Elblag Working Seminar,

23-24 November 2006

Report







1. Seminar Participants

Plock

1. Iwona Wierzbicka
2. Barbara Udalow
3. Aneta Pomianowska
4. Dorota Kolczynska

Elblag

5. Anna Steinke
6. Katarzyna Wisniewska
7. Jacek Bochenski
8. Deputy President of the Elblag City

Slupsk

9. Maciej Araszkiewicz
10.

Bydgoszcz

11. Grzegorz Rosa
12. Stanislaw Wronski
13. Ewa Pietrzak
14. Jolanta Zapedowska

Wloclawek

15. Slawomir Bienkowski
16. Jolanta Stanczak

Bialystok

17. Stanislaw Lapinski-Piechota
18. Anna Lewkowicz
19. Justyna Solowiej

Tczew

20. Miroslaw Poblocki
21. Milena Daszkiewicz
22. Marcin Gapski

External Experts:

23. Aleksandra Czyzewska (Foreign Expert)

24. EngD Arch Barbara Bankowska (Tczew Consultant),
25. Jaroslaw Kuczynski (Plock Consultant),
26. Bartosz Lipinski (Jelenia Gora Observer),
27. Tadeusz Glos (Plock)
28. OPEGIEKA

2. "URBAMAS" WORKING SEMINAR PROGRAMME

ELBLAG 23 – 24 November 2007

23 NOVEMBER 2006 (THURSDAY)

10^{00}-10^{30} Registration of participants – (coffee, tea)

10^{30} - 10^{40} Speech of the Deputy President of the Elblag City

10^{40} - 11^{10} City development – experiences of implementation of investments co-financed by EU resources

Irena Derewecka – Unit for Strategy and Development

11^{10} - 11^{40} Spatial structure transformation in the City of Elblag

Jacek Bochenski – Municipal Urban Planning Office

11^{40} - 12^{00} Local structure high level units as an element of city development monitoring system

Katarzyna Wisniewska – Municipal Urban Planning Office

12^{00} – 12^{15} Coffee break

12^{15} – 13^{00} Monitoring of city development – monitoring indicators, upgrading the quality of urban space

Barbara Bankowska – Elblag and Tczew Local Consultant

13^{00} – 14^{00} Data warehouse in urban management support system

Florian Romanowski, Adam Augustynowicz, Adam Witek – OPEGIEKA

14^{00} – 14^{30} Walk through the Old Town

14^{30} – 15^{30} Dinner

15^{30} – 16^{45} Presentation of an upgraded version of integrated urban space management system, commentary to the findings of workshops commenced in Wloclawek and completed between seminars via mail

Iwona Wierzbicka (Project Coordinator) and Jaroslaw Kuczynski (Plock Local Consultant)

16^{45} – 17^{00} Coffee break

17^{00} – 18^{15} Methodological hints – creating of a manual, selection of materials and topics discussed by the project participants, appointing the criteria of selection of best

practices and tools for model of urban space management system, assessment of completed works and the model in comparison with European practice

David Froessler – URBACT Expert

Aleksandra Czyzewska – Project Foreign Expert

19^{15} Supper

24 NOVEMBER 2006 (FRIDAY)

$8^{00} – 8^{30}$ Dissemination of results and works of project networks of the URBACT Programme in EU – practice and URBACT requirements

David Froessler

$8^{30} – 9^{30}$ Workshops – work of all cities to develop a model of urban space management system and manual

Aleksandra Czyzewska, David Froessler Iwona Wierzbicka, Jaroslaw Kuczynski

$9^{30} – 10^{45}$ Visit to Elblag Museum

$10^{45} – 11^{00}$ Coffee break

$11^{15} – 12^{45}$ Workshops – continuation

$12^{45} – 13^{00}$ Coffee break

$13^{00} – 14^{00}$ Discussion, comments and experts' hints

$14^{00} – 14^{30}$ Commentary to the results of the URBAMAS Project reprogramming, new financial outline

Dorota Kolczynska (Plock)

$14^{30} – 15^{00}$ Project Steering Committee Session

Aneta Pomianowska (Plock)

$15^{00} – 16^{00}$ Dinner

3. Speech of the President of the Elblag City

Witold Wroblewski

Municipal Office in Elblag

Deputy President of the City

The meeting was opened by Mr Witold Wroblewski, the Deputy President of the Elblag City, according to schedule.
Deep changes that took place in Poland in the recent years significantly rearranged the operating conditions in the city of Elblag. The change of public administration operation system and new territorial division of the country, resulting in the loss of voivodship city status, had a very important impact. Further factors were the opportunity to benefit from the EU aid funds and new development opportunities for the City, as a result of cooperation within the territory of Baltic Europe.

The aforementioned factors determined Elblag development strategy verification regarding holistic depiction of optimal and sound processes aimed at constant and sustainable development of the City during the next fifteen years. According to the external and internal conditions analysis new development goals were identified, followed by definition of corresponding tasks and actions necessary to accomplish them. **The key task is to transform industrial economy into knowledge-base economy.**

The City has been loosing her industrial character. The number of major industrial plants has been decreasing. Employment migration to neighbouring great cities has been noted. These factors stimulate the determination to change.

Elblag has been following her strategy for years and attempts to create the ground for modern management.

1. Elblag is willing to be a competitive city both in Poland and in Baltic Europe,
2. Elblag is willing to be a well organised city, furnished with high standard infrastructure,
3. Elblag is willing to be a city of active and educated population,
4. Elblag is willing to build good conditions for economic development and safe and comfortable living for her inhabitants.

Municipal authority has adopted a strategy for sustainable development and environment protection. It has been focused on continuous creation of optimal conditions and possibilities of satisfying constantly increasing and changing material and spiritual needs of inhabitants, with full respect to natural environment and its requirements. As a result of the strategy the City has been implementing numerous operational programmes. The most important are as follows:

1. 2004-2008 Long Term Investment Plan, including investments and particular organisational and institutional measures which determine investment implementation or justify change in city economy policy according to EU requirements.
2. 2004-2013 Elblag Public Transport Development Integrated Programme, anticipating creation of conditions for safe and efficient movement of persons and goods while securing a priority for public transport and diminution of transport harm to environment.
3. Environment friendly city, could be named a city honoured with many ecological prizes and awards. A great work has been done in Elblag at this filed, however none of the activities were undertaken to win laurels or get distinctions, but as a result of common sense of environment's call for relief.
4. Safe Municipality, the programme contains conception of an organisational structure, which is crucial and essential to improve public safety and order through eliminating life and health hazards of the citizens.

5. Fair Play Municipality, the overall goal is finding, awarding and supporting local authorities fully engaged in creating best possible conditions for investment and entrepreneurship.
6. IT Centre, being a package of activities aimed at creating grounds for new technologies entrepreneurship development. The Institute of Applied Informatics at the State Higher School of Vocational Education in Elblag, training future programmers and IT specialists, was founded within the framework of the project. The construction of broadband optic fibre city area network has been started.

4. Presentation of the cities

4.1 Elblag

4.1.1 – City development – experiences of implementation of investments co-financed by EU resources

Unit for Strategy and Development of the Municipal Office in Elblag

CITY DEVELOPMENT POLICY

The city development policy is created by the local authority according to::

- 2001-2015 Elblag Development Strategy adopted by the Resolution No. XXI/664/2001 of the City Council in Elblag on 15 March 2001

STRATEGY'S DIRECT OBJECTIVES
Objective 1. Strengthening city competitiveness
Objective 2. Urban areas restructuring and development
Objective 3. Highly developed entrepreneurship
Objective 4. Education, human resource development
Objective 5. Elblag as a popular tourist centre
Objective 6. Elblag environmentally friendly
Objective 7. Elblag as an attractive city to live in
Objective 8. Protection and development of cultural heritage
CITY DEVELOPMENT POLICY
Other Documents:

- Elblag Development Programme; 2004-2008 Long Term Investment Plan
- 2007-2013 Long Term Investment Plan
- 2004-2013 Elblag Public Transport Development Integrated Programme
- City of Elblag Environment Protection Programme until 2006 with perspective for 2007-2010
- City of Elblag Waste Management Plan until 2006 with perspective for 2007-2010

CITY DEVELOPMENT POLICY

The municipal authorities are consistently implementing the adopted sustainable city development policy making the most of the resources at their disposal.

ELBLAG OLD TOWN

The area of unique character in Europe

During World War II over 90% of the Old Town complex was destroyed

Restoration and reconstruction works have been realised for many years by the municipal authorities in cooperation with research and scientific institutions

CULTURAL CENTRE AT ELBLAG OLD TOWN

The municipal authorities have been implementing a programme for comprehensive reconstruction of the Old Town entitled "Revitalisation of the Cultural Centre of the Old Town", consisting the following projects:

- ❖ Modernisation and expansion of the Elblag Library
- ❖ Reconstruction of the Old Town Hall
- ❖ Reconstruction of two tenement houses for the centre of the Baltic Archaeology
- ❖ Revitalisation of former Dominican monastery complex "Galeria EL"

ROAD INVESTMENTS IN THE OLD TOWN

Modernisation of transport infrastructure of the city; construction and modernisation of Wodna and Sw. Ducha Streets in Elblag

Building of a local road – Przymurze Street, joining communication network from Przy Bramie Targowej Street up to Wigilijna Street in the Old Town in Elblag
Przymurze Street is the final section of the artery, so-called Old Town bypass
Building of a car park next to the recently build Przymurze Street at the Old Town in Elblag (extensive investment)

Upgrading tourist attractiveness of Elblag and the Baltic Sea region through creating of the Tourist Centre in Brama Targowa (the Market Gate) in the Old Town

Modernisation of Garbary Street in the Old Town of Elblag, exchange of experience between Poland and Russia related to reconstruction of historic monuments in the Old Towns of Elblag and Baltiysk

MAJOR ROAD INVESTMENTS

EUROPEAN UNION ROUTE
PHARE 2000

Stage I:
Between 1998 and 2003 the city built the bridge
Overall value: 5.4 MEUR
The project was financed with own resources, supported by the Ministry of Infrastructure
Stage II:
"Access road to the bridge over the Elblag River"
Overall value: 6.3 MEUR, including 2.5 MEUR grant.
The result of the project plays the key role in the road communication network in the north western part of the city. The investment was completed on 5 June 2003, the day before EU accession referendum.

ELBLAG – EAST JUNCTION
PHARE 2001

This project was a part of modernisation of the national and international transport network connecting a new border crossing point in Grzechotki-Mamonovo II, at the border with Russian Federation.

EXPAND OF PUBLIC TRANSPORT SYSTEM – TRAMWAY LINE IN ELBLAG

Expected completion of the project: Q4 2006
Project implemented within the framework of ZPORR (Integrated Regional Development Operational Programme) between 2004 and 2006.
Project activities:

- rearrangement of tramway traction of Plk. Dabka Street up to Ogolna Street,
- construction of tramway traction at Oglona Street and roadway redevelopment ,
- building of a terminus next to Ogolna and Fromborska Streets crossing,
- purchase of 6 low-floor trams,
- building of supporting infrastructure.

MODRZEWINA: BUILDING OF ROAD INFRASTRUCTURE SYSTEM FOR NEW INVESTMENT AREAS

The project is the first stage of the bigger investment, i.e. building of a new road network and a bridge that would facilitate connection to development areas of the city of Elblag-Modrzewina into communication network of the city and the regional and national road network.

Project is implemented within the framework of ZPORR between 2004 and 2006.
Project activities:

- building of a road with supporting infrastructure across Modrzewina South with a section to Modrzewina North;
- rearrangement of Plk. Dabka, Ogolna and Aleja Odrodzenia Streets crossing and installation of traffic lights,
- constructing of a bridge across the Babica River.

MAJOR INFRASTRUCTURE INVESTMENTS

SEA PORT DEVELOPMENT PHARE 2002

The project consisted in building of a multi-purpose terminal in the sea port and modernisation of the yacht dock Construction of the passenger port infrastructure – border crossing point, financed by the Ministry of Infrastructure in 100 percent. Building of the technical infrastructure of the border crossing point according to the Schengen Convention – building of a ferry quay and a vehicle control station, the Schengen Facility resources.

DRINKABLE WATER SUPPLY IN ELBLAG ISPA

The project ultimately solves the problem of quality and constancy of drinkable water supply in Elblag.
Project activities:

- ❖ modernisation and extension of the "Malborska" and "Krolewiecka" Water Purification Plants
- ❖ expansion of the "Czestochowska" reservoir
- ❖ corrosion protection
- ❖ replacement, renovation and cleaning of water pipelines in Elblag

COMMUNITY WASTE MANAGEMENT RATIONALISATION AND LANDFILL RECLAMATION

The undertaking consists of two projects:
Project 1, (I WDF):

- ❖ Measure 1: Expansion and upgrade of Waste Disposal Facility
- ❖ Measure 2: Selective waste collection
- ❖ Measure 3: Reclamation of the closed landfill for the Elblag City in Gronowo Gorne
- ❖ Measure 4: Ecological Education Programme

Project II, Modrzewina:

- ❖ Measure 5: Liquidation and reclamation of illegal landfills near Modrzewina

This undertaking provides coherent and complete upgrade and rationalisation of waste management system in Elblag and five municipalities of Elblag *Powiat*[1]: Elblag, Gronowo Elblaskie, Markusy, Milejewo, and Tolkmicko. The total value of the project exceeds 10 MEUR.

MAJOR SOCIAL INVESTMENTS

MODERNISATION OF FACILITIES FOR THE PURPOSE OF ACTIVE FORMS OF COMBATING UNEMPLOYMENT

[1] The Polish second-level unit of administration, equivalent to a county, district or prefecture in other countries. (translator's remark)

The aim of the project was to modernise and extend the premises of budgetary institutions concerned with activities to support the unemployed: Practical Training Centre, Centre for Help and Labour, Information and Career Planning Centre in Elblag and equipping laboratories with materials and teaching devices.

SPORTS HALL OVER ARTIFICIAL ICE RINK

Until the decision to start the investment was made the object in the Karowa Street had operated as an outdoor skating rink with free-standing chillers.

Stage I (6 October 1998 – 25 October 2001) – expanding the rink surface to 30 x 60 metres, modernisation of rink arena – providing subsurface freezing.

Stage II (18 November 2002 – 28 October 2005)

- Construction of sports hall (accommodating 600 spectators) with a steel frame over the ice rink, adaptation of the "Eagle" sports association administration and facility building
- Building of water supply and sanitation system, providing low voltage power supply
- Construction of a ground car park with pavements, paths and access roads
- Arrangement of greenery and landscape architecture

MODERNISATION AND EXPANSION OF ELBLAG LIBRARY

Project consisted in:

- renovation and modernisation of the Elblag Library and purchase of necessary equipment,
- adaptation of the historical Polcotex building, restoration of public benefit functions.

LOCAL INFRASTRUCTURE DEVELOPMENT IN ELBLAG PHARE 2003

The project is a part of a bigger undertaking – building of a multi-purpose stadium in cooperation with Elblag Modern Information Technologies Incubator

The municipality obtained funds for the Incubator's initial equipment

INVESTMENTS INTENDED FOR 2007-2013

MODRZEWINA

- Elblag Technology Park in Modrzewina South
- Elblag new investment areas in Modrzewina North in Elblag – construction of a road and technical infrastructure

CONSTRUCTION OF BROADBAND OPTIC FIBRE NETWORK

The project consist of two stages of IT network construction providing broadband access to the Internet for the authorities and other public benefit institutions, schools and entrepreneurs.

EUROPARK

The idea of “EUROPARK” is to comprehensively arrange the attractive natural areas for sport and entertainment facilities and active tourism development. The project is a part of a major investment consisting in building of the biggest winter and summer sport, entertainment and tourism centre in Poland, compatible with the Olympic standards.

4.1.2 Local structure high level units as an element of city development monitoring system

Katarzyna Wisniewska – Municipal Urban Planning Office

Ms Wisniewska portrayed problems, encountered during workshops, concerning spatial management directions and conditions survey.
During collect of data while starting the work to develop the spatial management directions and conditions survey for the city of Elblag we faced the problem with acquiring accurate information about the city. As it was previously concluded cities in Poland do not share the knowledge about each other.
Dr Bankowska cooperated with the city of Elblag to develop the survey.
The Survey applies three-level system for spatial references, that provides accurate diagnosing, prognostication, planning and designing of the structure elements, while:

- the lowest level structures, defined as either elemental or fine grained structures, should communicate the interlinked information base in respect of terrain (geodetic base) and resources (Voivodship Statistical Office base);
- mid level structures, based on morphogenetic units analysis, are treated as middle level distinctive;
- urban agglomeration structures of the highest level allow defining general management rules – functional and structural zones.

Getting the data concerning 2002 Census from the Statistical Office in an official way was a challenge. Using unofficial channels we managed to get lists of statistic regions number and census districts, containing address data and number of buildings, apartments, habitants of the regions and districts.
Statistical Office divides a city into urban units, whose borders correspond with geodetic areas. Geodetic areas are not however urban units morphologically comparable, that is the ones we needed.
We found out that a census district may enclose different kind of buildings. We needed to have uniform data so we had to divide the census districts manually and then recalculate the data. We got the data concerning every of the districts in a result.
Then we divided the city into habitation complexes according to previously developed ESIS data and data warehouse resource.
We gathered the following information for every habitation complex: number of habitants, number of buildings and apartments, built up area, etc.

Habitation complexes were grouped into local structure high level units to make them uniform with respect to urban content. The units were defined as areas within the borders of particular functional and structural zones (central, town, historical suburbs, housing estates, peripheral). Local structure high level units create close layout of spatial units bordering with each other and giving a detailed analysis of the whole city area.
Area information charts for each of the units were prepared, according to Survey excerpts, containing arrangement and data related for the particular local structure high level unit as follows:

- unit delimitation (demarcation of functional and spatial zone, unit number, symbol of prevailing function),
- unit area,
- number of inhabitants,
- general characteristics of a unit – utilisation,
- spatial policy rules (condition of spatial order, natural and cultural environment protection rules, development directions),
- description of prevailing function.

The reason for making the urban unit division obligatory for other institutions collecting data in relation to spatial conditions was shaped while drafting the Survey, because of time consuming process of data collecting and processing. Those institutions predominantly develop their own spatial unit divisions. The divisions are incompatible which makes collecting the data concerning the same area from different sources (different institutions) impossible without data modification process. Uniformity of spatial references would greatly facilitate collection and monitoring of data related to the particular area. Institutions like the Police, City Welfare Centre, Labour Office, Statistical Office and various utilities should be introduced into the Urban Management System (currently being developed by OPEGIEKA) and then transferred to Elblag Spatial Information System – Data Warehouse.
Alike the case of Statistical Office, during next census the data would be collected according to new division (uniform for each of the abovementioned institutions), transferred through Urban Management System to. This solution would provide a ground for monitoring system.

To control and track changes we developed information charts for each of the units with spatial reference that could consist appropriate indicator and rate which would be accessed through Data Warehouse.

Cooperation between Municipal Office departments is of outmost importance. Each department should publish “news” and amend the charts of particular units. The Office would be well informed and the internal information flow would better as a result.

The only disadvantage of local structure high level units is that their borders do not correspond with local spatial management plans. The problem is that not in every case unit borders can be used as borders of new local spatial management plan. If so, data stored in a chart concerning a particular area (particular unit) could not be used to the full extent and in original form by local spatial development plan designers.

4.1.3 – Monitoring of city development – monitoring indicators, upgrading the quality of urban space

Barbara Bankowska – Elblag and Tczew Local Consultant

According to the experience we gained while designing plans and surveys of the particular cities, we are convinced that interurban diversity is greater than interregional diversity. That stimulated our initiative, as shown in Elblag case and being developed by Tczew and Plock, to select indirect levels we are going to present shortly.

As far monitoring is concerned it should be said that every stage of investment process: diagnosing, programming, prognostication, objective implementation through projects and management, can be a subject of monitoring at the level of city.

Every kind of monitoring need to have the objectives clearly defined. Within the **Urbamas** project at the initial phase we defined a task to build a model of integrated monitoring, which could be meant as a first step to integrate at the local level systems of social, economic and spatial development control being so far separated in Poland. The overall objective would be to create a common information base to prognosticate urban sustainable development.

The indirect objective would be to identify spatial diversification of economic area. During our works we agreed that in such a short time we had a small chance to draft only basis for the monitoring only.

We concluded that the goal of integrated monitoring should be creating of a balanced system of spatial references, sector indicators system and synthetic indicator system aiming at improved spatial order.

Basis creation can be easily transformed into questions:

1. Is sustainable development an objective of integrated monitoring?
2. Does sustainable development exist in case of Polish cities or is it rather a process of balancing the development? (In Ms Bankowska opinion the second option is more likely possible.)
3. Can urban space be considered a limited resource, hardly renewable?
4. Can balancing the development regarded as spatial order be an extended objective? (According to Professor Kolodziejski there are three orders: social order, economic order and ecologic order. Sustainable development can be achieved only if those orders are supplemented with spatial order.)
5. How to regard spatial order in relation to the other orders?
6. Should balancing the integrated orders be the final objective of monitoring and diagnosing?
7. How to achieve the highest efficiency of balancing development of a city heading toward integrated order?
8. What measures of multilevel spatial references system should be adopted? (Measures uniformity in relation to prevailing function, genesis and physiognomy should be the basic measure in case of ELBLAG.)
9. What should be the exemplary detailed objectives for monitoring regarded in such way? (These detailed objectives depend on the particular features of local space, e.g. urban areas effective management or reclamation of degraded areas, reasonable public resources management.)
10. What standards, indicators and rates should be applied? (standard groups: intensity, technical (as defined in local spatial development plan), functional (sufficient room at car-park, distance to public buildings), specific)

4.1.4 – Data warehouse in urban management support system

Adam Augustynowicz – INNOVATION DIRECTOR, OPEGIEKA

The definition of management is very broad

Organisation management, resources management, space management, software management, finance management, documentation management, quality management, risk management, knowledge management.

Decision making process:

Initial data are used to improve one's knowledge of a specific subject, then the findings are made up.

Data quality assessment:

Accuracy – consistency with true value
Precision – ability to present value exactly
Density – ability to distinguish size
Variation – time necessary to change reality
Worth – loss a user would suffer not using the system or profit a user gains while using the system instead of other tools
Topicality – time distance between change of reality and collect of change out of the system
Reliability – consistency between actual strength and resulting form the system
Completeness – relation of data recorded in the system to number of data that should be recorded
Integrity – conformity of data interrelationship between modules or subsystems

Examples of Data Recording

Plan Data

a) Lack of descriptive attributes standard
   - makes unable to search and analyse
b) Lack of graphic presentation standard
   - makes unable to create object map
c) Lack of unique identifiers
   - makes unable to integrate to other systems
d) Problem of plan description – lack of area certificate
   - makes unable to input attribute to database
e) Problem of contact coordination
   - makes unable to design spatial analysis
f) Problem of geodetic study
   - makes unable to overlap onto numeric maps

Negative Results

- IT modernisation may be done better or worse
  - There are no two equally IT modernised public administration units in Poland.
  - Everyone plays on his own expense and builds a unique sequence of systems
  - Lack of standards, public tenders, EU funds, central systems make the situation more and more complicated for local administration

Requirements for the systems applied by administration

IT modernisation model

IT modernisation of some part of activities does not effect with an addend value of management improvement.

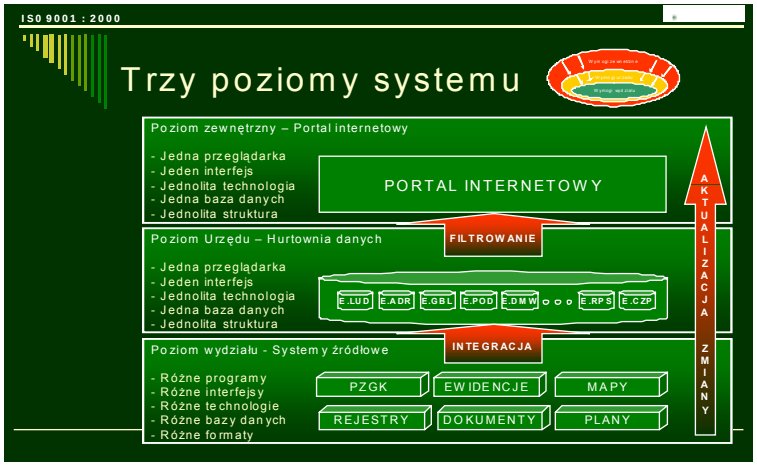
- Management system construction process requires:
  - to give up partial IT modernisation of an institution while upgrading is introduced by departments,
  - to carry out IT modernisation comprehensively providing unified software and hardware platform, common technology, interlinking and common accessibility to all data gathered by the institution.

Case problem

IT modernisation objective

How to find an optimal solution for business processes among multitude of IT solutions, various operation systems, numerous applications, databases and interfaces?

- Unify “every desk” access to graphic and narrative data of the whole institution (according to the granted level of access)
- Restrict data multiplication in various systems
- Provide automatic update processing
- Upgrade responsibility level for information management
- Provide transparency of activities in the institution



Three-level system

Meaning of spatial localisation

- Spatial localisation became the most important factor in selection of IT solutions
- Numerical map is the best instrument to integrate institution resources.
  - 80% of incoming data is marked with a localisation index.
  - It is easier to read a map than to analyse tables and sheets.

Local network integration

Key objective

- Application of SIS provides collecting and analysing data so far stored in different rooms, catalogues, applications and formats in the same place, time and format.

Application of data warehouse and simple browsers provides common access and sharing of data stored in different applications without additional application training of every user.

ESIS – map resources

ESIS – narrative resources

The Internet accessibility

IT modernisation essence

- IT modernisation of an institution consists on appropriate selection of cooperating data applications.
- The best available applications alone will not compose a capable system.
- Management system must be build from the bottom, founded on strong base of reliable source bases
  - System will not be faultless without reliable and interlinked databases.

Implementation Stages

- Public services initiation
- Citizen electronic service
- Website publication
- Introducing unified data access interface
- Narrative and map resources integration
- Records standardisation and verification
- Reference data definition
- Quality and data consistency cross-verification
- Digitalisation of own data resource in 100%

Time scale

Scale effect

- construction of an urban management system grows rapidly and including not only municipal departments but also institutions subordinate to municipality.
  - Integration problem gets multiplied
  - Stage division of works and selecting of appropriate IT solutions are necessary

Meaning of unified standards application

Standards

- Only these solutions that are in conformity with current legal regulations, using technologies, protocols and record formats prove useful for integration purposes.
- Standardisation gives an opportunity to select software integration level and elastic selection of components with no risk of interlinks loss and forcing of data processing and aggregating,
- Standardisation provides making the data accessible in a convenient form for internal and external users.

Department standards:

- The systems applied in management will have to face the requirements of integrated city or *powiat* management systems.
- Depending on their structure the current department systems can be integrated with institution management systems or replaced with new equivalents provided that they fulfil integration requirements and data aggregation standards during IT modernisation of a part of institution activity.

4.2 BYDGOSZCZ

4.2.1 Bydgoszcz Water Centre

Stanislaw Wronski - City Urban Laboratory

Bydgoszcz Water Centre (BWC) is the most precious resource of Bydgoszcz and a key element of the international water route E-70 connecting east and west of Europe, being a unique composition of hydrographical features of Brda, Vistula, Bydgoszcz Canal, the Flis stream and Gornonotecki Canal. Together with natural and artificial facilities: nature, operating water devices of cultural values, urban architecture area complexes related with water BWC identifies Bydgoszcz and determines development, values, opportunities and emotions of the city.

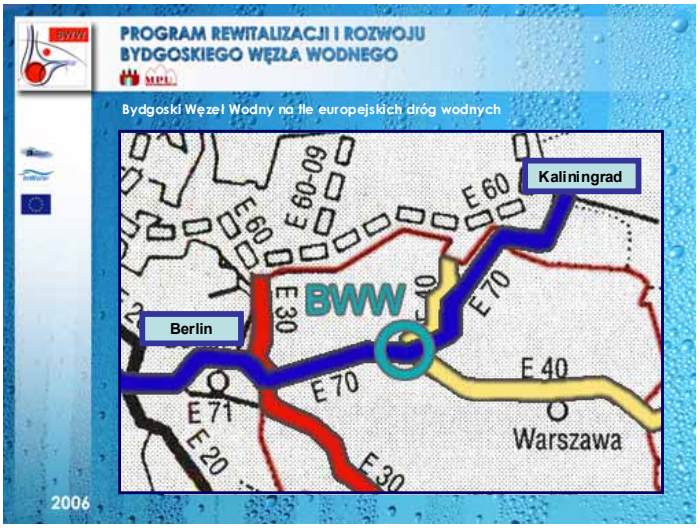
Taking into consideration spatial, landscape, cultural, natural, technical, property and legal conditions the program objectives are:

- creating Bydgoszcz as the Water Capital of Poland and further as the European Water Centre,
- regaining a key role of Bydgoszcz on the water route Berlin – Kaliningrad,

- creating new identity of the urban space,
- protecting or natural and cultural values of the city,
- stimulation of tourist, entertainment and transport services within the BWC region, resulting in an employment increase,
- integration of inhabitants and upgrading the inhabitants' living standard quality through reclamation and making available new public entertainment areas through:

- defining rules and directions of BWC development;
- determining rules of riverside areas arrangement;
- planning activities proposals;
- selecting existing and newly designed areas and facilities for the purpose of tourism and water transport;
- determining BWC promotion policy;
- defining investment tasks.

BWC restoration and development programme does not ultimately determine the sequence and extent of investment activities, which should be consistent with own resources and grants obtained, adopted in Long Term Investment Plan correspondingly to the predefined objectives.
BWC restoration and development programme was developed as a result of a project titled "Inland water routes for regional development", financed with Community Initiative Interreg III – the Baltic Sea Region ("In Water" in short).



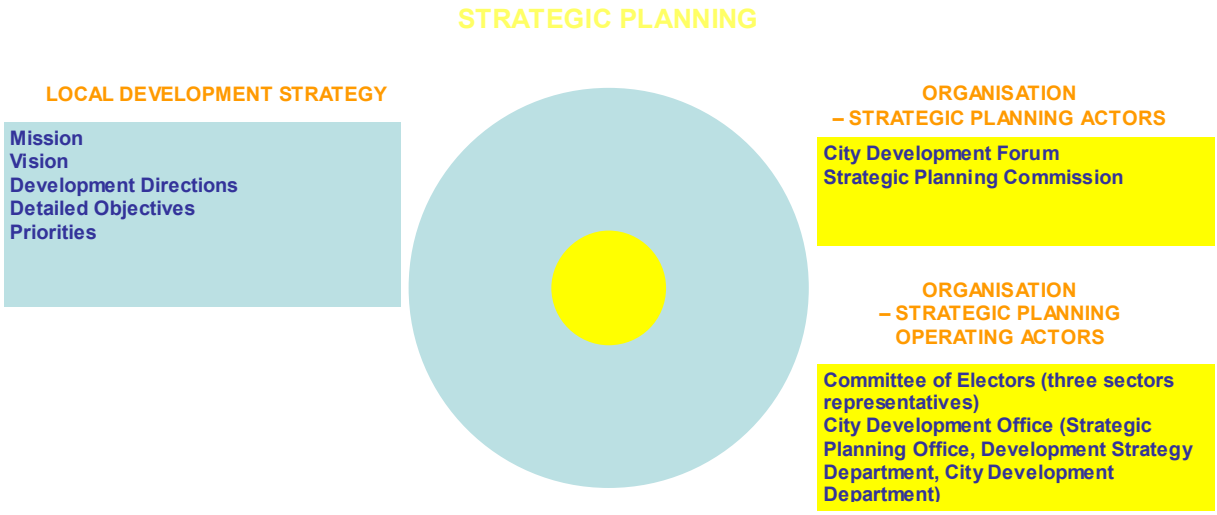
4.3 PLOCK

4.3.1 Presentation of an upgraded version of integrated urban space management system, commentary to the findings of workshops commenced in Wloclawek and completed between seminars via mail.

Iwona Wierzbicka (Project Coordinator)

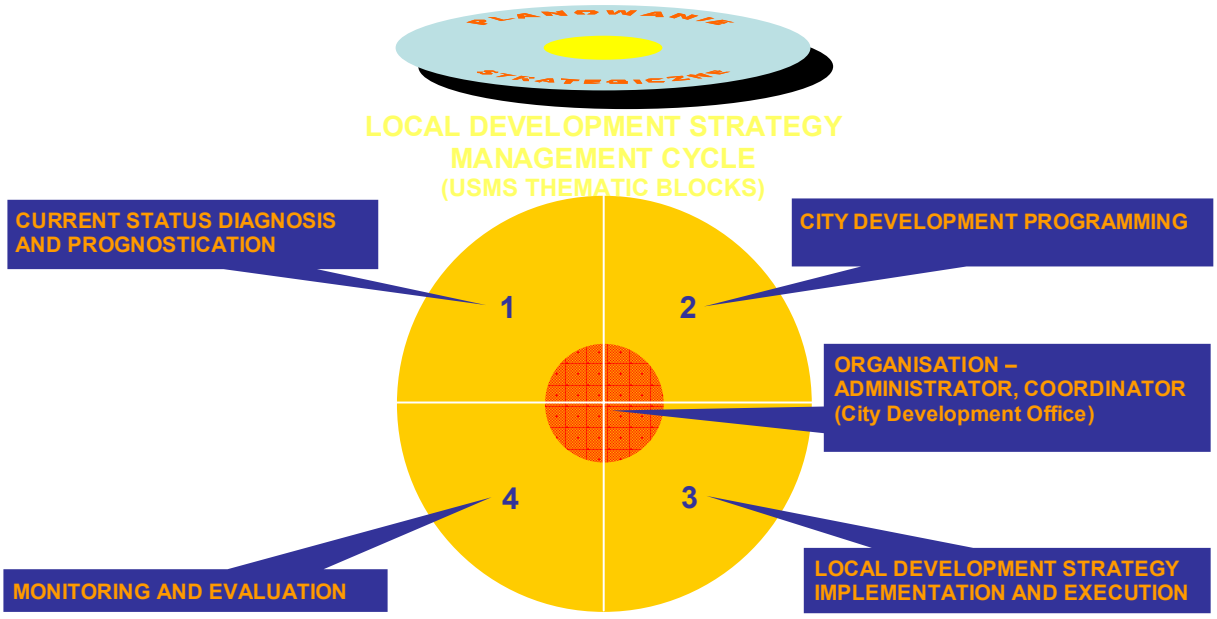
Our presentation will be an attempt to create a model. It is a first stage of works undertaken to determine the model and show you our methodology, resulted form our practice, as we are experienced in the matter.
Ms Wierzbicka reminded general objectives of creating of a model of integrated urban space management system:
OBJECTIVE I – mutual transfer of knowledge and experience related to integrated urban space management.
OBJECTIVE II – upgrading local society awareness (politicians-inhabitants) concerning city management particularly through underlining:
• complexity of spatial problems (SPATIAL REFERENCES SYSTEM),

• great number of participants of decision making management process in the same period (yearly cycle of particular thematic blocks),
• great number of documents with unlimited information, necessary to coordinate in order to support effective city management.
OBJECTIVE III – creating a common ground between municipal authorities and its inhabitants.
OBJECTIVE IV – coordination of information flow from the municipality office to the local society.
We acknowledge that strategic planning and spatial planning ought to be a constant, periodic process. Our model since the beginning has been shaped into a circle.



The first slide shows the scope of whole strategic planning and the actors of organisational measures. To cut it short – in a form of circle which covers municipality yearly plan.
Our model will be built on the basis of certain pools of activities we determined.

Due to technical circumstances we are unable to present you the model in the full extent, because it should be animated. Information flow between particular documents cannot be reached through analysing tabled data.



We would like to point out that strategic planning cycle is regulated with management procedures (ISO procedures).
While considering the process of spatial planning it is necessary to say a few word about actors and participants of the process, because local society and authorities lack the knowledge that management has to consist all these elements.
To achieve this goal we established so-called City Development Office in our model.
We tried to make an attempt to determine closing and opening of information that should appear. We would like to test this model together with you using integrated communication node.
The Office should determine directions, supervise performance of actions, and coordinate works. It is up to others to conduct the works.

USMS – Urban Space Management System

Politicians, authority officers and social partners competences
within the system of urban management

The table in the form of a circle presents the share of competences of strategic planning actors divided into particular modules. Each cycle model ends with a particular document.
FORUM for Plock (group of persons from three sectors: NGOs, local authorities, business) is our example of prognostication and diagnosis. This model concludes in creation or updating the strategy.
The next stage is programming, which ends with resolutions (Bydgoszcz). The strategic document consists two parts, each one passed individually as a resolution.
Implementation is the next module, which ends with reports, findings, documents, that must have a certain form and content.
The last module being monitoring and evaluation should finish with a resolution adopting a report on strategy implementation. The councillors accept the document on adopting the resolution.

Strategic Plan Cycle Modules	Responsibilities /who?/	Legal background	Work Organisation /how?/	Final Document /what?/
Diagnosis Prognostication	City Forum **-** selecting the representatives and president according to the Municipality Council Resolution or the Agreement	* Agreement * MC Resolution	1. FORUM President - organisation of FORUM meetings and sessions - working sessions presidency 2. Working Group ***** document analysis : - city conditions report - preceding year strategy implementation report - SWOT analysis - development prospect ***** selection of programmes and projects submitted to the Programmes and Project Exchange (PPE) and stored in the City Development Office ***** updating constitutional rules of the strategy - mission/vision - development directions - detailed objectives ***** assessment of strategy project	Updated strategy component project related to: - vision/mission - development directions - detailed objectives (constitutional part of the strategy) and a document titled "Guidelines for Implementation of Strategy Operational Objectives and Justification for Selection of Particular Programmes and Projects Submitted to PPE"
Programming	President - strategy implementation Deputy Presidents, Secretary - city development directions Development Office - work coordination	* Municipal Authority Act	- FORUM documents analysis - selection of development scenarios (an update) - defining priorities - SWOT analysis concerning financial feasibility (long term financial plan) - selection of programmes and projects to be implemented	MC Resolution Project on City Development Strategy MC Resolution Project on City Local Development Plan (LDP)

Implementation	City Development Office Director Department Directors Project Managers - municipality officers - executors (contract-project) - bodies hired by beneficiaries (administrators)	- supervision, control and coordination of strategic programmes implementation - programme implementation, coordination of operational projects implementation - implementation of operational programmes	* MC resolution on Authority Organisational Statute	- programme documents definition - creation of operational projects within particular programmes - implementation and budgetary tasks with completion schedule	Report on Strategy implementation for particular preceding year Report on implementation of strategic programmes for six months of the current year Report on implementation of operational projects for six months of the current year or at the moment of the project's conclusion
Monitoring and Evaluation	City FORUM President of the City City Development Office		* MC resolution on Authority Organisational Statute * MC resolution on Strategy * MC resolution on City LDP	- analysis of report project presented by proper MC commissions related to Strategy and City Forum - report project presentation followed by commission and Forum opinions	MC resolution on Strategy Implementation Report

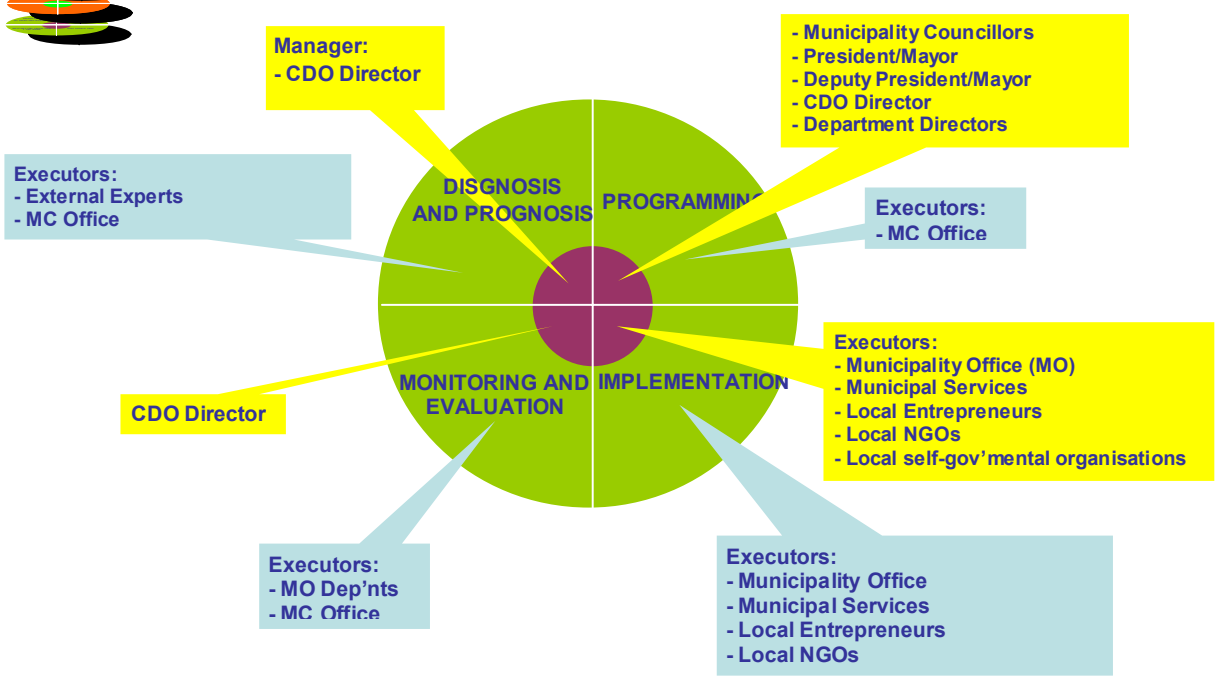
USMS – Local Development Strategy Preparation Schedule

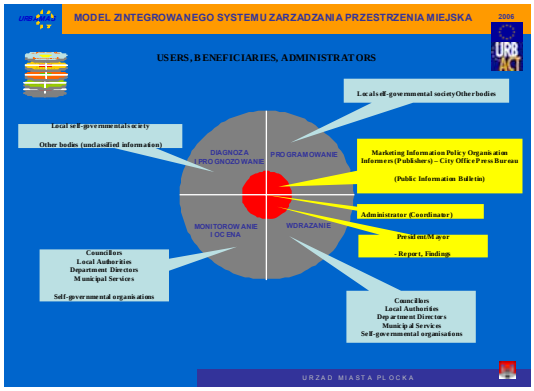
Measure – action	1st Year Cycle months											
	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII
Gathering and data analysing at the municipality level												
Report preparation – municipality conditions diagnosis												
Creation (social partners reactivation) - Municipality Development Assembly - Programming Council - City Development Forum, etc.												
SWOT analysis												
Defining municipality development vision/mission												
Defining development direct objectives												
Second SWOT analysis												
Defining social and economic strategic programmes												
Feasibility study, selecting priorities in task groups												
Final editing and development strategy reception												

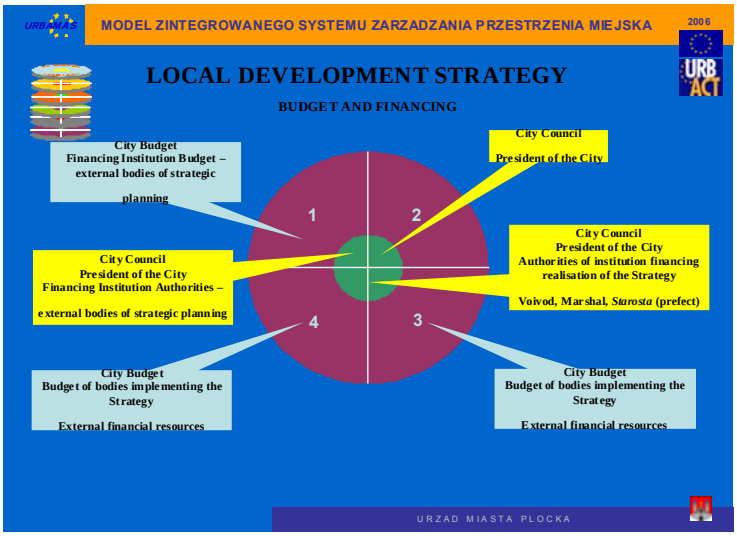
USMS – Responsibility Ranking within the Municipality Structure according to Local Development Strategy operational plans and tasks

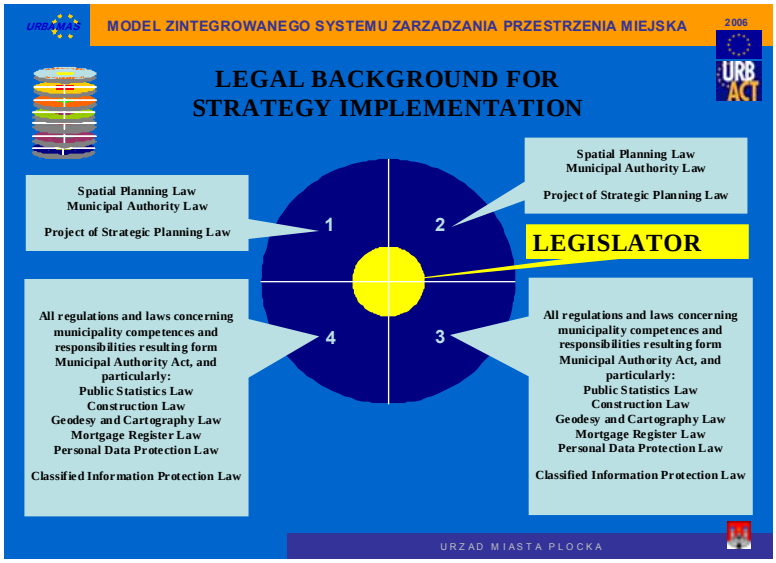
LOCAL ACTIVITIES	BODIES PERSONALLY RESPONSIBLE	EXTENT OF STRATEGIC PLANNING
GOVERNING LEVEL	DEPUTY PRESIDENT (MAYOR) TREASURER SECRETARY	DIRECT, MAIN AND INDIRECT OBJECTIVES
MANAGEMENT LEVEL	DEPARTMENT DIRECTORS (HEADS)	BRANCH, SECTOR AND OPERATIONAL PROGRAMMES
	• HEADS OF SECTIONS • HEADS OF UNITS • INDEPENDENT ASSISTANTS • EXTERNAL PROJECT MANAGERS SELECTED IN COMPETITION OR CONTRACTORS	STRATEGIC AND OPERATIONAL PROJECTS
	• HEADS OF UNITS • INDEPENDENT ASSISTANTS • PERSONS APPOINTED BY SUPERIORS	REALISATION AND IMPLEMENTATION TASKS

EXECUTORS – MANAGERS – LOCAL DEVELOPMENT STRATEGY EXECUTORS






MODEL ZINTEGROWANEGO SYSTEMU ZARZADZANIA PRZESTRZENIA MIEJSKA
2006
LOCAL DEVELOPMENT STRATEGY
BUDGET AND FINANCING
City Budget
Financing Institution Budget – external bodies of strategic planning
City Council
President of the City
City Council
President of the City
Financing Institution Authorities – external bodies of strategic planning
City Council
President of the City
Authorities of institution financing realisation of the Strategy
Voivod, Marshal, Starosta (prefect)
City Budget
Budget of bodies implementing the Strategy
External financial resources
City Budget
Budget of bodies implementing the Strategy
External financial resources
1
2
3
4
URZAD MIASTA PLOCKA


MODEL ZINTEGROWANEGO SYSTEMU ZARZADZANIA PRZESTRZENIA MIEJSKA
2006
LEGAL BACKGROUND FOR STRATEGY IMPLEMENTATION
Spatial Planning Law
Municipal Authority Law
Project of Strategic Planning Law
Spatial Planning Law
Municipal Authority Law
Project of Strategic Planning Law
LEGISLATOR
All regulations and laws concerning municipality competences and responsibilities resulting form Municipal Authority Act, and particularly:
Public Statistics Law
Construction Law
Geodesy and Cartography Law
Mortgage Register Law
Personal Data Protection Law
Classified Information Protection Law
All regulations and laws concerning municipality competences and responsibilities resulting form Municipal Authority Act, and particularly:
Public Statistics Law
Construction Law
Geodesy and Cartography Law
Mortgage Register Law
Personal Data Protection Law
Classified Information Protection Law
1
2
3
4
URZAD MIASTA PLOCKA

USMS – BENEFICIARIES (ADMINISTRATORS) OF LOCAL DEVELOPMENT STRATEGY IMPLEMENTATION

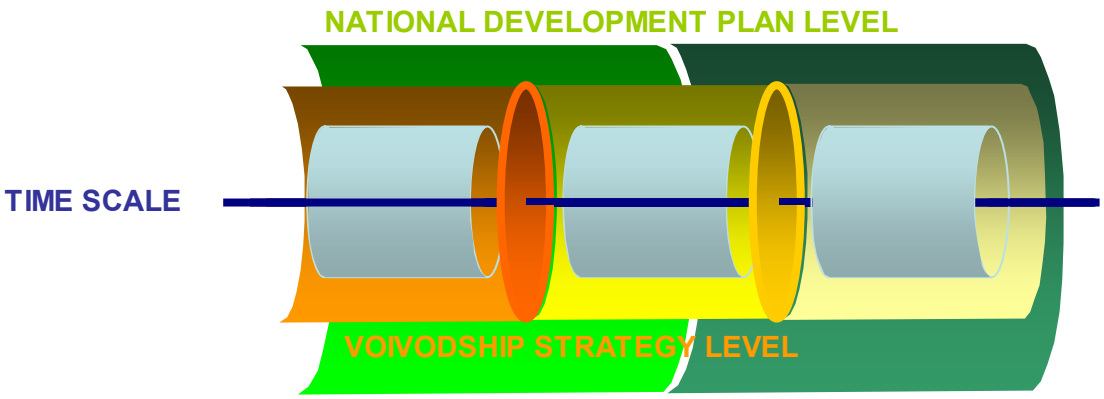
Local Development Strategy operational part	Beneficiaries of Strategy Implementation – exemplary participation in project implementation				
	Local Authorities	Local Entrepreneurs	Municipal Services	NGOs	Natural Persons
Development Programme 1 - Project 1 - Project 2 - … - Project n					
Development Programme 2 - Project 1 - Project 2 - … - Project n					
Development Programme 3 - Project 1 - Project 2 - … - Project n					 
… - … - … - … - …					
Development Programme n - Project 1 - Project 2 - … - Project n	  			  	

Subject area (Module) USMS	Basic documents of the Module (Partner Activities)		Essential Content of Documents (Partner Activities and Partners)		Adjustment of Basic Documents with the Partners	
	Economic Stage	Designing Stage	Economic Stage	Designing Stage	Essential Documents	Essential Content of Documents
-1	-2-	-3-	-4-	-5-	-6-	-7-
1. Current Condition Analysis and City Development Programming	**1.1.** Work Process Organisation and Reactivation (Appointment) of Strategic Planning Bodies **1.2.** Report on Municipality Conditions (Current Conditions Diagnosis) **1.3.** Municipality Development Opportunities Analysis **1.4.** Mission (Vision) of Municipality Development **1.5.** Strategic Information System	**1.1.** Report on Conditions of Municipality Spatial Arrangement	**1.1.1.** Working Committee **1.1.2.** Strategic Planning Commission (Municipality Local Development Assembly) **1.1.3.** Working Groups **1.2.1.** Historical Information **1.2.2.** Functional Zones - social - economic - infrastructural - spatial - budgetary **1.2.3.** Demands Assessment and Prognostication – general description of municipality development orientation **1.3.1.** Municipality Development Directions Prognosis in reference to: - economic change - real estate market situation - spatial order - technical infrastructure systems development Creation of three scenarios of possible change: - optimistic - realistic - pessimistic **1.3.2.** Municipality Development Internal Conditions (strengths and weaknesses, advantages and limitations) and Municipality Development External Conditions (opportunities and threats) within basic areas: - macroeconomic conditions assessment - private economic sector condition analysis - municipality environment competitiveness analysis - organisational municipality internal conditions analysis **1.3.3.** Social Environment Description **1.3.4.** Macroeconomic Conditions Analysis **1.3.5.** Technical Infrastructure Condition Assessment **1.3.6.** Municipality Real Estate Market Assessment	**1.1.1.** Spatial Development Conditions Initial Analysis 1.1.2. Definition and Updating of Municipality Spatial Arrangement Conditions 1.1.3. Direction Plan and Millennium Plans Conformity Analysis in comparison with: - national spatial arrangement programme - voivodship spatial arrangement plan - public benefit investments localisation - spatial arrangement plans and spatial policy of neighbouring regions - spatial economy plans and programmes, developed according to other laws - municipality development strategy - rules of law **1.1.4.** External (opportunities and threats) and Internal (strengths and weaknesses) Municipality Development Spatial Conditions Analysis		

			1.3.7. Future Real Estate Demand Assessment **1.3.8.** Municipality Development Conditions Analysis in respect to spatial configuration (spatial references system) **1.3.9.** Integrated Local Development Indicative Audit **1.4.1.** Definition of Municipality Mission - social and economic justification for existence - search for values determining development direction and inhabitants aspirations which would be basis for public matters concerning local society - answer to the questions: why local authorities structures exist? whom or what should they serve? **1.4.2.** Definition of Municipality Development Vision - brief description determining the target municipality conditions within a few or several years - including prevailing municipality function shaped by historic development and determined with its historical role and current position within the social and economic structure of the region or country **1.5.1.** Source Data Integration (maps, records, ortophotos, area models, plans, registers, decisions) in digital and spatial form as a support to diagnosis and prognosis processes			
2. City Development Programming	**2.1.** Local Development Strategy - Mission/ Vision Declaration - Main Strategic Objectives (Development Directions) - Detailed Objectives and Actions **2.2.** Long Term Investment Plan (LTIP) **2.3.** Strategic Information	**2.1.** Municipality Direction Plan **2.2.** Municipality Arrangement Directions and Conditions Survey – constitutional part	**2.1.1.** Declaration of Municipality Mission/Vision **2.1.2.** Defining variation principles – Integrated Development indicators audit findings **2.1.3.** Appraisal criteria adopted for selection of variations – Integrated Development audit findings **2.1.4.** Determined directions and their priority **2.1.5.** Determined municipality development directions **2.1.6.** Determined optimal strategy selection criteria **2.1.7.** Public Consultations **2.1.8.** Local Development Strategy edited content **2.2.1.** Long Term Budgetary Project **2.2.2.** LTIP Essence and Objectives **2.2.3.** LTIP Strategic Goal linking **2.2.4.** Determining reasons for LTIP creation **2.2.5.** LTIP creation rules **2.2.6.** Determining tasks selected to task budget according to LTIP **2.2.7.** Listing Investments tasks to be implemented in particular schedule **2.2.8.** LTIP updating process creation **2.3.1.** Collection from data warehouse of spatial and digital topic maps, analysis and reports for the purpose of support to optimal project and strategic tasks designing process	**2.1.1.** Spatial Policy, appointment of preliminary assumptions **2.1.2.** Spatial Policy, definition of preliminary assumptions **2.1.3.** Municipality Spatial Arrangement Rules **2.1.4.** According to municipality spatial conditions and necessities – directions and rules for objects, spatial and problematic areas management **2.1.5.** Schedule for designing and adopting local plans **2.1.6.** Financial results prospect of introducing direction plan **2.1.7.** Environmental impact prospect of direction plan outlines - direction of changes in municipality spatial structure and areas arrangement and consequential areas inconsistency - direction of changes in areas arrangement and consequential indicators and guidelines - areas and rules for natural environment, natural resources, cultural landscape and health resorts protection		

	System			- areas and rules of cultural heritage, historical monuments and contemporary cultural values protection - development directions and operation rules of transport and infrastructural systems and waste management - areas for public benefit investments - areas of expected municipality local plans - areas demanding transformation of land purpose attribute form agricultural or woodland into non-agricultural and non-woodland areas		
3. Local Development Strategy Implementation and Realisation	**3.1.** Local Development Strategy – operational part **3.2.** Long Term Local Development Plan (LDP) **3.3.** Long term Investment Plan **3.4.** Organisational and Legal Structure and Municipality **3.5.** Strategic Information System	**3.1.** Municipality Direction Plan (Conditions and Directions for Spatial Management Survey) operational part	**3.1.1.** Development Priorities **3.1.2.** Long Term Development Programmes (branch and sector) **3.1.3.** Operational Tasks **3.2.1.** City Conditions Analysis (SWOT analysis) and definition of city key problems **3.2.2.** LDP Priorities and determination of criteria **3.2.3.** Operational Programmes with implementation responsible persons appointed (managers, coordinators) **3.2.4.** Programme Priorities with implementation responsible persons appointed (managers, coordinators) **3.2.5.** Operational Tasks **3.3.1.** Linking investment operational tasks with municipality task budget **3.3.2.** Execution of LTIP Updating Process **3.4.1.** Analysis of necessity of changing Municipality Organisational Structures **3.4.2.** Complementary work process improvement concerning strategic objectives implementation including implementation activities and local development stimulation **3.4.3.** Creation of Strategic Department (Office) in charge of management system, including urban space management **3.5.1.** Application of filtered data and spatial and digital resources for effective execution of organisational task			

4. Monitoring and Evaluation of Local Development Strategy Realisation	**4.1.** Local Development Strategy – monitoring part **4.2.** Local Development Plan (mid-term plan) monitoring part **4.3.** LTIP – monitoring part **4.4.** Integrated Monitoring and Evaluation (M&E) **4.5.** Strategic Information System	**4.1.** Municipality Arrangement Conditions and Directions Survey (Municipality Direction Plan) **4.2.** Local Spatial Arrangement Plans **4.3.** Decisions on Arrangement Conditions	**4.1.1.** Objectives and Strategic Activities implementation indicators – product indicators **4.2.1.** Project Programmes and Strategic Tasks implementation indicators – output and purpose indicators **4.3.1.** LTIP implementation measures **4.4.1.** Composition of implementation models and statistics and reporting documentation: - to evaluate strategies and projects implementation in relation to schedules adopted (CAF model) - to identify achievements and problems during implementation (statistic data analysis, output indicators and activities efficacy examination, progress report, etc.) - to alter and correct negative or unsuspected project implementation effect (implementation corrective plan, unconstructive experience report, etc.) - to determine social environment response (questionnaires) - to track indicators change, stimulators, hinderers undetectable for sustainable development indicative audit (statistical yearbooks) - to define directions for rules alteration and demanding new entries in local development strategy (strategy implementation report) **4.5.1.** Spatial and Digital record of spatial reference systems M&E	**4.1.1.** Spatial Reference System M&E **4.2.1.** Spatial Reference System M&E **4.3.1.** Spatial Reference System M&E		



5. Methodological hints – creating of a manual, selection of materials and topics discussed by the project participants, appointing the criteria of selection of best practices and tools for model of urban space management system, assessment of completed works and the model in comparison with European practice

Aleksandra Czyzewska – Project Foreign Expert

1. Congratulations to Elblag and Bydgoszcz for many successful projects.
2. Professional experience summary.
3. The model presented by Ms Wierzbicka was implemented in various places of various legal and organisational conditions.
4. Presentation regarding the model according to experience earned during developing local development plans and strategies for various cities in Georgia.

6. Dissemination of results and works of project networks of the URBACT programme in EU – practice and URBACT requirements

David Froessler

"I am familiar with the topic of the seminar, particularly with project cooperation works. I think all of you have a great record of achievements as far as this subject is concerned and that is what I would like to refer.
During the meeting in Paris it was decided to let you continue with your work and I assume your work will be continued. This decision however does not grant you additional funding but gives you additional time. And I want to support your works.
But of course before you obtain your final grant instalment you need to disseminate the project and prepare dissemination reports.

You have to invite local experts to take part in the project, so they could express their opinion about your work and be of assistance to your further efforts.
While preparing mini-conference you have to prepare list of questions to be expressed and answered in order to support the project. You will have to know how to answer these questions by yourselves and watch the reactions of the ones you invited. Draw your attention to the opinion of politicians and experts and note if they can add anything to your project. Please take their opinions down.
It is also about you noted their view of your work utility.
Another thing is any criticism of the mini-conferences participants. Please approach it in a constructive way. And if everything is all right there might be some remarks concerning dissemination of your findings itself. After these mini-conferences are over I would like to meet you again and have a discussion about their results, findings and remarks.
After that meeting we will be able to start organising the final conference that would be a definitive sum-up of your works.
You have done a great work in this project and no one expects your model to be complete and perfect. If you just think you cannot complete the model please note it in the report and make the list of steps you plan to take in order to achieve the expected effects.
Further on, at the national level, a conference should be organised, and it should be discussed what more could be done.
You know the best what are the ways of disseminating information so maybe you enter into cooperation with the Association of Polish Cities.
What I can do is to pass you in writing the guidelines for model and manual. When you are preparing the final achievements report please send me this material so I could adjust the vocabulary to English, conventional in Great Britain, so specialist from other countries know exactly what you mean.
Until now I have spoken about the effects of your works. Now I am going to say how to disseminate them:

1. you can publish them in URBACT network,
2. you may prepare a letter concerning work results and send it to URBACT. All the information we obtain form you we will publish in a thematic publication, distributed by URBACT.

There are Interdisciplinary Groups within URBACT. The idea is to get them interested with the project effects. Those are groups concerned with implementation of integrated management systems. The idea is that local authorities be supported in their activities. I submitted a proposal to invite you to participate in such a group. I think you should receive an invitation for a meeting in a short time.

URBACT II
The second stage is planned for 2007-2013.
In the authorities' opinion it is very important to continue with the works. So you face two options:

1. to become a member of international network,
2. to proceed with works in your group.

If think that it would be more interesting for you if you chosen the first option.
If you decide so, you will have to be trained and you need not to worry about the money for that.
And that is what I would like to finish with. If you have any questions please ask me via e-mail."

Mr Froessler promised to pass the information which of the European networks is concerned with the similar subject after 4 December.

7. Workshops – work of all cities to develop a model of urban space management system and manual

Aleksandra Czyzewska, Iwona Wierzbicka

Model of Integrated Communication Node

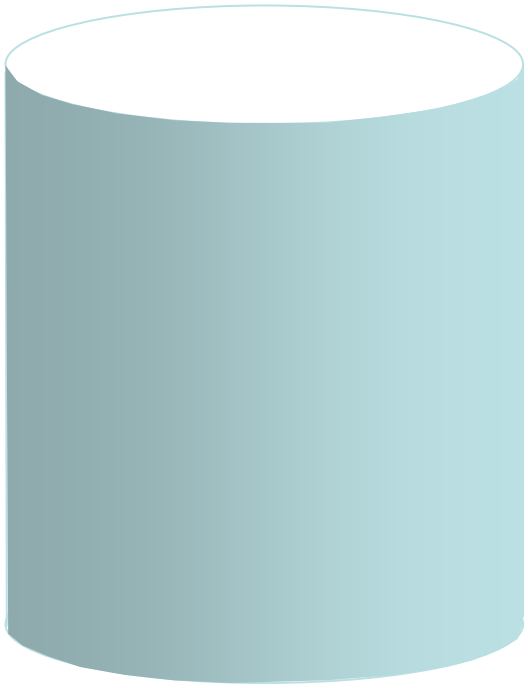
Investment Realisation Programme "Integrated Urban Communication Node" application of city management module		
DIAGNOSIS PROGNOSIS	Information form Programmes and Project Exchange and other external documents, e.g. the New Charter of Athens, Lisbon 2003	Definition: A place of common interference of all communication means, both public and transport and medial, etc. Information concerning necessity of Integrated Communication Node implementation.
	- Strategy Implementation Report - current city report – perspective - project of updated Strategy constitutive part – with programmes and project proposals	❖ Information concerning ICN presented at the Forum for Plock session as an application form with justification. ❖ Within the document "Updated Strategy, constitutive part" there is a record regarding access to communication – link to the New Charter of Athens ❖ Within the section "Guidelines for Prognostication and List of Programmes and Project" there is a record defining ICN project extent with specification which programme/objective is being implemented (MEDIT integrated approach)
PROGRAMMING	Development Strategy Municipality Council Resolution on LDP	- development scenarios – information concerning ICN within appropriate scenario - priorities – information concerning ICN within appropriate priorities - list of programmes and projects to be implemented (initial project/programme documentation – who, when, how much, indicators prepared within ICN) Information concerning ICN in LDP
IMPLEMENTATION	Project Documentation / ISO/EMAS/others procedures	According to Resolution – Appointment of Project/Program Manager by City President's Decision Managers: * externals, * internals. Project Documentation, approved by programme manager – Department Director, Company President – and checked by CDO concerning conformity with Strategy, is processed to implementation by project external manager, who is obliged to contact CDO and information sources necessary to complete project.
MONITORING	Strategy Implementation Report	Project Implementation – cycle completion – project implementation report Final Document– information about project results
MANAGEMENT/ PLANNING CYCLE MODULES	Module Cycle Documents	Information type concerning investment (activity) and appointment of detailed study

LDP – Local Development Programme
CDO – City Development Office
ICN – Integrated Urban Communication Node

Integrated Urban Communication Node.
(city communication: medial, transport)
apart form commerce, gastronomy, entertainment

- Information Centre – Municipal Customer Service Office,
- companies' agencies, design offices, etc. (academic centres; other tourist, cultural, healthcare agencies),
- employment office information centre,
  advisory centres – e.g. careers centre,
- free of charge access to the Internet, library, media library,
  supplementary education courses,
  school curricula
- multipurpose study class-rooms, to be rented for information activities of municipality office or other institutions,
- 24/7 access to scarce services .....,
- mini kindergarten – mothers and children,
- elderly people day centre (University of the Third Age),
- public transport, airline, railway ticket centre,
- communication node.

CITY COMMUNICATION INTEGRATED NODE



STRATEGIC PLANNING

STRATEGY MANAGEMENT CYCLE

BASIC DOCUMENTATION

STRATEGY ACTORS

USERS, BENEFICIARIES

BUDGET AND FINANCING

LEGAL BACKGROUND

DOCUMENT LIBRARY – SURVEYS, ANALYSIS, PLANS, REPORTS

The participants were asked to fill in a questionnaire presented below and to resend it by the end of 2006.

QUESTIONNAIRE

- What are strengths and weaknesses of:
- the URBAMAS project?
- the model of Urban Space Management System (USMS)?

- Which tools or practices described during the project implementation you wish to use?

- What are you planning to do in order to implement them?

- What should be changed or added to the project if it were to be continued (2nd edition)?

8. Commentary to the results of the URBAMAS project reprogramming, new financial outline

Dorota Kolczynska (Plock)

URBAMAS PROJECT BUDGET

Budget lines	2006	2007	Total	PLANNED
Project Coordination	3 647,11	2 791,75	6 438,86	6 850,00
Staff Costs	26 801,16	5 058,84	31 860,00	30 240,00
Conference organisation	4 781,96	2 460,00	7 241,96	7 831,00
Transport and Accomodation	6 162,71	1 823,00	7 985,71	8 569,00
Promotion and Publication	2 000,00	1 550,00	3 550,00	3 550,00
Audit and External Experts	22 987,74	5 750,73	28 738,47	28 775,00
Projector Purchase	1 000,00	0,00	1 000,00	1 000,00
Total	**67 380,68**	**19 434,32**	**86 815,00**	**86 815,00**

Individual Expenses of Partners

Alimentation	1 378,66	934,86	837,92	984,52	544,20	776,33	961,60
Translators	223,87				600,00		
Experts	18 738,47	2 500,00	5 000,00				2 500,00
Experts (t&a)	1 189,28						
Coordination	6 438,86						
Promotion	3 550,00						
Laptop	1 000,00						
Total	**38 859,27**	**9 628,90**	**11 802,32**	**5 929,87**	**5 837,80**	**5 820,62**	**8 936,22**

Sources of Financing per Partners

	Partner Individual Spendings	Partner Own Contribution	Partner Eligible Spendings
Plock	38 859,27	8 814,65	30 044,62
Elblag	9 628,90	6 282,20	3 346,70
Wloclawek	11 802,32	6 145,10	5 657,22
Bydgoszcz	5 929,87	5 322,65	607,22
Slupsk	5 837,80	5 679,50	158,30
Bialystok	5 820,62	5 657,00	163,62
Tczew	8 936,22	5 506,40	3 429,82
Total	**86 815,00**	**43 407,50**	**43 407,50**

Expenses per Partners and Years

	2006	2007	TOTAL
Plock	30 894,86	7 964,41	38 859,27
Elblag	7 702,12	1 926,78	9 628,90
Wloclawek	7 571,94	4 230,38	11 802,32
Bydgoszcz	4 708,72	1 221,15	5 929,87
Slupsk	4 630,50	1 207,30	5 837,80
Bialystok	4 853,47	967,15	5 820,62
Tczew	7 019,07	1 917,15	8 936,22
Total	**67 380,68**	**19 434,32**	**86 815,00**

Expenses per Budgetary Lines, Partners and Years

	Plock	Elblag	Wloclawek	Bydgoszcz	Slupsk	Bialystok	Tczew	TOTAL
Translators	223,87				600,00			823,87
2006	*223,87*							*223,87*
2007					*600,00*			*600,00*
Experts	18 738,47	2 500,00	5 000,00				2 500,00	28 738,47
2006	*16 345,62*	*2 000,00*	*3 017,12*				*1 625,00*	22 987,74
2007	*2 392,85*	*500,00*	*1 982,88*				*875,00*	5 750,73
Experts (t&a)	1 189,28							1 189,28
2006	*1 189,28*							1 189,28
Coordination	6 438,86							6 438,86
2006	*3 647,11*							3 647,11
2007	*2 791,75*							2 791,75
Promotion	3 550,00							3 550,00
2006	*2 000,00*							2 000,00
2007	*1 550,00*							1 550,00
Laptop	1 000,00							1 000,00
2006	*1 000,00*							1 000,00

	Plock	Elblag	Wloclawek	Bydgoszcz	Slupsk	Bialystok	Tczew	TOTAL
Staff	5 280,00	5 280,00	5 280,00	3 900,00	3 900,00	3 900,00	4 320,00	31 860,00
2006	*4 934,79*	*4 356,37*	*3 400,00*	*3 230,00*	*3 660,00*	*3 400,00*	*3 820,00*	*26 801,16*
2007	*345,21*	*923,63*	*1 880,00*	*670,00*	*240,00*	*500,00*	*500,00*	*5 058,84*
Travel	326,60	428,49	182,91	465,48	365,53	390,46	508,06	2 667,53
2006	*124,60*	*323,49*	*153,91*	*312,48*	*301,53*	*321,46*	*364,06*	*1 901,53*
2007	*202,00*	*105,00*	*29,00*	*153,00*	*64,00*	*69,00*	*144,00*	*766,00*
Hotels	733,53	485,55	501,49	579,87	428,07	753,83	646,56	4 128,90
2006	*373,53*	*362,55*	*378,49*	*456,87*	*346,07*	*630,83*	*523,56*	*3 071,90*
2007	*360,00*	*123,00*	*123,00*	*123,00*	*82,00*	*123,00*	*123,00*	*1 057,00*
Alimentation	1 378,66	934,86	837,92	984,52	544,20	776,33	961,60	6 418,09
2006	*1 056,06*	*659,71*	*622,42*	*709,37*	*322,90*	*501,18*	*686,45*	*4 558,09*
2007	*322,60*	*275,15*	*215,50*	*275,15*	*221,30*	*275,15*	*275,15*	*1 860,00*

Settlement Periods

March – June 2006
July – December 2006
January – April 2007
Documents necessary for the purpose of the first level control should be sent to the appropriate Voivodship Office at latest within a month after Settlement Period ends.
The final settlement to be presented to the EU – within two months after Settlement Period ends.

9. Findings of the Steering Committee

Aneta Pomianowska (Plock)

1. Appoint new dates for presentation of the USMS model and training in particular cities during a week in the second half of January (two cities a day, following the order: Wloclawek (coffee) - Bydgoszcz (dinner) - Slupsk (supper) - Tczew (dinner) - Elblag (supper) - Bialystok (dinner) - Plock (supper)). Time of presentation – no more than three hours. The cities shall develop a detailed programme, appoint locations for presentations and prepare list of persons to be invited. The information concerning aforementioned shall be provided by the cities to the main leader by the end of December this year.

2. Verify the scope of the model acceptance – provide correction proposals (provide it to the experts for assessment). The experts shall analyse the model and ask for further modifications if necessary.

3. Obligate the project participants to send the topic reports by the end of December at latest (followed by former presentations, which shall constitute attachments to the reports).

4. Develop a final report matrix.

5. Ms Czyzewska shall prepare a brief description of European practice (based on Cierszewo conference materials).

6. Mr Froessler shall provide methodological hints for manual development process.

7. Appoint the date of next conference in Plock by the end of February 2007.

8. Ms Bankowska and Ms Czyzewska shall develop a list of indicators to be applied in the USMS model, and provide them to the main leader by the half of December 2006

This Report was prepared by: A. Pomianowska