



**URBACT III**

**TOURISM FRIENDLY CITIES**

# **INTEGRATED ACTION PLAN – KRAKOW**

*Final version: July 2022*



**Kraków**





## Tables of contents

Introduction.....	3
1. General information about Poland .....	4
2. General information about Krakow .....	5
3. Krakow in numbers .....	7
4. Tourism in Krakow .....	10
5. Krakow development strategy.....	17
6. Krakow's sustainable tourism policy for 2021-2028 .....	17
7. Focus of Integrated Action Plan .....	20
7.1 Objectives.....	24
7.2 Actions and schedule.....	26
8. Krakow in Tourist Friendly Cities project.....	30
9. Urbact Local Group.....	32
10. Small Scale Actions (SSA).....	42
11. Risk analysis.....	43
12. Framework for delivery.....	44
13. Resourcing.....	45





## Introduction

In 2019, Krakow received an invitation to join the partnership created under the Urbact III program for the implementation of the project called "Tourism Friendly Cities - Local community & tourists together for urban sustainability"). The partnership covered 9 European cities: Braga, Caceres, Druskiennikai, Dubrovnik, Dún Laoghaire-Rathdown, Krakow, Rovaniemi, Venice and Genova, which is the project leader.

TOURISM-FRIENDLY CITIES is an Action Planning Network aimed at exploring how tourism can be made sustainable in medium-sized cities, reducing the negative impact on neighbourhoods and areas interested by different types of tourism and its related aspects through integrated and inclusive strategies keeping a balance between the needs of the local community, in terms of quality of life and of services available, and the promotion of sustainable urban development at environmental, social and economic level.

Each of the partners had to make their own diagnosis of problems, choose a problem area and try to implement pilot actions there. Through the joint analysis of cases, the method of finding good and bad practices, with our international partners and experts the Krakow team tried to create a method of work at the local level. As a result of the work, each partner city had to develop an Integrated Action Plan, in close cooperation with its local stakeholders (Urbact Local Groups).

The network employed the URBACT method, taking an integrated and participative approach to urban challenges with a focus on transnational exchange and learning. Peer exchange and co-learning on the network level will be translated into integrated action plans on the local level and contribute to capacity building of key local stakeholders

The implementation of the Tourism Friendly City project allowed us to look from a new perspective at the issue of approaching several problems and thus the integration of our ULG partners. Thanks to study exchanges and conferences at the international level (even online), the representatives of the City Council of Krakow were able to look at different approaches to the same problems that all partners struggled with. The effect of meetings and lessons learned from them is also included in this document.



## 1. General information about Poland

Located in Central Europe It is divided into 16 administrative provinces, covering an area of 312,696 square kilometres. With a population of nearly 38.5 million people, Poland is the fifth most populous member state of the European Union. Poland's capital and largest metropolis is Warsaw.



Photo: PAIH

Poland's topographically diverse territory extends from the beaches along the Baltic Sea in the north to the Sudetes and Carpathian Mountains in its south. The country is bordered by Lithuania and Kaliningrad Oblast of Russia to the northeast, Belarus and Ukraine to the east, Slovakia and the Czech Republic to the south, and Germany to the west.

Poland is classified as a high-income economy by the World Bank and ranks 22nd worldwide in terms of GDP. Poland has the sixth largest economy in the European Union by nominal GDP (4.5% in 2019) and the fifth largest by GDP (PPP). The largest component of its economy is the service sector (62.3%), followed by industry (34.2%) and agriculture (3.5%). Poland is a member state of the Schengen Area, the United Nations, NATO, the OECD, the Three Seas Initiative and the Visegrád Group.

The country has 16 UNESCO World Heritage Sites. 15 of which are cultural, and one, the Białowieża Forest, is a natural site. The first two sites were inscribed on the World Heritage List were Wieliczka Salt Mine and Historic Centre of Kraków, in 1978.

Tourism is an important sector of the Polish economy. The contribution of the tourism economy to Poland's GDP remains at the level of 5%. There were 88.5 million foreigners, including 21.2 tourists and 67.4 million same-day visitors, who came to Poland. Poland was visited mainly by residents of neighboring countries, who in 2019 accounted for 60.0% of all tourists and for 97.1% of same-day visitors.



## 2. General information about Krakow



Krakow is located in the south of Poland, on the Vistula River, the capital of Małopolska Region and the second largest and one of the oldest cities in Poland, where cultures, regions and traditions merge: a testimony to the meanders of history and legends lastingly fused with facts. The city of kings and rebels, stately bourgeois and inspired artists, academics and students. Krakow is a former seat of the Polish kings and the capital of the country. The Old Town is a unique treasury of works of art, historical monuments and historic buildings, representing almost all architectural styles, from the Middle Ages to the present day. For hundreds of years, the Main Market Square has remained the heart of the city. It is the largest town square of medieval Europe, preserved in unchanged form since 1257 and included in the first list of UNESCO World Heritage Sites already in 1978. Krakow's pride is also the second oldest institution of higher education in Central Europe – the Jagiellonian University (founded in 1364). Also the Wawel Royal Castle has been overlooking the city for centuries. Krakow is also a city vibrating with cultural life. Every year, nearly 100 festivals and other world-famous cultural events take place here. Today, Krakow proudly stands as a modern European metropolis, a university city and a hub of new technologies.

One of 12 cities in the world listed on the first UNESCO World Heritage List in 1978

The European Capital of Culture 2000

UNESCO City of Literature and Creative Cities' network

The European Capital of Gastronomic (2019)

The President of the Organization of World Heritage Cities OWHC (2019)

Twin cities: Budapest (Hungary), Kiev (Ukraine), Leuven (Belgium), Milan (Italy), Nuremberg (Germany)

Partner cities: Bordeaux, Bratislava, Edinburgh, Milan, Frankfurt / Main, Göteborg, Innsbruck, Leipzig, Lviv, Orleans, Pecs, Saint Petersburg, Solothurn, Rome, Vilnius, Cuzco, Rochester, San Francisco, Fez. Tbilisi.





### The richness of Krakow's culture:

- Nearly 500 diverse cultural centers
- 117 museum branches
- 46 public cultural institutions in 2019
- 250 art studios
- 80 festivals
- 80 choirs and orchestras
- Lots of art events, workshops
- Hundreds of congresses and conferences



Photo: Ela Marchewka



### 3. Krakow in numbers

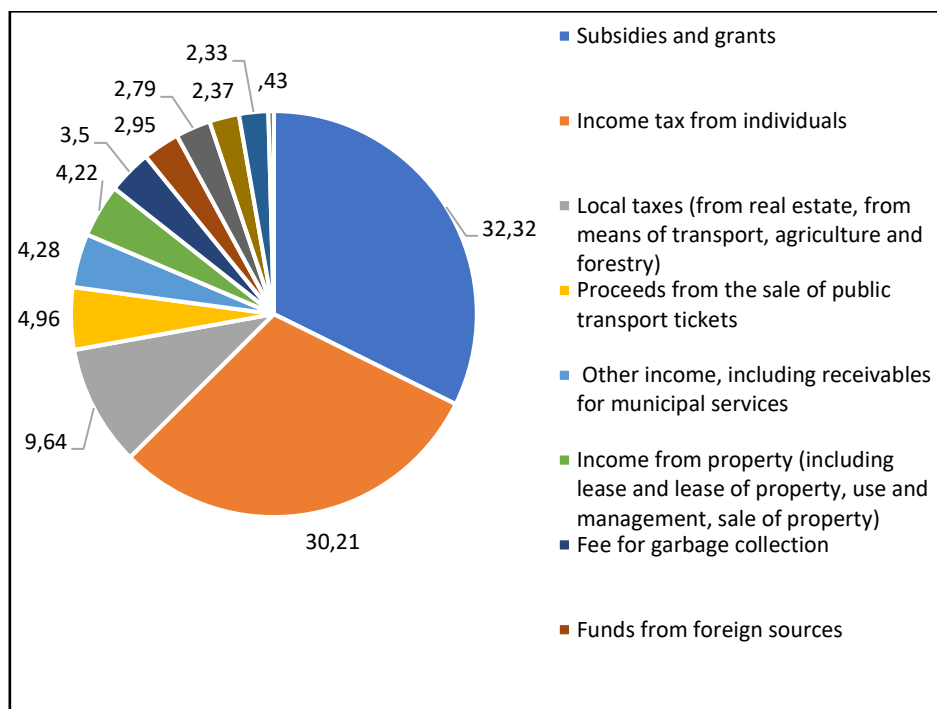
- Surface area: 327 km<sup>2</sup>
- population density 2,384 people/km<sup>2</sup>



- GDP for Krakow (2017) – PLN 66,487 million
- GDP per capita (2017) – PLN 86,715



### City budget income in 2019 (%):



Business entities according to selected sections	
Total, including:	146,919
trade; car service	19%
professional, scientific and technical activity	15%
construction industry	9%
industry	8%
real estate activities	7%
health care and social assistance	7%
information and communication	7%
other services	6%
transportation and storage	6%
administration and support activities	4%
administration and support activities	4%
education	3%
financial and insurance activities	3%
activities in the field of culture, entertainment and leisure	2%





## Higher education facilities in Krakow (2019)

Universities and colleges in Krakow, including	23
public high schools	10
private high schools	13
Number of students in total, including: (post-graduate students and PhD students not included)	<b>129,887</b>
number of full-time students	98,185
number of part-time students	31,702
Number of graduates, including:	36,834
number of graduates of full-time studies	28,067
number of graduates of part-time studies	8,767
Foreign students	8,149
Foreign graduates	1,760

## Air pollution - average concentration in Krakow

Krakow area	Concentration ( $\mu\text{g}/\text{m}^3$ )		
	PM10	SO <sub>2</sub>	NO <sub>2</sub>
Bujaka street	35	5	32
Krasińskiego street	50	–	57
Bulwarowa street	34	5	25
Acceptable pollution level with regard to humans	40	no standard	40

## Selected sports facilities belonging to the Municipality of Krakow

Type of facility under administration of ZIS	2019
Sports stadiums	7
Sports grounds, multifunctional fields	95
Indoor swimming pools	8
Artificial skating rinks	2
Tennis courts	40
Sports halls	11
169.3 km – total length of bicycle routes in 2019	

## Krakow in business rankings

Kraków's very strong economic position in 2019 was confirmed by numerous awards and distinctions bestowed upon the city, which strengthens its image as a good place to invest or establish a headquarters.

- According to the report on the condition of Polish metropolises, Kraków has made the largest developmental leap among the 12 largest cities in Poland over the past four years. It is, next to Warsaw, the most well-developed Polish metropolis, a knowledge, educational and cultural centre with a well-established image and huge development potential, among others, in the area of building a modern, knowledge-based economy.
- Kraków is a leader in the ranking of Polish cities of the future by the Financial Times. In the "TOP 10 large cities with potential" ranking, it was in second place among regional cities (behind Warsaw). Kraków occupied second place in three categories: economic potential, human capital and lifestyle and business friendliness. In the "Top 5 large Polish cities of the future" ranking, in turn, Kraków placed second (in four categories) and fifth in the cost effectiveness category.

- The Association of Business Service Leaders (ABSL) recognised Kraków with an award for its significant contributions to the development of the modern business services sector in Poland.
- Kraków placed second in a ranking compiled by Forbes magazine in the category “Business-friendly city” among cities with 300,000 to 999,000 inhabitants. The capital of Małopolska was also eighth in the category “Most innovative city in Poland” and tenth in the category “Most open city to people”.



Photo: Ela Marchewka

## 4. Tourism in Krakow

The GDP generated by the tourism industry in 2016 is over 8% of the city's total GDP. It is estimated that tourism creates 29,000 in Krakow. permanent jobs, and given the multiplier effects, it generates 40,000. This means that the share of the tourist economy in employment in the entire economy of Krakow exceeds 10%. The sum of taxes and fees directly generated by the tourist industry that were paid to the city budget in 2016 is about PLN 170 million. Taking into account the multiplier effects, the amount of taxes and fees paid by tourism entities was PLN 244 million, which accounted for 5.25% of the city's budget revenues.

For 15 years, Krakow has been conducting systematic tourist traffic research.

Visitors	2017	2018	2019	2020	2021
Total	12.900.000	13.500.000	14.050.000	<b>7.950.000</b>	<b>11 300 000</b>
Domestic	9.850.000	10.400.000	10.750.000	<b>7.100.000</b>	<b>10 385 000</b>
Foreign	3.050.000	3.100.000	3.300.000	<b>850.000</b>	<b>915 000</b>

Borkowski K., Tourism in Krakow, MOT 2022



Photo P. Czaja

### Accommodation in Krakow in 2019

	Number of facilities	Number of beds
Hotels *****	14	2,338
Hotels ****	57	9,215
Hotels ***	90	7,219
Hotels **	17	1,723
Hotels *	5	750
<b>Total for categorized hotels</b>	<b>183</b>	<b>21,245</b>
Out-of-host base	1654	32191
<b>Total accommodation</b>	<b>1837</b>	<b>53436</b>



Photo: Stary Hotel

### Visitor expenses in Krakow due in 2017-2021

	Amount (PLN billion)
2017	5, 48
2018	6, 45
2019	7,50
2020	3, 58
2021	5,50



**Kraków Airport** is the largest regional airport in Poland. The zone served by the port covers the region of south-eastern Poland, inhabited by about 7.9 million people within a radius of up to 100 km distance from the port. In 2019, 150 direct connections offered by 24 carriers are available at Kraków Airport, which will translate into over 8 million passengers served.



#### Air transport - Krakow-Balice International Airport

	2017	2018	2019
Number of passengers in total, including:	5,835,189	6,769,369	8,410,817
international traffic	5,378,656	6,270,115	7,882,706



## The Meetings Industry (2019)



The ultra-modern ICE Krakow Congress Center and Tauron Sport Arena attract sports and events enthusiasts and participants of more and more congresses. In 2019, Kraków was ranked 48th in the world, and 29th among European cities in terms of the number of cyclical meetings (54) of international associations that meet all the criteria of the International Congress and Convention Association (ICCA). The same year 8,400 business meetings (78% national) took place in Kraków. The largest share (67%, more than 2/3) of business meetings in Krakow consisted of conferences/congresses, with a total of more than 5,600 events, which confirms the position of Kraków as a host city for this type of meetings. In second place were corporate/incentive events (32%, or more than 2,600 events), and the smallest (1.6%) was reported for fairs/exhibitions with only 134. The number of participants in meetings and events in 2019 amounted to the record number over 1.2 million people.





The strategic analysis of **Krakow's products** indicates the dominant role of the city break formula, extended with culinary, religious, cultural or congress and conference tourism<sup>1</sup>.

Products	competitiveness				attractiveness			
	attractions	infrastructure	accessibility	index	segment	economic benefits	possible implementation	index
weight (in%)	20	40	40		40	30	30	
<i>City break</i>	5	5	4	4,6	4	4	5	4,3
<i>congresses and conferences</i>	5	4	4	3,8	3	5	3	3,6
<i>Gastronomy</i>	3	4	4	3,8	2	4	3	2,9
<i>Religious tourism</i>	5	4	4	3,6	3	3	4	3,5
<i>Medical tourism</i>	2	3	3	2,8	3	5	2	3,3
<i>Cultural events</i>	2	4	3	3,2	2	3	2	3,3
<i>Incentive travel</i>	3	3	3	3,0	3	4	2	3,0
<i>thematic stays</i>	2	3	3	2,8	3	3	2	2,7

Segments of visitors in Krakow
creative homo consumens
culturals purist
banal reveler
tramp/hipster - integrating individual tourist
weekend conformist
seeker of spiritual and sentimental values
obligation meeters
reward hunters
temporary resident

<sup>1</sup> based on the ADL (Arthur Dehon Little) method of competitiveness and attractiveness. Competitiveness: combination of attractions and image, infrastructure, transport and price accessibility, where each parameter consists of several sub-features. Attractiveness: economic benefit of products in terms of number of arrivals and purchasing power, product purchasing expenses, profitability - the level of investment in promotion.



## Tourism challenges in Krakow

The limit of tourist capacity has been exceeded in 2019. At the same time, this level is not yet degrading the tourist function of the city, but moderately or excessively burdensome for the inhabitants. Analysis of symptoms showed that the risk of Krakow's tourist function crisis is moderate.

Before the Covid-19 pandemic, overtourism primarily affected cities with above-average cultural resources. The negative consequences of the excess of tourists were caused, among others, by entrepreneurship models based on peer-to-peer booking platforms. They caused conflicts in terms of competitiveness and social tensions, resulting in exceeding the limits of social carrying capacity, i.e. the ability to accept the changes taking place in the evolving process of gentrification in parts of the city. The inhabitants lose their subjectivity, and their place was taken by the visitor, for whom the public space was organized, including the structure of services and trade. The development of short-term rental has become conflicting, causing depopulation of districts, a change in the structure of trade and burdensome behavior of visitors.

The Covid-19 pandemic caused a drop in tourist traffic of almost 90 per cent as a result of the huge crisis in the tourism industry. Currently in 2022, due to the sudden and unpredictable military situation in Ukraine, the assessment of our country and region in terms of security has definitely decreased. As a consequence, there is a noticeable decrease in tourist arrivals from abroad, especially from European destinations. In addition, the extent of the military aggression and the way it was carried out (open warfare) caused shock, disinformation and a feeling of insecurity, both in Poland and throughout Europe. This has put the need for tourism in last place in terms of the needs of potential visitors from Europe.



Of course, Krakow is still the most recognisable Polish tourist brand in the world and therefore tourist traffic is growing compared to the pandemic times and is again a source of conflict between stakeholders of the historic city centre. Conflicts arise from different stakeholder needs and focus on 3 basic dimensions: residents - tourism industry; residents – visitors; residents – city government.



residents

- tourist short-term rental,
- night economy,
- changing the structure of services in parts of districts,
- prices,
- commercialization of space

tourism  
industry

residents

- culture of behaviors,
- exceeding the capacity, overflow,
- night economy,
- limited space for tourist penetration of the city,
- tourist gentrification

visitors

residents

- the concept of spatial development of the city,
- structure and functions of investments,
- pressure to regulate the market,
- preservation of services with local identity, ort
- role of tourism in the local economy.

city  
government



Photo: Dziennik Polski





## 5. Krakow development strategy

The vision, mission and strategic objectives of Krakow have been defined in the document "Krakow Development Strategy. I want to live here. Krakow 2030".

### KRAKOW VISION 2030:

*Krakow - a modern metropolis teeming with culture, open, rich, safe and friendly, proud of its historical heritage, co-created by the inhabitants.*

### KRAKOW MISSION 2030:

*Krakow's mission is to create an intelligent metropolis that ensures a high quality of life, building a creative economy, shaping the spatial environment, respect for the natural environment and the development of cultural potential through cooperation of entities from various sectors and partnership cooperation of residents.*

### The strategic goals of Krakow are:

#### STRATEGIC OBJECTIVE I

Krakow - an open and harmonious metropolis of international importance in the areas of: innovation, science, economy and culture

#### STRATEGIC OBJECTIVE II

Krakow - a city developing a knowledge-based economy

#### STRATEGIC OBJECTIVE III

Krakow - a modern metropolis that is creative and uses the cultural potential

#### STRATEGIC OBJECTIVE IV

Krakow - a city friendly to life

#### STRATEGIC OBJECTIVE V

A strong local government community of the inhabitants of Krakow

#### STRATEGIC OBJECTIVE VI

Krakow - a modern metropolis managed

## 6. "A Sustainable Tourism Policy for Krakow in the Years 2021-2028"

Prepared for the tourism sector itself Krakow's sustainable tourism policy is a form of diagnosis and, as a consequence, a document defining the intentions and recommendations for stakeholders of implementing the city's development strategy in terms of developing sustainable tourism economy. These provisions are



consistent with strategic documents, primarily with the Krakow Development Strategy "I want to live here. Krakow 2030" and the recommendations of: international urban policies set out in the European Union's Urban Agenda, the United Nations New Agenda, the Leipzig Charter, HUL, UNWTO recommendations and international declarations signed by Krakow, like Lisbon's (Cities for all - building cities for citizens and visitors). It is assumed that the consensus of residents and local service providers in the field of tourism development should consist in the acceptance by each stakeholder group of the possibility of giving up some of their own benefits to the shared values of the city, with the sustainable development of the local economy planned.








*Tourism policy is understood as shaping the optimal size and structure of tourism and services, coordination of the development of the tourism function and relationships with other spheres of city life based on partnership with stakeholders. The city's tourism policy is understood as a set of recommendations for achieving effective co-management and reconstruction of tourism in Krakow.*

In connection with the period of the Covid-19 pandemic, which caused a drastic decline in tourist traffic in the city and a deep crisis in the tourist economy of Krakow, the Krakow City prepare a document specifying the city's long-term tourism policy, including directions for the reconstruction of tourism after the pandemic. The document developed in cooperation with local stakeholders, including representatives of ULG, results from the need to define the assumptions of the city's comprehensive policy with regard to the tourism sector and to include it in other Krakow development policies, as well as from the need to respond to socio-economic phenomena that have occurred so far under the influence of tourism, and now including those resulting from the Covid-19 pandemic.






*The concept of sustainable tourism in a historic city should be understood as a process in which the consequences of tourist behaviour and local service providers' business models do not cause losses or difficult to reverse changes in carrying capacity, environmental space and changes in social and economic relations.*



## NINE RECOMMENDATIONS AREAS FOR KRAKOW

	<b>I. Krakow's "tailor-made" tourist market</b>	<ul style="list-style-type: none"> <li>• Initiating and creating innovative package services based on the cultural and sports offer and events, taking into account all attractions and values of Krakow and Małopolska as well as premium products, including in cooperation with the Małopolska Tourist Organization.</li> <li>• Support for the development of public and private investments with a potential for the reception of tourist traffic and the ability to diversify.</li> <li>• Partnership of the local government with the tourism sector in the implementation of promotional activities on emission markets.</li> <li>• Support for activities aimed at improving the quality of services provided by entrepreneurs in the tourism sector, eg the "Sustainable Quality Krakow" quality label program.</li> <li>• Raising competences through knowledge transfer.</li> </ul>
	<b>II. Tourism hypertrophy (overtourism) and balancing the sharing economy</b>	<ul style="list-style-type: none"> <li>• Participation in the legislative process in the field of national and international regulations regulating short-term tourist rental and space management.</li> <li>• Cooperation with global booking portals in the field of knowledge exchange, promotion and respect for the city's identity as a historical center.</li> <li>• Management of special areas and cultural parks in the spirit of sustainable spaces and services.</li> <li>• Supporting solutions that improve the quality of guide services, including in special areas.</li> <li>• Development of legislative solutions for the protection of the urban landscape with the participation of the tourism sector</li> </ul>
 	<b>III. The meetings industry</b>	<ul style="list-style-type: none"> <li>• Joint building of a competitive congress offer of the city, its promotion and lobbying with the use of the most effective marketing tools, e.g. congress package, Polish Congress Ambassadors program.</li> <li>• Integration of partners and suppliers in the field of knowledge exchange, including through the Kraków Network.</li> <li>• Creating innovative tools, including hybrid and online ones, supporting the process of acquiring and organizing congress events.</li> <li>• Promoting responsible partnership in creating a long-term offer city congress.</li> <li>• Analyses and research on the meetings sector</li> </ul>
	<b>IV. Tourism identity and reputation management</b>	<ul style="list-style-type: none"> <li>• Activity for the positioning of the city's reputation in international rankings.</li> <li>• Initiating partner promotional programs, eg Krakow Brand Ambassador.</li> <li>• Krakow's participation in national and international projects (eg Tourist-Friendly Cities, Network of Creative Cities) supporting the city's reputation.</li> <li>• Increasing the involvement and activity of the national communities of Krakow residents (expats) in building the city's reputation.</li> <li>• Activation of the local community and visitors in multiplying the message about Krakow in social media.</li> <li>• Revitalizing public space through the use of art and cultural values and civic activity of city movements</li> </ul>



	<b>V. Integrated tourist marketing communication</b>	<ul style="list-style-type: none"> <li>• Own and partner integrated 360-degree campaigns in strategic markets / behavioral segments.</li> <li>• Unifying the narrative and format of stories (storytelling) about Krakow.</li> <li>• Using modern marketing tools in communication strategies.</li> <li>• Building partnerships in promotional tools</li> </ul>
	<b>VI. Managing the night economy</b>	<ul style="list-style-type: none"> <li>• Developing mechanisms for creating and managing the night offer, referring to the city's historical heritage and its identity.</li> <li>• Involving the business sector in solving problems based on the idea of CSV, including solutions of programs promoting responsible entrepreneurs.</li> <li>• Stimulating the behavior of city users (including visitors), taking into account the integration of stakeholders around the idea of "Respect Kraków" for the benefit of residents.</li> </ul>
	<b>VII. Integration of culture and creative industries with the tourism economy</b>	<ul style="list-style-type: none"> <li>• Concentration and commercialization of unique events (including exhibitions, festivals, etc.) with a prestigious national and international rank.</li> <li>• Creation of a platform for information and commercialization of the offer of cultural institutions and events.</li> <li>• Engaging creative industries and non-tourism services.</li> <li>• Moderate commercialization of "custom venues".</li> <li>• Developing the formula of an integrated center for managing Krakow's cultural heritage as a space management dialogue platform.</li> <li>• Increasing the integration of tasks of other municipal institutions (Krakow Film Commission, Krakow Festival Office) with the tourism economy</li> </ul>
	<b>VIII. Managing conflicts between stakeholders</b>	<ul style="list-style-type: none"> <li>• Initiating formal and non-formal platforms for discussions and communication of the tourism industry with residents, non-governmental organizations, residents and religious communities.</li> <li>• Stimulating the awareness of the impact of tourism on the community among residents and local economy, and information among visitors about local law, expectations and customs.</li> <li>• Inspiring entrepreneurs and property owners to share a common overarching value.</li> <li>• Offering new tourism experiences through volunteering programs and the integration of local stakeholders</li> </ul>
	<b>IX. New technologies in tourism</b>	<ul style="list-style-type: none"> <li>• Digitization of visitor relationship management.</li> <li>• Use of creative techniques and intelligent tools to improve the tourist experience, information flow and analysis of tourist activity paths.</li> <li>• Development of tourist information and signage tools using modern technologies.</li> <li>• Building the city's tourist offer based on new technologies taking into account in-depth tourist relations and experiences.</li> <li>• Promotion of the city's tourist offer with a high degree of digitization.</li> </ul>





The target audience for these recommendations are all groups of public and private stakeholders associated with tourism in Kraków. The implementation of the proposed new actions included in the recommendations will require the involvement of local government authorities, entrepreneurs, and institutions being the beneficiaries of tourism in Kraków. Business associations, tourist organisations, the airport, citizens' associations and initiatives, cultural institutions, universities, and institutions associated with business will all play a fundamental role.

Those nine recommendations from "Krakow's Sustainable Tourism Policy for 2021–2028" were divided into three groups: 1. Economy and Regulations, 2. Marketing, and 3. Programmes and Products. Each of the groups includes people who declared a willingness to cooperate during workshop meetings scheduled for the coming months. Some of participants recruited from ULG.

The official presentation of these groups was made during the ULG meeting on the 21st of September 2021.

### **Other Krakow's project/funding opportunities that can complement TFC:**

Lesser Poland – Travel Destination', the Regional Operational Programme for the Małopolska Region 2014-2020, which assumes support for the development of tourism in Małopolska and Kraków in the context of counteracting the effects of the COVID-19 pandemic with the use of the most recognisable Polish tourism brand in the world – the Kraków brand. The planned promotional activities are intended to rebuild tourist traffic to Małopolska, and thus to serve the entire industry. The campaign will focus exclusively on external markets, since the most significant drop in the number of tourists caused by the COVID-19 pandemic concerned foreign tourists. Two main markets for promotional activities have been selected from the entire range of directions from which tourists have travelled to Małopolska so far: Germany and the UK.

## **7. Focus of Integrated Action Plan**

Krakow's strategic mission is to create an intelligent metropolis, ensuring high quality of life, building creative economy, shaping the spatial environment and cultural development, through cooperation between entities from various sectors and partner-like cooperation of residents. This vision needs to consider the serious dynamic of overtourism that the city was experiencing, as well as the importance of tourism for the local economy. The consequences of the large volume of visitors was the gentrification of the Old Town, overtourism in some districts of the city, increasing dissatisfaction of residents and emerging conflicts between local entrepreneurs and residents. As Krakow was experiencing rising degradation of the quality of life of residents in the historic city center, the city wants to find new ways of harmonizing stakeholder vision around sustainable tourism practices.

The COVID19 pandemic outbreak in March 2020 has forced the adjustment of the original Tourism Friendly Cities (TFC) transnational workplan described in the initial network baseline study and on local level the adjustment of IAP assessments to the new reality and new needs.



## Probable phenomena on the tourist market during and after COVID-19

Changes to the OTA commission system and settlement rules  
Increased competition and conflicts of interest  
Changes in ownership of capital, including accommodation and catering facilities  
Shorter stays  
Domestic market preferences  
Low rates of ADR and RevPAR  
Decline and subsequent increase in air ticket prices  
Unstable air link networks  
Formal regulations of short-term tourist rental  
Unstable start-up of accommodation and catering facilities, conference centers and wellness & spa centers, dependent on profitability indicators and social distance  
Changes in the organization of the business tourism segment (MICE)  
Price dumping  
Bankruptcy

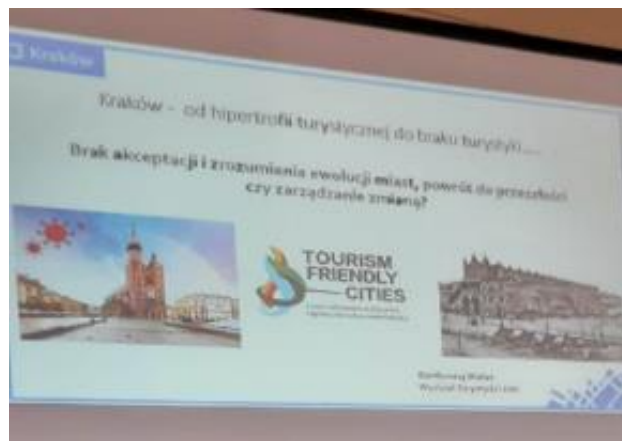


Now Krakow in parallel with attracting tourists to the city wants to build tools to improve the quality of services and to support dispersion programme of cultural and touristic offers outside the city centre. Most importantly, it wants, using the TFC network process with the support of the ULG group, to align conflicting visions of local stakeholders about the future development of tourism.

### 7.1 Objectives

The IAP developed until TFC focus on co-designing actions with local stakeholders, better understanding of perceptions and testing out new monitoring tools and reward/label mechanisms that are aligned with the current strategic directions of the local strategy "Krakow's sustainable tourism policy for 2021-2028".

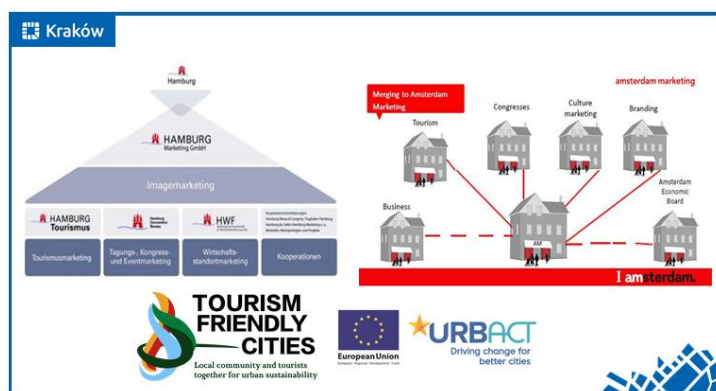
The goals are sustainable tourism in Krakow and improving the quality of tourism services in the city.



The policy of sustainable tourism in Krakow focusing on integrated strategic management of tourism in the city. This implied the public-private partnership with local entrepreneurs for the development of modern tourist services, as well as the support to the creation of new local tourist products and their commercialization building the image of the city. Moreover, Krakow is aware that only involving residents in the process of building the image of hospitality towards visitors and through collaborative forms of local economy is possible to implement the strategic management and the policy implementation in the field of tourism. Indeed, Krakow is already monitoring and analyzing the overall phenomena related to the tourism economy sensitizing, moreover, visitors to behave with respect for the quality life of residents.

Krakow focuses on sustainable tourism between the needs of visitors and the quality of life of its residents. To this end, city is working on tools for implementing the principles of sustainable tourism, including accessibility to the old town, activation of residents for the development of services in accordance with the principle of "localhood". In addition, Krakow runs the international, free and open project Historical Cities 3.0, as a free platform for the exchange of views, case studies and solutions for challenges of historical cities. The tool of the project is a conference organized every two years as well as a portal [www.historicalcity.eu](http://www.historicalcity.eu)

Krakow developed a methodology to measure sustainable urban tourism and analysing what other cities have already done on it.



For the project, TFC Kraków conducted a survey of **local stakeholders' attitudes** towards possible sustainable tourism tools. In the studies (July 2020, N = 245), the inhabitants were presented with a number of remedial measures for the sustainability of tourism in the city, which should also minimize conflicts.



	yes	rather so	hard to say	rather no	no
creating attractions that benefit both residents and visitors	69.8%	21.2%	2.9%	2.9%	3.3%
communicating and involving the local community	55.5%	31.4%	7.8%	2.4%	2.9%
encouraging visitors to explore the city beyond historic center and outside the city	64.5%	24.1%	2.4%	4.5%	4.5%
limiting the existing short-term rental	33.5%	22.0%	17.1%	14.7%	12.7%
supporting initiatives of new tourist offers, even niche ones	49.8%	28.6%	9.4%	7.8%	4.5%
initiating discussions about development problems and establishing common goals for all stakeholders	53.1%	31.4%	6.5%	5.7%	3.3%
introducing online booking systems for tourist attractions and cultural institutions	50.2%	28.2%	12.7%	3.3%	5.7%
introducing campaigns to make tourists aware of the rights of residents, information about local law, customs and cultural norms (Respect Krakow)	59.2%	22.9%	7.3%	3.7%	6.9%
introducing registration rules for short-term rental as an economic activity	50.6%	20.4%	17.6%	5.7%	5.7%
limiting the development of certain types of services in the historical zone (Cultural Park)	36.3%	30.2%	15.9%	8.6%	9.0%
introducing a voluntary, free quality certificate for service providers sustainable development services (ecological, sanitary ...)	38.8%	31.4%	15.5%	5.3%	9.0%

### THE TREE OF KRAKOW'S PROBLEMS INCLUDED IN INTEGRATED ACTION PLAN

	MANAGEMENT EFFECTS	ECONOMIC AND ENVIRONMENTAL EFFECTS	SOCIAL AND CULTURAL EFFECTS
<b>Expected results</b>	<ul style="list-style-type: none"> <li>Improving destination management understood as tactical strategies and programs that use and integrate the available tools to stimulate the development of tourism supply and control tourism demand, in accordance with the established goals</li> <li>minimizing the causes and effects of a possible return of overtourism</li> </ul>	<ul style="list-style-type: none"> <li>creating conditions for the reconstruction of incoming tourism</li> <li>integration of the cultural and tourism sector in the commercialization process</li> <li>Introducing tourism sustainable development services based on certification</li> </ul>	<ul style="list-style-type: none"> <li>reconstruction of local identity in trade and services, at least in the historic center of the city</li> <li>solutions that build the atmosphere of the place and locality, and preserve the city's identity,</li> </ul>





	<ul style="list-style-type: none"> <li>• maintaining the quality of services and the reputation of Krakow's tourist brand</li> <li>• disseminating knowledge about implemented solutions in the given cities (benchmarking)</li> </ul>		
<b>Main problem (challenge)</b>	<p><i>Obtaining a consensus of residents and local service providers in the field of development by tourism, consisting in the acceptance by each of the stakeholder groups of the possibility of giving up some of their own benefits in favour of the common values of the city, with the sustainable development of the local economy planned.</i></p> <p><i>Launch tools and a process in which the consequences of tourist behaviour and local service providers' business models do not cause losses or changes in carrying capacity, environmental space and social and economic relations that are difficult to reverse.</i></p>		
<b>The reasons (root problems)</b>	low level of internationalization of the commercialization of cultural and art events	Unordered space management, including short-term tourist rental	<p>Critical decline in visitor arrivals and income of tourism service enterprises</p> <p>conflicts of various groups of local stakeholders</p>

## 7.2 Actions and schedule

		start and end dates	Budget/resourcing
<b>SUSTAINABLE AND RESPONSIBLE TOURISM OF HISTORICAL CITIES</b> initial list of indicators	report of international recommendations of sustainable tourism indicators based on desk research	March 2020-June 2020	no cost
<b>RESPECT KRAKOW</b> The City Helpers pilot project*	the second edition of the campaign addressed to visitors, raising awareness of the rules of behavior in the city and respect for common values. The City Helpers project is part of the city's Sustainable Tourism Policy 2021-2028. The action is a continuation of the #RespectKrakow initiative launched in 2019.	July – August 2021	32 000 EUR/city budget/civic budget
<b>SUSTAINABLE QUALITY KRAKOW LABEL</b> conception	the concept of introducing a voluntary quality mark for tourist and para-tourism services in Krakow under the working name of "Sustainable Quality Krakow" based on the attitudes and expectations of service providers and the selection of indicators of sustainable services	May-July 2022	4 000 EUR/city budget/EU funds
<b>SUSTAINABLE TOURISM Kraków LAB.</b>	the action is based on systematic debates of ULG members and other local partners on the management of the historic center of the city and forms of cooperation between the tourism and culture sectors. The role of residents and stakeholders in the	every two months – March 2022	City budget/Eu funds/PPP



	project implementation is still in the design stage		
<b>TRANSNATIONAL MEETING OF TFC IN KRAKOW</b>	The transinternational meeting of TFC will be held in the frame of HISTORICAL CITIES 3.0	29th-30th March 2022	City budget/EU budget(Urbact III)

### \*The City Helpers pilot project

In July and August City Helpers were working on the streets of Kraków to assist tourists and everyone else visiting. Their task was not only to provide information and promote local events, but also to catch inappropriate behavior in the Old Town of Krakow. And all this in the spirit of responsible, sustainable tourism, which is determined, among others, by harmonious coexistence of visitors and residents.

City Helpers' role is to support Kraków's image as a welcoming and open city, but also to communicate the rules of sharing the most valuable space where residents, entrepreneurs, administrators of city buildings and squares, and domestic and foreign tourists intersect. Everyone should feel safe in the city and at the same time to have a sense that it is a shared space and that it is important to maintain its balance.






With the end of the holidays, the City Helpers finished their work. For two months, city helpers carried out almost 7,000 actions. They were most often asked about museum exhibitions, concerts, events taking place in the city, but also about the logistics of getting around the city. There were also a lot of questions about local gastronomy offer and shopping. Most interventions by the City Helpers concerned disturbing the peace at night and drinking alcohol in public places. The project was very well received and there are plans to continue the project next year.

## Dissemination activity

In order to disseminate the results of the TFC project, as part of the own project HISTORICAL CITIES 3.0 - as a form of networking of historical cities with tasks and problems related to tourism and the protection of cultural heritage, on 28<sup>th</sup> March 2022 another international conference in a hybrid form entitled Tourism Friendly Cities will be organized. The experiences and proposals of the cities will be presented and one of the panels will be devoted exclusively to the results of the TFC.





		budget
 <p><b>HISTORICAL CITIES 3.0</b> Conference in March 2021</p> <p><b>TOURISM-FRIENDLY CITIES</b> <i>in search of a new model of attractiveness</i></p>	<p>Krakow runs the international and open project Historical Cities 3.0, as a platform for the exchange of views, case studies and solutions for challenges of historical cities. The tool of the project is a conference organized every two years as well as a portal <a href="http://www.historicalcity.eu">www.historicalcity.eu</a>.</p> <p><i>One of the challenges for many historical cities has so far been growing and complex competitiveness and overtourism. With the decline in the role of the tourism economy in the pandemic period, it is necessary to propose a concept of activities for all local stakeholders, shaping the city's policy and tourist attractiveness, maintaining a balance between the interests of various groups that make up the community. The trends in the tourism market until 2019 and the effects of the Covid-19 pandemic indicate the need to change the approach to tourism reconstruction. Management must respond quickly and effectively to the behavior and expectations of visitors in line with the concept of agile tourism, rebuilding the resilience of the tourism industry and its importance for the local economy. So is the priority to be attracting tourists or sustainable tourism and how to understand it? Can digitization and the quality of services make the offer of a historical city more attractive? TFC thematic expert will conduct one if the conferences panel, and others representatives of TFC partners will participate in the panels.</i></p> <p>PANEL I - CHALLENGES FOR TOURISM ENTREPRENEURSHIP AFTER COVID-19</p> <p>PANEL II - TOURISM AND CULTURAL HERITAGE</p> <p>PANEL III - A LOCAL COMMUNITY FOR TOURISM POLICY</p>	<p>In progress</p>





## 8. Krakow in Tourism Friendly Cities project



### Krakow's Team of Tourism Friendly Cities project

1.	Kantor Elżbieta	Director, Dept. of Tourism
2.	Bartłomiej Walas – coordinator until April 2021	Dept. of Tourism
3.	Katarzyna Opoczka - coordinator May - Sept 2021	Dept. of Tourism
4.	Monika Moskwa - coordinator from 1 October 2021	Dept. of Tourism
5.	Natalia Biernat	Department of Strategy, Planning and Monitoring of Investments
6.	Marta Dymek – support from 1 October 2021	Dept. of Tourism

The team representatives work on the implementation of tasks set in the IAP and gain knowledge and experience attend the transnational network meetings, trainings, webinars concerning planning, implementing and other issues which focus sustainable tourism.

Cities participating in the project TFC: Genoa (lead partner) , Braga, Cáceres, Druskininkai, Dubrovnik, Dun Laoghaire, Krakow, Rovaniemi, Venice and lead expert.

### The main advantages of TFC Transnational meetings:

- 1) exchange of experiences regarding how tourism can be made sustainable in medium-sized cities, and reducing the negative impact on neighbourhoods
- 2) provides a forum for open discussion, and delivers a tangible result: a decision, a plan, a list of great ideas to pursue, a shared understanding of the work ahead
- 3) opportunity to problem solve together and learn information how other cities solve their problems
- 4) discover new solutions like how the cities of Venice and Dubrovnik are using ICT and digital data systems to avoid risk of overtourism, promoting a better manage of tourism flows with a sustainable approach.

Our transnational meetings in the frame of Tourism Friendly Cities project: I and II phase:

Kick Off Meeting Genoa October 2019



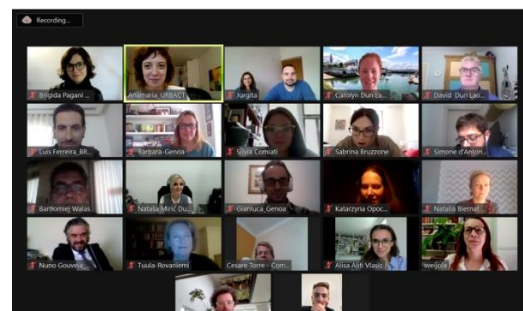
Final Meeting Phase I Braga Jan 2020



KO Meeting Phase II June 2020



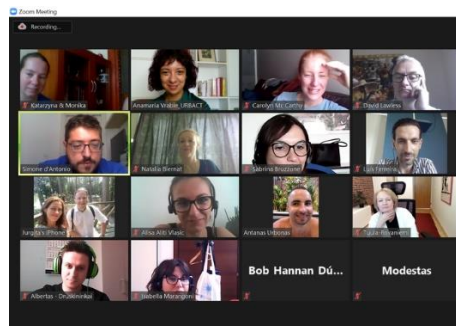
TFC e-transnational meeting Dubrovnik Oct 2020



TFC e-transnational meeting Jan 2021  
2021



TFC e-transnational meeting Druskininkai July



TFC transnational meeting Dun Laoghaire October 2021: Exploring governance models: from planning to implementation



TFC transnational meeting Rovaniemi – February 2022: Economical dimension implications for supporting a model of sustainable tourism





## TFC transnational meeting Krakow March 2022



The International Conference - March 28<sup>th</sup> 2022,  
 Kraków HISTORICAL CITIES 3.0 TOURISM-FRIENDLY CITIES - in search of a new model of  
 attractiveness –







### ***Kraków URBACT Local Group***

Kraków ULG is formed by the representatives of various institutions and entities from the city of Krakow and Małopolska region which operate in the tourism market.

All these entities are responsible for implementing the project's assumptions.

The involvement of the entities in the project took place mainly through meetings (also online due to the pandemic period) of the URBACT Local Group. In addition, the project coordinators worked individually with each other. Each entity was involved according to its statutory activities and specific predispositions. The level of involvement of each entity varied depending on the area of activity and the object of interest in the different stages of the project. Some actors were crucial in implementing the project and achieving the goals set out in the Integrated Action Plan.

Using the URBACT methodology brought added value to the implementation of the ULG meetings. It helped to convince people to participate in the work of the group. To learn how to convince them that they are a group of local stakeholders who co-create the city's strategies and action plans outside the city administration. Finally, it gave directions on how to promote sustainable urban development.

Krakow, in order to reach the project objectives cooperate with local travel agents, representatives of communities, accommodation, transport and catering services, city guides, PCO and other stakeholders. The purpose of broad cooperation is to identify needs, positions and develop tools for sustainable tourism that are acceptable to all stakeholders.

#### ***The local stakeholders have the following tasks:***

- preparing a ranking of the projects arising from the operationalization of "A susta" which, from the perspective of the tourism market, should be implemented first.
- define the role of the tourism industry in the above-mentioned projects: "implementer"; "partner" (providing substantive support only); "sponsor"; "co-operator" (co-executor),
- business consulting with regard to projects developed as a result of the operationalisation of "The Krakow Sustainable Tourism Policy for the years 2021 - 2028" adopted by the Krakow City Council on 24 March 2021, including:
  - a) searching for and analysing benchmarks or projects of a similar nature, with a view to defining the target business model of a potential project,
  - b) verification and evaluation of opportunities and threats (SWOT) of the business idea resulting from both the macro and micro environment,
  - c) verification of process assumptions and financial projections,
  - d) advice on project financing sources,
  - e) analysis of project fiches produced during the ULG meetings,
  - f) substantive support for coordinators of the above mentioned projects.

#### ***The following actors are involved in the URBACT Local Group:***

*Core Group:*

- Krakow Chamber of Tourism
- Małopolska Regional Organisation



- Gremium - a Regional Chamber of Hoteliers
- universities educating staff for the tourism economy (Jagiellonian University, University of Economics, University of Physical Education)
- Chamber of Commerce RH PLUS - NGO grouping the catering sector
- Kraków Network - around 100 entities representing the beneficiaries and stakeholders of the business tourism sector
- Federation of Kraków Tourist Guide Associations
- Cracow Convention Bureau
- Forum of Hotel Directors - a networking group
- three executive groups: "Economy and Regulations", "Marketing" and "Programs and Products" created as a result of the nine recommendations areas for Krakow contained in "A Sustainable Tourism Policy for Kraków in the Years 2021-2028".

***Other partners:***

- Krakow Festival Office
- residents' associations - city movements
- Tourist's information offices "InfoKrakow"

***Names of constant members of ULG:***

- |  |
|--|
| <ul style="list-style-type: none"> <li>- Elżbieta Kantor, Director of Tourism Department in the City Office</li> <li>- Piotr Laskowski, President of branch office of Polish Chamber of Tourism</li> <li>- Rafał Marek, President of Cracow Chamber of Tourism</li> <li>- Paweł Mierniczak, Director of Malopolska Regional Organisation</li> <li>- Jacek Legendziewicz, Vice President of Gremium - a Regional Chamber of Hoteliers</li> <li>- Prof. Jadwiga Berbeka, University of Economics, specialist of meeting industry</li> <li>- Robert Pawlusiński Ph.D, Jagiellonian University, specialist of night industry</li> <li>- Prof Zygmunt Kruczek, University of Physical Education, specialist of geography and overtourism</li> <li>- Wojciech Blecharczyk, President, Chamber of Commerce RH PLUS - NGO grouping the catering sector</li> <li>- Paula Fanderowska, Kraków Network - around 100 entities representing the beneficiaries and stakeholders of the business tourism sector</li> <li>- Anna Jędrocha, President of Symposium Cracoviense, local professional congress organizer (PCO)</li> <li>- Elżbieta Kusina, President, Federation of Kraków Tourist Guide Associations</li> <li>- Małgorzata Przygórska-Skowron, chief of Cracow Convention Bureau</li> <li>- Krzysztof Jędrocha – hospitality industry expert</li> <li>- Marek Grochowicz - residents' informal movement in the Kazimierz District</li> <li>- Alina Kamińska - councilor of Kraków - a resident of the Old Town district</li> <li>- Paweł Galiak - Balice Krakow Airport</li> <li>- Robert Piaskowski – Plenipotentiary of Mayor of Krakow for Culture</li> <li>- Tomasz Przybyło, Department of Heritage, Municipality of Krakow</li> <li>- Bartłomiej Walas, Senior Advisor, Sustainable Tourism Development Programmes</li> </ul> |
|--|



Various institutions and entities from the city of Krakow and Małopolska region:

**TOURISM FORUM** - The Mayor of Krakow has appointed a number of people (63) from equal backgrounds associated with tourism as members of the Tourism Forum at the Mayor of Krakow. It is a form of networking and consulting platform that meets at least twice a year. The City of Krakow cooperates on an ongoing basis with business self-governments (chambers, NGOs), including in the form of co-organization of promotional events, knowledge transfer, consulting and tourism management solutions in the city.

**MALOPOLSKA REGIONAL ORGANISATION (regional DMO)** - association of tourist entrepreneurs and municipalities aimed at managing tourism on a regional scale. Krakow is a member of the association and through organized events has the opportunity to shape cooperation outside of Krakow and to transfer the results of the TFC project.

**CRACOW CHAMBER OF TOURISM** - The Krakow Chamber of Tourism is a nationwide economic self-government organization associating travel agencies, hotels, transport companies and other service providers in tourism. The Krakow Chamber of Tourism was established in 1992 and it associates 192 members (14th september 2020) that render tourist services, from Krakow and the region of Małopolska.

**KRAKOW NETWORK** - the goal of the Krakow Network is to create a strong business group from various sectors, whose activities will increase the number of business events carried out in Krakow. The cycle is organized by the Krakow Festival Office - ICE Krakow operator. Participants are representatives of facilities servicing the meetings industry, Krakow PCO companies as well as the hotel, restaurant and transport industries. Within the Krakow network there are 6 thematic groups: Krakow Future Lab, Krakow Business Food, hotel group, event group, group of Congress Ambassadors, group. Meetings are held regularly several times a year and over 100 participants take part in the plenary version



Cracow Chamber  
of Tourism



Małopolska Organizacja Turystyczna



Krakowska Izba Gospodarcza  
"RH plus"  
Restauratorów, Hotelarzy i Operatorów Turystyki



ORGANIZATION OF  
WORLD HERITAGE CITIES



Kraków

## Political support

Tourism in the City's tasks is under the responsibility of the Deputy Mayor Anna Korfel-Jasińska. Krakow has an independent Department of Tourism.

In its structure operates the Krakow Convention Bureau.

The Promotion and Tourism Committee operates within the structure of the Krakow City Council.



The project is carried out with the close participation of the Mayor's Plenipotentiary for Culture and the management of several departments of the City Hall.

## ULG Meetings:

### The ULG works in the following forms:

- twice a year plenary meeting (estimated number of participants - 70 each time) under the name of the Tourism Forum ULG with the following objectives: plan of promotional activities in partnership, presentation of the results of tourist traffic research and conclusions, determination of forms and tools implementing the "sustainable tourism policy for cities",
- thematic meetings concerning (estimated number of participants each time: 15-20): attitudes of local tourism entrepreneurs towards the "Sustainable Tourism Quality" certification label, the topics set out in the TLC project common for the cities of the project,
- meetings from the series "Direction: A city for everyone – Sustainable Tourism Policy" regarding implementation of activities resulting from the recommendations contained in the "Krakow's Sustainable Tourism Policy for 2021–2028" aims to balance tourism in Krakow and improve the quality of tourist services in our city,
- meetings of the Quality Krakow group.

**The distribution of knowledge about the TFC project** and the results of international meetings will be based on the following media:

- Krakow Convention Bureau newsletter
- e-mailing to the city's tourism industry
- press releases in the media of the City Hall (Magic Kraków, Krakow.pl)
- social media - profiles FB: Krakow Heritage, Experience Krakow, Kraków Kierunek: Miasto dla Wszystkich
- written reports on meetings addressed to ULG members
- information during regular meetings.



During phase I, Krakow conducted an extensive process for ULG creation and engagement:



- obtaining the approval of persons and the institutions they represent for participation in the work of ULG (September 2019), telephone and personal arrangements
- meeting of ULG participants aimed at acquiring knowledge and opinions on further development directions by completing matrix surveys,
- collecting behavioural profiles of various groups visiting Krakow made by members of the Association of City Guides (October 2019 by correspondence),
- four thematic meetings, individual or 3-7 persons (8.10.19, 22.10.19, 7.11.19, 27.11.19) with local tour operators dedicated to: the selection of strategic markets to promote the city, the principles of commercialization of the local offer, barriers to the development of tourism
- ULG plenary meeting with TFC LE and LP leaders visiting Krakow (12.11.19),
- thematic meeting of TFC with LE and LP with members of the Krakow Chamber of Tourism (12.11.19) about barriers from the development of reception tourism from the point of view of a travel agency,
- consultations during Travel Meeting Krakow Malopolska (4-5.12.19) with ULG participants dedicated to the city's tasks in tourism development in 2020. Analysis of effects and diagnosis of the state of tourism in the city in 2019. Presentation of assumptions for a new strategic document called "sustainable tourism policy in the years 2021-2028".





### The most important ULG meetings:

#### 1) **6th of October 2020**

- 52 participants (52 people),
- to analyze and discuss the new strategic document of the city entitled "Krakow's sustainable tourism policy for 2021-2028". Probably this is the first document of this type, which contains 9 recommendations for all local tourism stakeholders in the city. The recommendations are aimed at rebuilding tourist traffic under new conditions,
- each of the 9 recommendations will be discussed at succeeding ULG meetings,
- in the works undertaken in the frame of the Tourism Friendly Cities project will enable the preparation of the assumptions for the "Quality Krakow" certificate.

#### 2) **15<sup>th</sup> of December 2020,**

- was a part of a Tourism Forum. It was partially an online meeting. The event exceeded the expectations of the organizers, gathering 200 participants in the network, including those from outside Krakow and even from abroad, going beyond the formal composition of Urban Local Group. The availability of the broadcast paradoxically enlarged the audience, and its attractive, hybrid form proved that the new form of event organization forced by the pandemic can also be attractive,
- presentation of the diagnosis and of the results of the study of tourism situation in Krakow in 2020,



- a member of the ICCA Board shared his observations of changing trends in the organization and activities of the MICE sector as a result of the pandemic,
- the panelists were looking for different ways of cooperation between the tourism industry and the culture in the context of post-pandemic tourism recovery. They also discussed the tools of integrated marketing communication of the city of Krakow for years 2021-2022,
- the potentials of Kraków's culture and tourism and the planned future of both sectors were largely discussed. The establishment of the Kraków Culture & Tourism Hub was announced as a form of cooperation between both sectors for the development of culture-based tourism products,
- also the topic of the discussion was the new concept of the Quality Kraków certification project aimed at introducing the principles of sustainable quality. This is the subject of works under the Urbact III Tourism Friendly Cities project.

### 3) 21<sup>st</sup> of September 2021

- the representatives of ULG Krakow tourism sector discussed the joint implementation of tourism-related activities in Krakow. It was the first meeting in the series entitled "Direction: A city for everyone – Sustainable Tourism Policy". The main topic of debates and discussions was the directions and possibilities of working together to restore tourism in Krakow after the halt caused by the pandemic.
- the meeting consisted first of all in presentation of The sustainable tourism policy for the years 2021-2028 adopted by the City Council. The 9 recommendations resulted from that document should be now transformed into actions and projects. The members of ULG group were asked to decide in which of the 3 groups they wish to take part. Further works will be more concrete in order to operationalize the recommendations and implement concrete actions. The subject matter of the recommendations fits in with the issues addressed by the TFC project, especially when it comes to building sustainable tourism in Krakow,



- during the meeting Dr Bartłomiej Walas (ULG), the author of the document, pointed out that sustainable tourism is about sharing responsibility and minimising conflicts. This means that the concept of sustainable tourism in a historic city should be understood as a process in which the consequences of tourists' behaviour and business models of local service providers do not cause losses or changes that are difficult to reverse in ecology, space and social and economic relations,
- the panel part was divided into two parts devoted to the topics:
  - during the first debate, entitled "Shared responsibility and cooperation: Are we ready for sustainable tourism?", led by Robert Piaskowski (ULG), the Mayor's representative for culture, the participants wondered what shared responsibility means for the sustainable tourism policy and



what challenges those implementing the policy may face. The participants of the debate emphasised that cooperation is a critical factor to achieving these goals, and cooperation itself builds a positive image of our city,

- it was also noted that good communication is needed between all groups of the local community and that special attention should be paid to effective quality communication to the residents in order to build awareness of the benefits of tourism for our city and increase social satisfaction. Moreover, the participants of the debate argued that the urban community consists of only two groups, tourists and residents, but some of the residents are also businesspeople,
- in the second debate, "Can Local Tourism Organisation (LOT) be a new tool in the implementation of Krakow's Sustainable Tourism Policy for 2021–2028?", the participants listed arguments that will be crucial for considering an establishment of an LOT. It was noted that the Local Tourist Organisation, as a partnership structure, may be a platform for implementing projects included in "Krakow's sustainable tourism policy for 2021–2028".



#### 4) 5<sup>th</sup> of November 2021

- The executive groups consisting of representatives of the Krakow tourism market (ULG ) met to develop solutions and projects in line with individual recommendations of the "Sustainable Tourism Policy of Krakow for the years 2021-2028". They worked in teams of 3 executive groups (resulting from the split of 9 recommendations of Policy..) to identify solutions compliant with the recommendations of the "Policy...", important for tourism market stakeholders and possible to implement by 2028.
- during the workshops, the members of the executive groups (ULG) developed new projects in line with the recommendations included in the "Policy...". and indicated those which fall within the competences of, among others, the city, the industry and Local Tourist Organisation
- the projects developed during the meetings of 3 executive groups will be closely related to the issues addressed by the TFC project.





## 5) March 17<sup>th</sup> 2022

- The executive groups consisting of representatives of the Krakow tourism market (ULG ) met to discuss on activities aimed at operationalising the document "Sustainable tourism policy of Krakow for 2021-2028"
- After a summary of the activities to date, the discussions covered topics such as:
  - presentation and discussion of selected ideas of executive groups for projects to be implemented in the 2022-2028 perspective - bank of ideas developed by executive groups in November 2021 and bank of projects submitted by the Municipality of Krakow to the Office of the Marshal of the Malopolska Region in 2021,
  - next steps in operationalising "Sustainable tourism policy of Krakow for 2021-2028",
  - Local Tourist Organization in Krakow - competencies, financing tools, possible declaration of membership.





#### 6) June 30<sup>th</sup> – July 1<sup>st</sup> 2022

- The executive groups consisting of representatives of the Krakow tourism market (ULG ) met to choose and design projects aimed at operationalising the document "Sustainable tourism policy of Krakow for 2021-2028"
- Participants were most interested in projects related to the Respect Krakow programme, night-time cultural offerings and improving the city's night-time operation, creating a new event to promote Krakow, certifying tourism services and improving the quality of guide services, or promoting Krakow's green spaces.



### 9. Small Scale Actions (SSA)

#### **Become a visitor in your own city to create the online guide including the most Instagrammable places in Krakow**

In the frame of Small Scale Actions we have launched an action that supports the idea of being a local tourist. The aim is creating a programme and conduct city tours around Krakow, which would include unusual places of our city, eagerly presented in photographs in social media, especially in the Instagram social network.



### Main activities:

- The city have invited city-guides to create the programme and conduct city tours including the most Instagrammable places in Krakow.
- The city have invited the inhabitants in different ages for guided tours in tight cooperation with the organizations of tour-guides and cultural institutions and local gastronomy and local business handmade products.
- The associations of city-guides (NGOs) recruited the guides to the project.
- The associations of city-guides (NGOs) organised some workshop and trainings for the use of new technologies
- The associations of city-guides (NGOs) will conduct the city tours for the inhabitants

### Workshop and trainings for city guides












**TWÓJ KRAKÓW**  
 Spaceruj i fotografuj z nami!

**WISŁA**  
ul. Podgórska



#zimowykrakow #swiatecznykrakow #krakowbynight #krakownoc #krakowskiemosty #wisla #swiateczneluminacje #bulwarykrakowskie #krakow #magiczbykrakow #visitariver #christmasillumination #krakownight #podgorzekrakow #visitrakow

Genoa | Braga | Cáceres | Druskininkai | Dubrovnik | Dún Laoghaire | Kraków | Rovaniemi | Venice

**VISTULA RIVER**  
Podgórska Street



#zimowykrakow #swiatecznykrakow #krakowbynight #krakownoc #krakowskiemosty #wisla #swiateczneluminacje #bulwarykrakowskie #krakow #magiczbykrakow #visitariver #christmasillumination #krakownight #podgorzekrakow #visitrakow

@przewadnicy\_krakow

**MOST PIŁSUDSKIEGO**  
ul. Krakowska



#zimowykrakow #swiatecznykrakow #krakowbynight #krakownoc #krakowskiemosty #wisla #swiateczneluminacje #bulwarykrakowskie #krakow #magiczbykrakow #visitariver #christmasillumination #krakownight #podgorzekrakow #visitrakow

@przewadnicy\_krakow

**PILSUDSKI BRIDGE**  
Krakowska Street



#zimowykrakow #swiatecznykrakow #krakowbynight #krakownoc #krakowskiemosty #wisla #swiateczneluminacje #bulwarykrakowskie #krakow #magiczbykrakow #visitariver #christmasillumination #krakownight #podgorzekrakow #visitrakow

@przewadnicy\_krakow






**TWÓJ KRAKÓW**  
 Spaceruj i fotografuj z nami!

**PLANTY ZIMĄ**  
ul. Podzamcze



#zimowykrakow #swiatecznykrakow #krakow #planty #zimowyspacer #plantykrakowskie #magicznykrakow #winterinpoland #winterinkrakow #polandisbeautiful

Genoa | Braga | Cáceres | Druskininkai | Dubrovnik | Dún Laoghaire | Kraków | Rovaniemi | Venice

**WINTER PLANTY**  
Podzamcze Street



#zimowykrakow #swiatecznykrakow #krakow #planty #zimowyspacer #plantykrakowskie #magicznykrakow #winterinpoland #winterinkrakow #polandisbeautiful

@przewadnicy\_krakow

**WIDOK NA WAWEL**  
ul. Św. Adziewo



#zimowykrakow #swiatecznykrakow #krakow #wawel #visitrakow #instaplace #amekanowawely #wawelcastle #wiedzamekrakowa #pobytinkrakowa #krakowplaces

@przewadnicy\_krakow

**VIEW OF WAWEL**  
Św. Adziewo Street



#zimowykrakow #swiatecznykrakow #krakow #wawel #visitrakow #instaplace #amekanowawely #wawelcastle #wiedzamekrakowa #pobytinkrakowa #krakowplaces

@przewadnicy\_krakow

**ŚWIĄTECZNY WAWEL CHRISTMAS VIEW OF WAWEL**  
ul. Powisła



#zimowykrakow #swiatecznykrakow #krakow #wawel #swiatecznedeckoracje #visitoracow #instaplace #wawelcastle #christmasinpoland #winterinkrakow

@przewadnicy\_krakow

## Collaboration with local stakeholders

Cultural institutions (museums, art galleries ect.) can cooperate with the tour-guides and municipality in order to prepare interesting offer of short visit that could be part of guided city walk.

Local business (such as gastronomy, artisanal food, handmade artist) can cooperate with the tour-guides and municipality in order to prepare interesting offer of short visit that could be part of guided city walk.

## Budget

Total: 6800 EUR



The implementation of SSA has started in December 2021 and will last until end of February 2022.

Obligatory #tags: #swiatecznykrakow, #zimowykrakow

### How we will use the SSA results afterwards:

The guides associations and inhabitants can create a cooperation network, that can be used for the similar city-tours in the future based on the online including the most Instagrammable places in Krakow.

## 10. Risk analysis

Type of risk	Description of risk	Risk level	Risk management
Operational	Capacity of stakeholders or different city departments to drive implementation of the Actions	Medium	Planning in advance by exploiting existing options and resources. Having a Plan B. Building responsibility of operators.
Operational	Problem with timing: extension of implementation dates and deadlines, limited capacity of implementing too many actions in one year	Medium	Prioritisation to manage expectations, clear and elastic implementation plan and possibility to rescheduling the Actions.
Financial	Increase of costs	Medium	Elaborating an elastic budget with alternative solutions
Financial	Projects will require funding (external or in the city budget) which needs to be secured	Medium	Regular meetings with responsible departments or operators for finance and funding
Behavioral	Lack of commitment for the implementation – Lack of interests of different stakeholders – Lack of entrepreneurship skills of the stakeholders	Medium	Good communication between the city and the stakeholders, building trust, understanding, involving them in all the implementation process.
Strategic	Uncertainty how pandemic, war in Ukraine and refugees crisis will affect the Actions' implementation	High	Knowledge management, communication, following trends, elasticity in planning





## 11. Framework for delivery

The Municipality of Krakow is the local self-government unit with its own legal personality and responsibility. The bodies of the City of Kraków are: City council (resolutions, power and control) and mayor (executive). The president performs his duties with the assistance of the Municipal Office of Kraków, as well as municipal organizational units and district services, inspections and guards.

The Department of Tourism of the Municipality of Krakow is directly responsible, among other things, implementation and monitoring of the Krakow Integrated Action Plan. Therefore, the Department will take care for: general coordination and organization of the implementation of the actions/projects in the City of Krakow, financial and administrative tasks, project promotion and information, dissemination of tasks and achieved results. This will be done in close cooperation with other city departments and units.

The actions from the Krakow Integrated Action Plan will be prioritized, scheduled in more detail and operationalized. They will be executed by the City, financed from the City or European budget. Some of the actions necessitate other stakeholders' participation or support. This work will be coordinated by the Department of Tourism as a normal work of the city workers. If necessary additional people could be hired.

The progress will be reported to the ULG members and to the Tourism Forum.  
Short-term goals will be defined and include stages and indicators for evaluation.

The progress will be monitored in the frame of STRADOM system: The STRADOM system for managing 16 fields integrates strategic and operational management, combining strategy with policies, budgets, Long-Term Financial Forecasts, and sectoral metrics. The indicators help with controlling and reporting on the condition of the municipality to the city council, with documents accessible on municipal websites.

## 12. Resourcing

The **City Budget** will play the major role in the implementation of the actions resulting from the IAP.

Small actions will be financed from the budget of the Department of Tourism. Most expensive, multiannual actions will be planned in the **Long-term Financial Forecast** of the city of Krakow.

Some of the actions could be funded from the **European Union Structural Funds 2021-2027**: ERDF and EFS+: the priorities are: sustainable development, gender equality, and non-discrimination, digital development, climate change and innovation.

The most important for Krakow will be (when approved): the **European Funds for Małopolskie Voivodeship 2021-2027**.

Structural funds are still largely used to finance sustainable tourism actions. The challenge would be to find funds to the whole programme not only to separate projects. That's why in the case of our IAP we consider financing rather to concrete projects than to the whole integrated action plan.

The weakness of our financing is: no financial innovations (almost no PPP and crossfunding), mostly traditional sources of funding, one year budgeting, budget rigidity (difficult to move money from one task to another).

One of popular sources of funding is also the civic budget (for the whole city or only for the districts). It's used for Small Scale Actions.



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## Annex

### ***Glossary of Terms***

URBACT: it is the European Territorial Cooperation programme aiming to foster sustainable integrated urban development in cities across Europe. It is an instrument of the Cohesion Policy, co-financed by the European Regional Development Fund, the 28 Member States, Norway & Switzerland.

URBACT Local Group (ULG): since URBACT follows a participatory approach, it is the team who brings together all relevant stakeholders having a stake in the policy challenge addressed by the city

Action Planning Network (APN): it is an exchange and learning tool for cities that have common challenges to be addressed in a transnational learning environment with peers and experts plus working with local stakeholders to agree an Integrated Action Plan focusing on implementing the policy challenge locally.

Lead Expert (LE): his or her role is to support beneficiaries in designing and implementing transnational learning activities, to foster the local level uptake of the learning developed in transnational activities, and more generally to help deliver expected results.

Lead partner (LP): it is the city who manages the URBACT cities network connecting it with the URBACT Secretariat.

Integrated Action Plan: (IAP): is a succinct document defining actions to be implemented, covering the planned timings, implementation responsibilities, costings, funding sources, monitoring indicators and risk assessment of the actions.

Small Scale Actions (SSA): pilot actions to be undertaken in order to experiment with new ideas for projects gained from other network exchanges and in line with the cities' network topic