 Development of ferry connections	2.5.1. Supporting initiatives connected with launching and maintaining the existing passenger ferry connections	<ul style="list-style-type: none"> ▪ Sea ports ▪ Sea passenger transport companies ▪ Other entities
2.6 Development of tourist functions of small ports, including marinas	2.6.1. Supporting initiatives connected with development of tourist functions of small ports	<ul style="list-style-type: none"> ▪ Administrators of ports and marines ▪ Administrators of ancillary services ▪ Other entities
2.7 Development of infrastructure of inland water transport	2.7.1. Supporting development of inland water transport infrastructure	<ul style="list-style-type: none"> ▪ Administrators of inland water transport ▪ Administrators of vessels ▪ Other entities
2.8 Development of catering, also the one based on regional cuisine and specialised offer	2.8.1. Supporting development of restaurants and catering business, including the ones based of regional cuisine and specialist offer	<ul style="list-style-type: none"> ▪ Regional Sanitary Authorities ▪ Restaurant owners and administrators ▪ LOTs ▪ Local authorities ▪ Other entities
2.9 Development of hotel accommodation according to European standards and adopted classification	2.9.1. Supporting development of hotel accommodation according to European standards and classification	<ul style="list-style-type: none"> ▪ Office of the Pomorskie Voivodeship ▪ Statistical office ▪ LOTs ▪ Local authorities ▪ Rural tourism associations ▪ ODRs [Advisory Centres for Farmers] ▪ Other entities
	2.9.2. Supporting development of hotel accommodation for poorer tourists	
2.10 Development of complementary facilities and services, including recreational and specialised ones	2.10.1. Supporting development of complementary tourist facilities, including recreational and specialist ones, mainly active and health-related ones	<ul style="list-style-type: none"> ▪ Local tourist organizations ▪ Local authorities ▪ Statistical office ▪ Other entities
2.11 Redevelopment of tourist penetration areas and making them nicer looking	2.11.1. Supporting initiatives of redevelopment of tourist penetration areas and making them nicer looking	<ul style="list-style-type: none"> ▪ Local authorities ▪ LOTs ▪ Other entities

Priority 3

Development of tourist brand products

Strategic objectives	Tasks	Partners
3.1 Development of tourist offer of the region in the form of comprehensive tourist products including attractions and services	3.1.1. Inventorying the attractions necessary to develop concrete tourist products and identification of possibilities of developing their tourist functions	<ul style="list-style-type: none"> ▪ PROT ▪ LOTs ▪ POT ▪ Local authorities ▪ Regional authorities ▪ Non governmental organizations ▪ Tourist sector businesses ▪ Other entities
	3.1.2. Establishing cooperation between entities creating potential consistent tourist offer	
	3.1.3. Supporting initiatives aiming at crating tourist products extending tourist season	
	3.1.4. Supporting service providers, including rural tourism services providers, in promotion and sale of the offer of the region	
3.2 Development of tourist brand products identifying the unique and specific features of the region	3.2.1. Making a list of tourist attractions of unique characters	<ul style="list-style-type: none"> ▪ PROT ▪ LOTs ▪ POT ▪ Local authorities ▪ Regional authorities ▪ Non governmental organizations ▪ Tourist sector businesses ▪ Other entities
	3.2.2. Establishing cooperation between entities creating potential elements of brand product	
	3.2.3. Building tourist brand products based on natural assets	
	3.2.4. Building tourist brand products based on cultural heritage assets	
	3.2.5. Building tourist brand products based on attractions	
	3.2.6. Supporting promotion of the voivodeship brand products	
3.3 Supporting innovative solutions in development of tourist products	3.3.1. Initiating innovative solutions in development of new tourist products	<ul style="list-style-type: none"> ▪ PROT ▪ LOTs ▪ POT ▪ Local authorities regional authorities ▪ Non governmental organizations ▪ Tourist sector businesses ▪ Scientific research institutions ▪ Other entities
	3.3.2. Developing innovative solutions in development of new tourist products	

Priority 4

Development and implementation of a concept for tourist market monitoring

Strategic objectives	Tasks	Partners
4.1 Implementation of a system for monitoring incoming and internal tourist traffic	4.1.1. Selection of methods for monitoring incoming and internal tourist traffic	<ul style="list-style-type: none"> ▪ PROT ▪ Universities ▪ LOTs ▪ Local authorities ▪ Regional authorities ▪ Non governmental organizations ▪ Tourist sector businesses ▪ Other entities
	4.1.2. Periodical research on incoming and internal tourist traffic	
	4.1.3. Analysis of dynamics of changes of incoming and internal tourist traffic	
4.2 Analysis of tourist market of the region and target markets	4.2.1. Selection of methods for research on demand and supply in tourism	<ul style="list-style-type: none"> ▪ PROT ▪ Universities ▪ LOTs ▪ Local authorities ▪ Regional authorities ▪ Non governmental organizations ▪ Tourist sector businesses ▪ Other entities
	4.2.2. Periodical research on demand and supply in tourism	
	4.2.3. Analysis of research on demand and supply in tourism	
4.3 Acquiring information on the needs, preferences, expectations and satisfaction of tourists	4.3.1. Selection of methods for research on needs, preferences, expectations and satisfaction of tourists	<ul style="list-style-type: none"> ▪ PROT ▪ Universities ▪ LOTs ▪ Local authorities ▪ Regional authorities ▪ Non governmental organizations ▪ Tourist sector businesses ▪ Other entities
	4.3.2. Periodical research on needs, preferences, expectations and satisfaction of tourists	
	4.3.3. Analysis of research on needs, preferences, expectations and satisfaction of tourists	

Priority 5

Development of consistent promotion and integrated tourist information system

Strategic objectives	Tasks	Partners
5.1 Increased effectiveness of tourist promotion activities	5.1.1. Coordination and integration of promotional activities by Pomeranian Regional Tourist Organization	<ul style="list-style-type: none"> ▪ PROT ▪ LOTs ▪ POT ▪ Local authorities ▪ Regional authorities ▪ Non governmental organizations ▪ Other entities
	5.1.2. Development of consistent image and identification of the region in various promotion techniques	
	5.1.3. Making Gdańsk Tourist Fairs more significant	
5.2 Development of an integrated tourist information system of the region	5.2.1. Increase if efficiency of information flow by the use of modern media	<ul style="list-style-type: none"> ▪ POT ▪ PROT ▪ Local authorities ▪ Administrators of tourist information points ▪ LOTs ▪ Regional authorities ▪ Non governmental organizations ▪ Other entities
	5.2.2. Introducing uniform boards informing about tourist attractions	
	5.2.3. Introducing consistent system of marking tourist routes	
	5.3.2. Unification of tourist information centres and points	

Priority 6

Development of human resources capital based on knowledge and entrepreneurship spirit, focused on improving the quality of tourist services

Strategic objectives	Tasks	Partners
6.1 Developing people's awareness of the attractiveness of the region through tourist programmes and events	6.1.1. Supporting education of children and young people by trips, "green schools", relevant lectures	<ul style="list-style-type: none"> ▪ Primary schools, secondary schools and universities in Pomorskie Voivodeship ▪ Regional educational authorities ▪ Church organizational units ▪ Religious unions ▪ Non governmental organizations ▪ LOTs ▪ Travel agencies ▪ Other entities
	6.1.2. Supporting educational programmes on geography and regionalism	
	6.1.3. Supporting competitions on knowledge about the region	
6.2 Development of tourist industry staff	6.2.1. Supporting training of tourist staff, including the one for the unemployed and the disabled	<ul style="list-style-type: none"> ▪ Secondary schools of tourist profile ▪ Schools of higher education with faculties and departments of tourism ▪ Training institutions ▪ Regional Labour Office ▪ Other entities
	6.2.2. International exchange – training, workshops and conferences	
	6.2.3. Taking up actions to popularise environmental education, rural tourism and foreign languages learning	
	6.2.4. Supporting and motivating tourist agencies and companies employers to train their staff	
6.3 Increased quality of education of tourist industry staff	6.3.1. Supporting improving qualifications by teaching and training staff	<ul style="list-style-type: none"> ▪ Schools providing education on tourism management ▪ Institutions organizing training on tourism management ▪ Other entities
	6.3.2. Supporting improvement of technical teaching aids and access to information	

8. THE STRATEGY IMPLEMENTATION

8. The Strategy implementation

8.1. Resources for the Strategy implementation

- Management system and partners

Apart from the Office of the Marshal, Pomeranian Regional Tourist Organization, with most important partners in the region as its members, should be the main institution implementing “The Strategy”. Development of local tourist organizations will contribute to creating new products, integration of the community and coherence of promotion and tourist information. Before the system is established and becomes operational, “The Strategy” will be implemented in cooperation with a great number of entities involved in concrete programmes and projects.

“The Strategy” implementation should be supervised by Pomorskie Voivodeship Board, supported by “The Strategy” monitoring activities carried out by a relevant organizational unit for tourism of Office of the Marshal and the Team for the Strategy Implementation that would be appointed.

- Possible financing

The amounts of funds allocates for “The Strategy” implementation is the key to successful development of tourism in Pomorskie Voivodeship. The funds for “The Strategy” implementation should come from: regional authorities, the partners, including local authorities, central budget and international programmes, including those of the European Union.

Taking into consideration the specific character of tourism and its close relation with other sectors, such as transport, culture, sport, and even trade or agriculture, it is obvious that development of tourism can be financed from many sources and programmes.

At present it is not possible to identify the possibilities of financing development of tourism from EU funds after the year 2006, that is why the detailed operational programmes for “The Strategy” implementation should be developed for its individual stages, taking into account the current financial potential of the partners and external funds.

An account of the possibilities of financing tourism from European Union funds is presented in the attachment to the experts’ document “Conditions and Directions of Development of Tourism in Pomorskie Voivodeship”.

8.2. The Strategy implementation programmes

“The Strategy” implementation requires building a number of detailed operational programmes that will provide for systematic development, following the strategic assumptions. Development and implementation of those programmes has been divided into two periods, due to the specific character of planning in the European Union, and possibilities of financing projects from EU funds.

An operational programme can cover one project or it can be composed of a number of projects financed from various sources.

“Programme for Development of Tourist Products in Pomorskie Voivodeship”

- The programme assumes generating Pomorskie Voivodeship tourist products of national and international significance.
- Designing the process of development of each product taking into consideration EU conditions, financial ones included.
- The programmes should be participated by representatives of local authorities and tourist sector.
- Pomeranian Regional Tourist Organization should be the coordinator of the programme.

Attainment of strategic objectives:

- 1.1. Cooperation between local authorities, tourist sector and non governmental organizations by institutional and non-institutional solutions.
- 1.5. Increased cooperation with central institutions and national organizations.
- 1.6. Development of inter-regional and international cooperation.

- 2.1. Increase of investment capital in tourism.
- 2.2. Improved accessibility to tourist attractions, improved safety of travelling by development of road transport infrastructure.
- 2.3. Improved organization of railway, water and road transport.
- 2.4. Development of air connections.
- 2.5. Development of ferry connections.
- 2.6. Development of tourist functions of small ports, including marinas.
- 2.7. Development of infrastructure of inland water transport.
- 2.8. Development of catering, also the one based on regional cuisine and specialised offer.
- 2.9. Development of hotel accommodation according to European standards and adopted classification.
- 2.10. Development of complementary facilities and services, including recreational and specialised ones.
- 2.11. Redevelopment of tourist penetration areas and making them nicer looking.

- 3.1. Development of tourist offer of the region in the form of comprehensive tourist products including attractions and services.

- 3.2. Development of tourist brand products identifying the unique and specific features of the region.
- 3.3. Supporting innovative solutions in development of tourist products.
- 4.3. Acquiring information on the needs, preferences, expectations and satisfaction of tourists.
- 5.1. Increased effectiveness of tourist promotion activities.
- 5.2. Development of an integrated tourist information system of the region.
- 6.2. Development of tourist industry staff.

Note: Continuation of the programme in the period of 2007-2013

“Integrated System of Tourist Information of Pomorskie Voivodeship”

- The programme assumes combining the existing elements of tourist information into a coherent regional system, based on national standards.
- Providing easier access to tourist objects is the main objective of the programme.
- The system will enhance information flow, which will contribute to increase of competitiveness, social, economic and territorial cohesion.
- Apart from regional authorities, the following should be the partners of the programme: local authorities, local tourist organizations, associations and administrators of tourist information points.
- Pomeranian Regional Tourist Organization should be the coordinator of the programme.

Attainment of strategic objectives:

- 1.1. Cooperation between local authorities, tourist sector and non governmental organizations by institutional and non-institutional solutions.
- 1.2. Strengthening the position of regional tourist organization as the leading tourist organization in the region.
- 1.3. Strengthening the position of local tourist organizations as institutions representing tourist sector at local level.
- 1.4. Increasing safety of tourists through cooperation with relevant institutions.
- 1.5. Increased cooperation with central institutions and national organizations.
- 1.6. Development of inter-regional and international cooperation.
- 2.1. Increase of investment capital in tourism.
- 2.2. Improved accessibility to tourist attractions, improved safety of travelling by development of road transport infrastructure.
- 4.1. Implementation of a system for monitoring incoming and internal tourist traffic
- 4.2. Analysis of tourist market of the region and target markets.
- 4.3. Acquiring information on the needs, preferences, expectations and satisfaction of tourists.

- 5.1. Increased effectiveness of tourist promotion activities.
- 5.2. Development of an integrated tourist information system of the region.

- 6.2. Development of tourist industry staff.
- 6.3. Increased quality of education of tourist industry staff.

Note: Continuation of the programme in the period of 2007-2013

“Tourist Market Monitoring Programme”

- The programme assumes increase of knowledge on tourist market related phenomena and processes.
- Identification of methods and scope of tourist market research is the main objective of the programme.
- Systematic market monitoring enables identification of development trends and tendencies, which favours long-term undertakings, investments included.
- Apart from regional authorities, the following should be the partners of the programme: local authorities, local tourist organizations, associations and administrators of tourist information points.
- Pomeranian Regional Tourist Organization should be the coordinator of the programme.

Attainment of strategic objectives:

- 1.1. Cooperation between local authorities, tourist sector and non governmental organizations by institutional and non-institutional solutions.
- 1.2. Strengthening the position of regional tourist organization as the leading tourist organization in the region.
- 1.3. Strengthening the position of local tourist organizations as institutions representing tourist sector at local level.
- 1.4. Increasing safety of tourists through cooperation with relevant institutions.
- 1.5. Increased cooperation with central institutions and national organizations.
- 1.6. Development of inter-regional and international cooperation.

- 4.1. Implementation of a system for monitoring incoming and internal tourist traffic.
- 4.2. Analysis of tourist market of the region and target markets.
- 4.3. Acquiring information on the needs, preferences, expectations and satisfaction of tourists.

- 5.1. Increased effectiveness of tourist promotion activities.
- 5.2. Development of an integrated tourist information system of the region.

Note: Continuation of the programme in the period of 2007-2013

“Pomorskie Voivodeship Tourism Promotion Programme”

- The programme assumes development of a concept of comprehensive promotion of Pomorskie Voivodeship tourism, aiming at creating a positive image of the region.
- Identification of the scope of promotional activities, of main segments and channels of information flows is the main objective of the programme.
- Apart from regional authorities, the following should be the partners of the programme: local authorities, local tourist organizations, associations and tourist sector.
- Pomeranian Regional Tourist organization should be the coordinator of the programme.

Attainment of strategic objectives:

- 1.1. Cooperation between local authorities, tourist sector and non governmental organizations by institutional and non-institutional solutions.
- 1.2. Strengthening the position of regional tourist organization as the leading tourist organization in the region.
- 1.3. Strengthening the position of local tourist organizations as institutions representing tourist sector at local level.
- 1.5. Increased cooperation with central institutions and national organizations.
- 1.6. Development of inter-regional and international cooperation.

- 2.8. Development of catering, also the one based on regional cuisine and specialised offer.
- 2.9. Development of hotel accommodation according to European standards and adopted classification.
- 2.10. Development of complementary facilities and services, including recreational and specialised ones.
- 2.11. Redevelopment of tourist penetration areas and making them nicer looking.

- 3.2. Development of tourist brand products identifying the unique and specific features of the region.
- 3.3. Supporting innovative solutions in development of tourist products.

- 4.2. Analysis of tourist market of the region and target markets.

- 5.1. Increased effectiveness of tourist promotion activities.
- 5.2. Development of an integrated tourist information system of the region.

- 6.1. Developing people's awareness of the attractiveness of the region through tourist programmes and events.
- 6.2. Development of tourist industry staff.
- 6.3. Increased quality of education of tourist industry staff.

Note: Continuation of the programme in the period of 2007-2013

“Programme of Training for Tourism”

- The programme assumes preparing a tourism related system of training, which contributes to improving the quality of tourist traffic services in the region.
- Training people involved in tourist services and the unemployed that could find employment in tourist industry is the main objective of the programme.
- Apart from regional authorities, the following should be the partners of the programme: local authorities, local tourist organizations, tourist sector and associations.
- Pomeranian Regional Tourist Organization should be the coordinator of the programme.

Attainment of strategic objectives:

- 1.1. Cooperation between local authorities, tourist sector and non governmental organizations by institutional and non-institutional solutions.
- 1.5. Increased cooperation with central institutions and national organizations.
- 1.6. Development of inter-regional and international cooperation.

- 5.1. Increased effectiveness of tourist promotion activities.
- 5.2. Development of an integrated tourist information system of the region.

- 6.1. Developing people’s awareness of the attractiveness of the region through tourist programmes and events.
- 6.2. Development of tourist industry staff.
- 6.3. Increased quality of education of tourist industry staff.

Note: Continuation of the programme in the period of 2007-2013

“Transport System in Tourism”

- The programme assumes improvement of quality of transport services in Pomorskie Voivodeship to facilitate tourist traffic.
- Apart from regional authorities, the following should be the partners of the programme: local authorities, local tourist organizations, institutions and companies whose operations are connected with transport services.
- Pomeranian Regional Tourist organization should be the coordinator of the programme.

Attainment of strategic objectives:

- 1.4. Increasing safety of tourists through cooperation with relevant institutions.
- 1.5. Increased cooperation with central institutions and national organizations.
- 1.6. Development of inter-regional and international cooperation.

- 2.1. Increase of investment capital in tourism.

- 2.2. Improved accessibility to tourist attractions, improved safety of travelling by development of road transport infrastructure.
- 2.3. Improved organization of railway, water and road transport.
- 2.4. Development of air connections.
- 2.5. Development of ferry connections.
- 2.6. Development of tourist functions of small ports, including marinas.
- 2.7. Development of infrastructure of inland water transport.

- 3.1. Development of tourist offer of the region in the form of comprehensive tourist products including attractions and services.
- 3.2. Development of tourist brand products identifying the unique and specific features of the region.
- 3.3. Supporting innovative solutions in development of tourist products.

- 4.1. Implementation of a system for monitoring incoming and internal tourist traffic.
- 4.3. Acquiring information on the needs, preferences, expectations and satisfaction of tourists.

Note: Continuation of the programme in the period of 2007-2013

“Programme of Supporting Investments and Entrepreneurship in Tourism”

- The programme assumes development of instruments to support development of tourism related investments and entrepreneurship in Pomorskie Voivodeship.
- Apart from regional authorities, the following should be the partners of the programme: local authorities, local tourist organizations, tourist sector and potential investors.
- Pomeranian Regional Tourist organization should be the coordinator of the programme.

Attainment of strategic objectives:

- 1.1. Cooperation between local authorities, tourist sector and non governmental organizations by institutional and non-institutional solutions.
- 1.5. Increased cooperation with central institutions and national organizations.
- 1.6. Development of inter-regional and international cooperation.

- 2.1. Increase of investment capital in tourism.
- 2.2. Improved accessibility to tourist attractions, improved safety of travelling by development of road transport infrastructure.
- 2.3. Improved organization of railway, water and road transport.
- 2.4. Development of air connections.
- 2.5. Development of ferry connections.
- 2.6. Development of tourist functions of small ports, including marinas.
- 2.7. Development of infrastructure of inland water transport.
- 2.8. Development of catering, also the one based on regional cuisine and specialised offer.
- 2.9. Development of hotel accommodation according to European standards and adopted classification.

- 2.10. Development of complementary facilities and services, including recreational and specialised ones.
- 2.11. Redevelopment of tourist penetration areas and making them nicer looking.
- 3.1. Development of tourist offer of the region in the form of comprehensive tourist products including attractions and services.
- 3.2. Development of tourist brand products identifying the unique and specific features of the region.
- 3.3. Supporting innovative solutions in development of tourist products.
- 5.2. Development of an integrated tourist information system of the region.
- 6.2. Development of tourist industry staff.

Note: Continuation of the programme in the period of 2007-2013

THE STRATEGY IMPLEMENTATION PROGRAMMES AND THEIR FRAMEWORK TIME SCHEDULE

No	Name of programme	Year of completion of programme development	Year of completion of programme implementation	Partners
1.	“Programme for Development of Tourist Products in Pomorskie Voivodeship”	2004	2007	Relevant ministry responsible for tourism PROT [Pomeranian Regional Tourist Organization] LOTs [Local Tourist Organizations] Local authorities Providers and administrators of tourist and para-tourist objects services Other entities e.g. State Forest Authority, Maritime Authority
2.	“Integrated System of Tourist Information of Pomorskie Voivodeship”	2004	2007	PROT Local authorities LOTs Administrators of tourist information points PTTK [Polish Tourist Association] Tourist companies, including hotels Other entities
3.	“Tourist Market Monitoring Programme”	2004	2007	Statistical Office Institute of tourism Universities PROT LOTs Local authorities Other entities
4.	“Pomorskie Voivodeship Tourism Promotion Programme”	2005	2007	POT PROT LOTs Other entities
5.	“Programme of Training for Tourism”	2005	2007	State Administration PROT Universities Regional Labour Office Training institutions and organizations Other institutions
6.	“Transport System in Tourism”	2005	2007	Relevant ministry responsible for transport PROT LOTs Local authorities Administrators of transport infrastructure and traffic organization (sea ports, airports, yacht ports, road authorities, Polis Rail, etc. Other entities

7.	“Programme of Supporting Investments and Entrepreneurship in Tourism”	2005	2007	PROT Businesses Other entities
8.	“Programme for Development of Tourist Products in Pomorskie Voivodeship 2”	2007	2013	Relevant ministry responsible for tourism PROT LOTs Local authorities Providers and administrators of tourist and para-tourist objects services Other entities e.g. State Forest Authority, Maritime Authority
9.	“Integrated System of Tourist Information 2”	2007	2013	PROT Local authorities LOTs Administrators of tourist information points PTTK Tourist companies, including hotels Other entities
10.	“Pomorskie Voivodeship Tourism Promotion Programme 2”	2007	2013	POT PROT LOTs Other entities
11.	“Tourist Market Monitoring Programme 2”	2007	2013	Statistical Office Institute of Tourism Universities PROT LOTs Local authorities Other entities
12.	“Programme of Training for Tourism 2”	2007	2013	State administration PROT Universities Regional Labour Office Training institutions and organizations Other institutions
13.	“Transport System in Tourism 2”	2007	2013	Relevant ministry responsible for transport PROT LOTs Local authorities Administrators of transport infrastructure and traffic organization (sea ports, airports, yacht ports, road authorities, Polis Rail, etc.) Other entities
14.	“Programme of Supporting Investments and Entrepreneurship in Tourism 2”	2007	2013	PROT Businesses Other entities

Due to the long time period of “The Strategy” implementation, it should be assumed that the scope and number of the programmes can change, pursuant to the adopted procedure of the document update due to changing social and economic conditions.

Local programmes, compliant with the assumptions of the document and having positive opinion of Voivodeship Board, can also be implemented under “The Strategy”.

8.3. Risks and threats to “The Strategy” implementation

“The Strategy” implementation can be threatened if the conditions in the following planes are met:

- Stopping the process of development of the system of local tourist organizations, which will hinder activities designed to develop local tourist products, hinder cooperation between local authorities and tourist sector and flow of information necessary to build coherent tourist information and promotion system;
- Insufficient knowledge and skills, and insufficient involvement of entities in acquiring external funds, including those from the European Union, which can result in no funds for “The Strategy” implementation;
- No local plans and programmes related to development of tourism, no relevant budget allocations included;
- Not taking into consideration tourism in the plans and programmes of regional authorities, or no increased tourism budget allocations for “The Strategy” implementation;
- No government support of tourism development, and legal barriers hindering development of tourism (taxation system).

9. THE STRATEGY IMPLEMENTATION MONITORING

9. The Strategy implementation monitoring

9.1. Organization of “The Strategy” monitoring

“The Strategy” implementation is based on participation of many institutions and organizations. Pomorskie Voivodeship has a number of local authorities (123 gminas and 20 poviats, including 4 municipal ones), which, apart from the tourist sector, will play a key role in “The Strategy” implementation.

The Office of the Marshal of Pomorskie Voivodeship – its relevant organizational unit for tourism, in cooperation with Pomeranian Regional Tourist Organization and local tourist organizations - should have the leading function in “The Strategy” implementation monitoring. It is also recommended that the regional authorities appoint Team for “The Strategy” implementation, consisting of representatives of the entities mentioned above and representatives of local authorities. The team would submit to the Voivodeship Board:

- reports on “The Strategy” implementation (at least once a year),
- proposals for the document update, following the changing social and economic conditions.

9.2. Indicators of “The Strategy” implementation

In tourism, quantitative and qualitative indicators are equally important. To obtain a full picture of the situation and changing tourist phenomena it is necessary to do market research and make analyses of the existing statistical and marketing material. Most qualitative analysis indicators require cyclical research, including marketing research covering the entire Pomorskie Voivodeship.

A number of indicators, listed in the table below, can be helpful in attaining objectives and observation of dynamics of changes.

STRATEGIC OBJECTIVE	SUGGESTED INDICATORS	PARTNERS/ SOURCES of INFORMATION
Priority 1 Development of partnership and cooperation to work out a coherent management system		
1.1 Cooperation between local authorities, tourist industry and non governmental organizations through institutional and non-institutional solutions	<ul style="list-style-type: none"> ▪ Number of tourism development undertaking implemented jointly by local authorities, tourist industry and non governmental organizations ▪ Number of local tourist organizations in the region and their functions in development of tourism 	<ul style="list-style-type: none"> ▪ Local authorities ▪ Tourist sector entities ▪ Non governmental organizations ▪ Other entities
1.2 Strengthening the position of regional tourist organization as the leading tourist institution in the region	<ul style="list-style-type: none"> ▪ Number of members of PROT ▪ Degree of satisfaction from PROT membership ▪ Degree of awareness of existence of PROT and its functions of the entities acting for development of tourism in the region and outside the region 	<ul style="list-style-type: none"> ▪ Local authorities ▪ Tourist sector entities ▪ Non governmental organizations ▪ Other entities
1.3 Strengthening the position of local tourist organizations as institutions representing tourist circles at the local level	<ul style="list-style-type: none"> ▪ Number of members of individual local tourist organizations ▪ Degree of satisfaction from local tourist organization membership ▪ Degree of awareness of existence of local tourist organizations and their functions of the entities acting for development of tourism in the region and outside the region 	<ul style="list-style-type: none"> ▪ Local authorities ▪ Tourist sector entities ▪ Non governmental organizations ▪ Other entities
1.4 Increased safety of tourists through cooperation with relevant institutions	<ul style="list-style-type: none"> ▪ Number of committed crimes ▪ Number of interventions ▪ Number of actions and events with participation of security forces 	<ul style="list-style-type: none"> ▪ Police ▪ Fire fighters ▪ Health care points and centres ▪ Municipal guard ▪ Other institutions
1.5 Increased cooperation with central institutions and national organizations	<ul style="list-style-type: none"> ▪ Number of projects and events with co-participation of national institutions and organizations 	<ul style="list-style-type: none"> ▪ Government administration ▪ POT [Polish Tourist Organization] ▪ Institute of Tourism ▪ Other institutions and organizations
1.6 Development of inter-regional and international cooperation	<ul style="list-style-type: none"> ▪ Number of projects and events with co-participation of partners from other regions and countries 	<ul style="list-style-type: none"> ▪ ROTs [Regional Tourist Organizations] ▪ Organizations and institutions from other regions ▪ Organizations and institutions of more than local character ▪ Organizations and institutions from other countries ▪ International organizations and institutions
Priority 2 Development and modernisation of infrastructure and improvement of transport for tourist purposes		
2.1 Increase of investment capital in tourism	<ul style="list-style-type: none"> ▪ Volume of tourist investments in the region 	<ul style="list-style-type: none"> ▪ Main Statistical Office ▪ Businesses ▪ Other entities
2.2 Improved accessibility to tourist attractions, improved safety of travelling by development of road transport infrastructure	<ul style="list-style-type: none"> ▪ Density of roads in Pomorskie Voivodeship ▪ Degree of satisfaction of travellers from accessibility of tourist attractions ▪ Degree of satisfaction of travellers from quality of road infrastructure ▪ Number of road accidents 	<ul style="list-style-type: none"> ▪ Road authorities ▪ Travellers/passengers ▪ Police ▪ Statistical Office ▪ Other entities
2.3 Improved organization of railway, water and road transport	<ul style="list-style-type: none"> ▪ Degree of satisfaction of passengers from synchronisation of transport connections ▪ Synchronisation of railway, water and road transport connections to tourist attractions 	<ul style="list-style-type: none"> ▪ Polish Railways ▪ Road transport operators ▪ Travellers ▪ Other entities

2.4	Development of air connections	<ul style="list-style-type: none"> ▪ Number of air connections ▪ Number of cities with air connections ▪ Number and structure of passengers ▪ Travellers' degree of satisfaction 	<ul style="list-style-type: none"> ▪ Airports ▪ Passenger airlines ▪ Passengers ▪ Other entities
2.5	Development of ferry connections	<ul style="list-style-type: none"> ▪ Number of ferry connections ▪ Number of cities with ferry connections ▪ Number and structure of passengers ▪ Travellers' satisfaction 	<ul style="list-style-type: none"> ▪ Sea ports ▪ Sea passenger transport companies ▪ Passengers ▪ Other entities
2.6	Development of tourist functions of small ports, including marinas	<ul style="list-style-type: none"> ▪ Number of small ports and marines ▪ Number and structure of passengers ▪ Travellers' satisfaction ▪ Auxiliary services 	<ul style="list-style-type: none"> ▪ Administrators of ports and marines ▪ Passengers ▪ Administrators of auxiliary services ▪ Other entities
2.7	Development of infrastructure of inland water transport	<ul style="list-style-type: none"> ▪ Number of inland water transport ports ▪ Number of vessels ▪ Degree of satisfaction of passengers 	<ul style="list-style-type: none"> ▪ Administrators of inland water transport ports ▪ Administrators/owners of vessels ▪ Passengers ▪ Other entities
2.8	Development of catering, also the one based on regional cuisine and specialised offer	<ul style="list-style-type: none"> ▪ Number of restaurants ▪ Structure of restaurants ▪ Number of restaurants offering regional cuisine ▪ Number of restaurants with specialised offer ▪ Degree of satisfaction of consumers 	<ul style="list-style-type: none"> ▪ Regional Sanitary Authorities ▪ Administrators/owners of restaurants ▪ LOTs [Local Tourist Organizations] ▪ Local authorities ▪ Consumers ▪ Other entities
2.9	Development of hotel accommodation according to European standards and adopted classification	<ul style="list-style-type: none"> ▪ Number of hotels and hostels ▪ Number of hotel/hostel beds ▪ Number and structure of classified objects ▪ Number of objects and beds in rural tourism ▪ Degree of satisfaction of travellers 	<ul style="list-style-type: none"> ▪ Office of Pomorskie Voivodeship ▪ Statistical Office ▪ LOTs ▪ Local authorities ▪ Rural tourism associations ▪ Agricultural Advisory Centres ▪ Travellers ▪ Other entities
2.10	Development of complementary facilities and services, including recreational and specialised ones	<ul style="list-style-type: none"> ▪ Number and structure of auxiliary objects, including recreational and specialised ▪ Degree of satisfaction of customers 	<ul style="list-style-type: none"> ▪ LOTs ▪ Local authorities statistical office ▪ Customers ▪ Other entities
2.11	Redevelopment of tourist penetration areas and making them nicer looking	<ul style="list-style-type: none"> ▪ Volume of investments in modernisation of areas of tourist penetration ▪ Degree of satisfaction of visitors 	<ul style="list-style-type: none"> ▪ Local authorities ▪ LOTs ▪ Visitors ▪ Other entities
Priority 3			
Development of tourist brand products			
3.1	Development of tourist offer of the region in the form of comprehensive tourist products including attractions and services	<ul style="list-style-type: none"> ▪ Number of offered tourist products, including attractions and services in the region ▪ Offer of travel agencies ▪ Degree of satisfaction of tourists 	<ul style="list-style-type: none"> ▪ LOTs ▪ Local authorities ▪ Travel agencies ▪ Tourists ▪ Other entities
3.2	Development of tourist brand products identifying the unique and specific features of the region	<ul style="list-style-type: none"> ▪ Number of brand tourist products of the region ▪ Degree of satisfaction of tourists 	<ul style="list-style-type: none"> ▪ LOTs ▪ Local authorities ▪ Travel agencies ▪ Tourists ▪ Other entities
3.3	Supporting innovative solutions in development of tourist products	<ul style="list-style-type: none"> ▪ Degree of satisfaction of consumers ▪ Number of innovative solutions in creating tourist products 	<ul style="list-style-type: none"> ▪ PROT ▪ LOTs ▪ Tourist sector entities ▪ Local authorities ▪ Other entities

Priority 4		
Development and implementation of a concept for tourist market monitoring		
4.1	Implementation of a system for monitoring incoming and internal tourist traffic	<ul style="list-style-type: none"> ▪ Number of monitoring system partners ▪ Monitoring tools and methods used
		<ul style="list-style-type: none"> ▪ PROT ▪ Other entities
4.2	Analysis of tourist market of the region and target markets	<ul style="list-style-type: none"> ▪ Scope of information on tourist market of the region and target market
		<ul style="list-style-type: none"> ▪ POT ▪ PROT ▪ LOTs ▪ Other entities
4.3	Acquiring information on the needs, preferences, expectations and satisfaction of tourists	<ul style="list-style-type: none"> ▪ Scope and methods of marketing research in tourism
		<ul style="list-style-type: none"> ▪ PROT ▪ LOTs ▪ Tourist sector entities ▪ Local authorities ▪ Other entities
Priority 5		
Development of consistent promotion and integrated tourist information system		
5.1	Increased effectiveness of tourist promotion activities	<ul style="list-style-type: none"> ▪ Number of national and international exhibition/fair event annually ▪ Number of publication titles published in cooperation with PROT ▪ Number of serviced journalists and tourism organizers ▪ Number of tourist events of promotional character in Pomorskie Voivodeship ▪ Number of participants of tourist events in Pomorskie Voivodeship ▪ Degree and scope of tourists' knowledge on the region ▪ Degree and scope of knowledge of people living in the region, elsewhere in Poland and abroad on Pomorskie Voivodeship, its attractions and tourist services
		<ul style="list-style-type: none"> ▪ Diplomatic services of the Republic of Poland ▪ POT ▪ ROTs ▪ LOTs ▪ PROT ▪ Local authorities ▪ Other entities
5.2	Development of an integrated tourist information system of the region	<ul style="list-style-type: none"> ▪ Number of integrated points of tourist information ▪ Number of road signs identifying tourist attractions ▪ Length of tourist routes marked in a uniform way ▪ Number of uniform tables identifying tourist attractions ▪ Number of computerised tourist information points ▪ Degree of satisfaction of people using tourist information
		<ul style="list-style-type: none"> ▪ POT ▪ PROT ▪ LOTs ▪ Local authorities ▪ Administrators of tourist information points ▪ People using tourist information ▪ Other entities

Priority 6

Development of human resources capital based on knowledge and entrepreneurship spirit, focused on improving the quality of tourist services

6.1 Developing people's awareness of the attractiveness of the region through tourist programmes and events	<ul style="list-style-type: none">▪ Number and scope of pro-tourist programmes at schools▪ Number of event organized by travel agencies in Pomorskie Voivodeship (including organization of events commissioned by companies)▪ Number of tourist events organized by non profit organizations, church institutions (including the ones in our voivodeship)	<ul style="list-style-type: none">▪ Primary, secondary schools and schools of higher education in Pomorskie Voivodeship▪ Regional educational authorities▪ Church organizational units▪ Religious associations▪ Non governmental organizations▪ LOTS▪ Travel agencies▪ Other entities
6.2 Development of tourist industry staff	<ul style="list-style-type: none">▪ Number and structure of training on tourism (including courses for the unemployed)▪ Number of people who completed training on tourism▪ Number of diplomas, certificates and state licenses issued	<ul style="list-style-type: none">▪ Secondary schools of tourist profile▪ Schools of higher education with tourist departments and specialisations▪ Office of Pomorskie Voivodeship▪ Training institutions▪ Regional Labour Office▪ Statistical Office▪ Other entities
6.3 Increased quality of education of tourist industry staff	<ul style="list-style-type: none">▪ Innovative training methods▪ Teaching aids used▪ Improving qualification of trainers▪ Adapting training programmes to the changing market▪ Number of state licenses versus number of exam takers (tourist guides)	<ul style="list-style-type: none">▪ Schools with tourist training programmes▪ Institutions organizing training on tourism▪ Office of Pomorskie Voivodeship▪ Other entities

10. CONCLUSION

10. Conclusion

“The Strategy” must be implemented in a consistent and coordinated manner, in cooperation with many partners. It is obvious that its implementation must be continuously monitored, and its strategic elements adapted to the changing social and economic conditions.

“The Strategy” should be implemented not only in compliance with “The Development Strategy of Pomorskie Voivodeship”, but also with the adopted principles of sustainable development, including nature preservation and respecting the will of the residents of the region.

It goes without saying that tourism provides opportunities for development of many areas with valuable natural and cultural assets, areas whose economy so far has been based mainly on farming or industry. Tourism generates jobs mainly in services, which is the right direction towards lower unemployment. It is also a source of additional income for farmers. Its development already is the basic element of regional and local programmes covering many areas of social life and economy.

This strategy is thus an important document supporting development of tourism in an orderly manner, assuming cooperation of many entities and partners, and coordinating activities in many areas. The fact that “The Strategy” was developed when Poland was joining the European Union and for the first years of its EU membership makes it even more significant.

We should like to extend our thanks to all those who contributed to development of “The Strategy for Development of Tourism in Pomorskie Voivodeship in the period of 2004 - 2013” with their work, guidelines, expertise, ideas and political support.

ATTACHMENTS

COMPOSITION
of Steering Committee for the Strategy for Development of Tourism in Pomorskie
Voivodeship in the period of 2004-2013

No	First name and surname	Institution/organization
1.	Jan Kozłowski	Marshal of Pomorskie Voivodeship
2.	Jarosław Białk	Association for development of Northern Kashubian Region "Norda"
3.	Bogdan Donke	Gdańsk Tourist Organization
4.	Prof. dr. hab. Władysław W. Gaworecki	Higher School of Tourism and Hotel Management in Gdańsk
5.	Janusz Goliński	"Żuławy Gdańskie" Association Voit of Cedry Wielkie Gmina
6.	Aleksander Janiak	Polish Chamber of Tourism Pomorskie Branch in Gdańsk President of the Branch
7.	Janina Kwiecień	Council of Starostes of Pomorskie Voivodeship
8.	Dr hab. Barbara Marciszewska prof. of Academy of Physical Education and Sport	Academy of Physical Education and Sport Institute of Sport and Recreation
9.	Joanna Orłowska	Słupsk Poviast Starosty Department of Promotion, Poviast Development and Health
10.	Dr. Feliks Pankau	Office of the Marshal of Pomorskie Voivodeship Regional Development Department
11.	Dr. Henryk Piękoś	Tourism and Hotel Management Research Institute
12.	Jarosław Struczyński	Gniew Castle Foundation
13.	Dr. Tomasz Studzieniecki	Maritime Academy in Gdynia
14.	Dr. Marzena Wanagos	Office of the Marshal of Pomorskie Voivodeship Department of Culture Sport and Tourism
15.	Marcin Wozikowski	Local Tourist Organization "Bory Tucholskie"

Alphabetic list of persons who mailed their opinions on the document

1.	Bratnikow Grażyna	Rumia City Council Administration
2.	Brzoskowski Tomasz	Secretary of Steżyca Gmina
3.	Czarnobaj Leszek	Staroste of Kwydzyn Powiat
4.	Ebertowski Mirosław	Tourist Services Company of Kościerzyna Gmina
5.	Hildebrandt Krzysztof	President of Wejherowo
6.	Jacewicz Jan	Gmina Office in Rzeczenica
7.	Jasiak Sebastian	Pruszcz Gdański Gmina Office
8.	Karnowski Jacek	President of the City of Sopot
9.	Kiedrowski Lewi Jerzy	Voit of Tuchomie Gmina
10.	Klimczak Marek	"Olivia" Trade and Service Company
11.	Kopiniak Andrzej	Voit of Smołdzino Gmina
12.	Kozłowska Maria	Voit of Konarzyny Gmina
13.	Kuliński Leszek	Voit of Kobylnica Gmina
14.	Meyer Marzena	Secretary of Luzino Gmina
15.	Michalski Józef	City Council Administration in Miastko
16.	Mrozewski Bernard	Voit of Koczała Gmina
17.	Muchowska Anna	Tczew Centre of Sport and Tourism
18.	Neumann Sławomir	Staroste of Starogard Powiat
19.	Nowak - Kurzec Dorota	Powiat Centre for Economy and European Integration in Człuchów
20.	Ogrodowski Mariusz	Deputy Voit of Stegna Gmina
21.	Olszewski Jacek	City Council Administration of Gdynia
22.	Orłowska Joanna	Słupsk Powiat Starosty
23.	Piórkowski Witold	Starosty of Lębork Powiat
24.	Podlewska Alicja	Deputy Mayor of the City and Gmina of Sztum
25.	Reszka Justyna	Kościerzyna Tourist Information
26.	Romuald Janca	Szemud Gmina Office
27.	Singer Elżbieta	Secretary of Brusy Gmina
28.	Socik Andrzej	City Council Administration of Gdańsk
29.	Struczyński Jarosław	Gniew Castle Foundation
30.	Szakiel Ludwik	City Council Administration in Starogard Gdański
31.	Szczygieł Arkadiusz	Powiat Starosty in Wejherowo
32.	Tkaczyk Waldemar	Voit of Kościerzyna Gmina
33.	Tyburska Iwona	Voit of Sztutowo Gmina
34.	Załucki Włodzimierz	Voit of Stare Pole Gmina
35.	Zamojski Rafał	Powiat Starosty in Sztum
36.	Żytkowiak Grażyna	Secretary of Kaliska Gmina

SCHEDULE of PUBLIC DEBATES

8.01.04	<p>Słupsk, time: 10.00, Powiat Starosty Szarych Szeregów 14</p> <ul style="list-style-type: none"> • Słupsk Powiat: - Ustka - Smoldzino - Główny - Słupsk - Damnica - Potęgowo - Kobylnica - Dębica Kaszubska <ul style="list-style-type: none"> • Bytów Powiat - Trzebielino - Koczygłowy - Czarna Dąbrówka - Miastko - Cewice 	
9.01.04	<p>Łeba, time: 12.30, Wodnik Hotel, Nadmorska 8</p> <ul style="list-style-type: none"> • Lębork Powiat - Wicko - Nowa Wieś Lęborska - Cewice - Łeba - Lębork <ul style="list-style-type: none"> • Słupsk Powiat - Smoldzino • Wejherowo Powiat - Choczewo • Puck Powiat - Krokowa 	
12.01.03	<p>Gdańsk, time: 8.30, City Council Administration Nowe Ogrody 8/12 room 107</p> <ul style="list-style-type: none"> • Cities: - Gdańsk - Sopot - Gdynia • Gdańsk Powiat - Pruszcz Gdański. 	<p>Wejherowo, time: 13.30, Powiat Starosty 3 Maja 4, Meeting Hall</p> <ul style="list-style-type: none"> • Wejherowo Powiat - Choczewo - Gniewino - Łęczycze - Luzino - Wejherowo - Reda - Rumia
13.01.03	<p>Chojnice, time: 10.00, Powiat Starosty 31 Stycznia 56, room 110</p> <ul style="list-style-type: none"> • Człuchów Powiat - Koczała - Rzeczenica - Przechlewo - Czarnie - Człuchów - Debrzno <ul style="list-style-type: none"> • Chojnice Powiat - Konarzyny - Brusy - Chojnice - Czernik • Bytów Powiat - Lipnica 	
14.01.03	<p>Puck, time: 9.00, Powiat Starosty, Orzeszkowej 5, I floor</p> <ul style="list-style-type: none"> • Puck Powiat - Krokowa - Władysławowo - Jastarnia - Hel - Puck - Kosakowo 	<p>Nowy Dwór Gdański, time: 14.00, Powiat Starosty Sikorskiego 23, ground floor</p> <ul style="list-style-type: none"> • Nowy Dwór Powiat - Stegna - Sztutowo - Krynica Morska - Ostaszewo - Nowy Dwór Gdański. <ul style="list-style-type: none"> • Gdańsk Powiat - Cedry Wielkie - Trąbki Wielkie - Pszczółki - Suchy Dąb
15.01.03	<p>Malbork, time: 8.30 -12.00, KARWAN Conference Centre</p> <ul style="list-style-type: none"> • Malbork Powiat - Lichnowy - Nowy Staw - Miłoradz - Malbork - Stare Pole • Kwidzyn Powiat - Ryjewo - Kwidzyn - Prabuty - Sadlinki - Gardeja <ul style="list-style-type: none"> • Sztum Powiat - Sztum - Stary Targ - Dzierzgoń - Mikołajki Pomorskie - Stary Dzierzgoń 	
16.01.03	<p>Starogard Gdański, Powiat Starosty, Kościuszki 17 Meeting Hall 201, time: 9.30</p> <ul style="list-style-type: none"> • Starogard Powiat - Skarszewy - Zblewo - Kaliska - Starogard Gdański - Osieczna - Lubichowo - Czarna Woda - Bobowo - Skórcz - Osiek - Smętowo Graniczne <ul style="list-style-type: none"> • Kościerzyna Powiat - Liniewo - Stara Kiszewa • Tczew Powiat - Tczew - Subkowy - Pelplin - Morzeszczyn - Gniew 	<p>Szymbark, time: 14.00, Centre of Education and Promotion of the Region Szymbark 88</p> <ul style="list-style-type: none"> • Kartuzy Powiat - Sierakowice - Kartuzy - Przdokowo - Żukowo - Chmielno - Sulęcyno - Stężyca - Somonino • Kościerzyna Powiat - Lipusz - Kościerzyna - Liniewo - Nowa Karczma - Dziemiiany - Lipusz - Karsin - Stara Kiszewa <ul style="list-style-type: none"> • Wejherowo Powiat - Lina - Szemud • Bytów Powiat - Czarna Dąbrówka - Parchowo - Studzienice • Gdańsk Powiat - Przywidz - Kolbudy • Chojnice Powiat - Brusy - Chojnice

