

# INTERREG II C – Project No. 8

High Quality Tourism -  
Sustainable Development In Sensitive Areas  
In Four Regions Around The Baltic Sea

## Common Final Report



Project part-financed by the European Union (European Regional Development Fund) within the BSR INTERREG II C programme



**Contacts:**

**Cesis District**

Rita Merca  
Cesis District Council  
5, Berzaines Str.  
Cesis, LV-4100, Latvia  
phone: +371-412 29 96  
fax: +371-412 22 38  
e-mail : [rita\\_merca@hotmail.com](mailto:rita_merca@hotmail.com)  
homepage: [www.cesis.lv](http://www.cesis.lv)

**Suwalki Province**

Magda Butkiewicz  
Polish-Lithuanian Chamber of Commerce  
of Eastern Markets  
Polsko-Litewska Izba Gospodarcza  
Rynkow Wschodnich  
ul.Kosciuszki 76  
16-400 Suwalki, Poland  
phone: +48-87-566 76 66  
fax: +48-566 76 77  
email: [pligsuw@plig.org.pl](mailto:pligsuw@plig.org.pl)  
homepage: [www.suwalszczyzna.pl](http://www.suwalszczyzna.pl)

**Östergötland**

Birgitta Dahlgren  
LD-stab, Landstingets kansli  
58191 Linköping, Sweden  
phone: +46-13-227 016  
fax: +46-227 304  
email: [birgitta.dahlgren@lio.se](mailto:birgitta.dahlgren@lio.se)  
Homepage: [www.e.lst.se](http://www.e.lst.se), [www.ostam.e.se](http://www.ostam.e.se)

**Mecklenburg Lake District**

Gerhard Lüdke/ Christoph Kaufmann  
Regional Planning Association Mecklenburg Lake District  
c/o Office for Regional and Spatial Planning Mecklenburg Lake District  
Neustrelitzer Str. 120  
17033 Neubrandenburg, Germany  
phone: +49-395-380 30 00  
fax: +49-395-380 30 03  
email: [poststelle@afirms.mv-regierung.de](mailto:poststelle@afirms.mv-regierung.de)  
homepage : [www.region-seenplatte.de](http://www.region-seenplatte.de)

**University of Hamburg**

Prof. Dr. Bärbel Leupolt  
University of Hamburg  
Institut for Geography  
Bundesstr. 55  
20146 Hamburg, Germany  
phone: +49-40-428 38-6164  
fax: +49-40-428 38-4967  
email: [leupolt@geowiss.uni-hamburg.de](mailto:leupolt@geowiss.uni-hamburg.de)  
homepage : [www.geowiss.uni-hamburg.de](http://www.geowiss.uni-hamburg.de)

## Preface

The four regions Cesis/Latvia, Suwalki/Poland, Östergötland/Sweden and Mecklenburg Lake District/Germany and the University of Hamburg began co-operation in 1999 supported by the EU-initiative Interreg II C and Phare. They are convinced that they can only be successful in the global competition among regions by working closely together as confident partners in the Baltic Sea Region.

The common project-work is titled "High Quality Tourism - Sustainable Development In Sensitive Areas In Four Regions Around The Baltic Sea" emphasizing on sustainable regional development.

Our regions are contributing to a sustainable development of the Baltic Sea Region by transforming common visions into actions/activities. The practical work is focused on concrete projects and is organised following a "bottom-up" approach. Regional and local politicians, experts of regional planning, economy, tourism, marketing and mobility, entrepreneurs and others are involved in this process.

With the present report we want to give to everyone, who is interested in, an overview about our practical planning work we have done together as partners around the Baltic Sea on the way to a sustainable development during the last 2 years. Looking back to the results of this short working-period we are convinced that our co-operation work has to go on!



*from left to right:*  
**Mr. Maris Niklass** (Executive Director Cesis Regional Council),  
**Mr. Michael Kautz** (Chairman Regional Planning Association Mecklenburg Lake District), **Mr. Gregorz Wologiewicz** (President of Suwalki City), **Mr. Lars Wallin** (Chairman of Landstinget Östergötland),  
**Mr. Gert Schultz** (Vice Chairman of Regional Planning Association Mecklenburg Lake District) during the final conference in the Region Mecklenburg Lake District, June 17<sup>th</sup> to 19<sup>th</sup>, 2001

## Content

1	Introduction .....	6
2	Improvement of Accessibility .....	10
2.1.1	Air traffic.....	12
2.1.2	Ports and harbours.....	13
2.1.3	Railways .....	14
2.1.4	Roads.....	15
2.1.5	Broadband and Information technology.....	16
2.2	Mecklenburg Lake District .....	17
2.2.1	Roads.....	18
2.2.2	Railways.....	19
2.2.3	Air Traffic .....	20
2.2.4	Inland-Shipping.....	20
2.2.5	Local Public Passenger Transport (LPPT), traffic co-operation.....	21
2.2.6	Long distance cycle paths .....	22
2.3	Suwalki region .....	23
2.3.1	The impact of accessibility on the economic development of the North-East Poland (Suwalki Region) .....	23
2.3.2	The visions of the accessibility development for the years 2005 and 2010. ....	25
2.3.3	The main accessibility development aims....	26
2.3.4	The examples of the tools allowing the completion of the assumed aims .....	27
2.4	Improvement of accessibility in Cesis .....	30
2.4.1	Abstract .....	30
2.4.2	Introduction .....	31
2.4.3	Transport Problems and their possible solutions .....	32
3	Tourism Marketing.....	36
3.1	Tourism Marketing in Västra Östergötland (Western Östergötland) .....	38
3.1.1	Introduction .....	38
3.1.2	Tourism in Västra Östergötland (Western Östergötland).....	39
3.1.3	Market profile.....	39
3.1.4	Products.....	40
3.1.5	Organisation .....	40
3.2	Tourism Marketing in the Mecklenburg Lake District.....	41
3.2.1	Potentials of the region.....	41
3.2.2	Problems of the Mecklenburg Lake District (before Interreg IIC).....	42

3.2.3	Regional values, identity and image .....	43
3.2.4	Logo exhibition and workshop "Design Quality" .....	44
3.2.5	Communication within the region.....	44
3.2.6	Encouragement of new co-operations and networks .....	45
3.2.7	New tools for visitor information / presentation of the region.....	46
3.2.8	Marketing strategy .....	47
3.2.9	Common marketing efforts .....	48
3.3	Suwalki region .....	49
3.3.1	Background for tourism development in the Suwalki Region .....	49
3.3.2	Promotion of the region .....	50
3.3.3	Foreign tourism .....	50
3.3.4	Taking advantage of the national minorities.....	51
3.3.5	Tourist-ecological region .....	51
3.3.6	Agricultural-tourist region .....	52
3.3.7	Regional attractiveness towards development of tourism .....	52
3.4	Tourism Marketing in Cesis.....	55
3.4.1	Activities of Tourism Marketing.....	55
4	Selected Areas .....	59
4.1	Development plan and study of the synergy effects in Västra Östergötland (Western Östergötland).....	61
4.1.1	Introduction .....	61
4.1.2	Aim.....	61
4.1.3	The Area's opportunities and possibilities ...	62
4.1.4	Vision for development of sustainable tourism .....	63
4.1.5	Strategies for sustainable tourism .....	63
4.1.6	Implementation .....	64
4.1.7	Studies of synergy effects .....	65
4.2	Mecklenburg Lake District: .....	66
4.2.1	Regional Values .....	66
4.2.2	Identification and Identity .....	67
4.2.3	Strategy, Concept .....	68
4.2.4	Offers .....	70
4.2.5	The idea of the Ice-Age and Nature Adventure Park.....	70
4.2.6	Marketing .....	72
4.2.7	Tourist Information and Service .....	73
4.2.8	Feedback .....	73
4.3	SYNERGY IN THE SELECTED AREAS (between tourism and economy of the	

	Suwalki Region with respect to the whole Podlasie Province – North-East Poland).....	74
4.3.1	Influence of international relations development on other aspects of regional development .....	74
4.3.2	The influence of macroeconomic and macro-political factors for the international co-operation of the region, including the transborder outcomes with aspects of the whole Province.....	75
4.3.3	Basic geopolitical problems influencing the formation of economic situation and regional perspectives in the region.....	76
4.3.4	The optimistic scenario of synergetic development in the region.....	78
4.3.5	International co-operation of the Region – the present situation and the social-economic consequences – the Euroregion Neman .....	79
4.4	Synergies in the selected area in Cesis District .....	80
4.4.1	Summary .....	80
4.4.2	Content .....	81
4.4.3	Suggestions for tourism development.....	81
4.4.4	The Connection of Tourism with Other Fields.....	82
4.4.5	Goals and Policy to Implement the Strategy	84
5	Theoretical input from University of Hamburg.....	87
5.1	The new “high quality tourism” research approach .....	87
5.2	Empirical researches to “accessibility” .....	88
5.3	Empirical researches to “tourism marketing” .....	90
6	Conclusion, Follow up (Interreg IIIB, other programs.....	92
Annex 1:	map: Accessibility	
Annex 2:	fig.: Research approach High Quality Tourism	
Annex 3:	fig.: Source	
Annex 4:	fig.: Destination	

## 1 Introduction

Supported by the EU-initiative Interreg II C and Phare the four regions Cesis/ Latvia, Suwalki/ Poland, Östergötland/ Sweden and Mecklenburg Lake District/ Germany have started co-operation work around the Baltic Sea in 1999. A researcher team of the University of Hamburg, Institute of Geography has participated acting as a "think tank".

*co-operation work started in 1999*

Mecklenburg Lake District:

*Mecklenburg Lake District*

- fusion of 3 counties and one city
- area: 5810 km<sup>2</sup>
- population density: 58 E/km<sup>2</sup>
- 44 % of the whole region are saved as protected areas
- determined by an extensive net of lakes and rivers, by multi-layered glacial forms, wide forests and a valuable built environment

In the region Mecklenburg Lake District there are existing two selected areas: the Nature Park Feldberg Lake District and the Nature Park Mecklenburg Switzerland.

Östergötland:

*Östergötland*

- 10562 km<sup>2</sup>
- 39 I/km<sup>2</sup>
- about 3,4 % of the whole region are nature reserves
- rich and varied landscape, carved out by ice-sheets
- large tracks of forests in the north and south, flat plains in the centre and a scattering of islands off the east coast
- rich cultural heritage

In Östergötland there is one selected area with the geographical centre: Lake Takern.

Suwalki:

*Suwalki- Region*

- 10500 km<sup>2</sup>
- 48 I/km<sup>2</sup>
- north eastern part of Poland (boarder to Lithuania, Belorus, Russia)
- there alternate culture and nationalities, different customs and traditions
- ice-age formed landscape and a rich flora and fauna

Within the Suwalki area there are two selected areas: Wigry National Park and Suwalki Landscape Park.

Cesis:

- 3062 km<sup>2</sup>
- 21 E/km<sup>2</sup>
- 90 km north-east of Riga
- magnificent and diverse landscape
- rich historical background and cultural heritage

*Cesis-Region*

In the Cesis District there is one selected area: Gauja National Park.

The four regions are all located in the hinterland of the Baltic Sea. In the structure of VASAB 2010 they are so called "patches"-regions. The regions are characterized by following strengths and weaknesses:

*„patches“-regions with similar strengths and weaknesses*

- fragile and attractive landscape with lake districts, rivers and wetlands,
- high share of protected areas,
- rural-peripheral,
- densely populated regions
- under influences from big regions
- seeking sustainable development of society.

Based on SWOT-analysis of each region resulting from two pre-workshops for preparing the application the partners have agreed on following main topics of common interest:

*topics of common interest*

- the improvement of accessibility to and within the peripheral regions,
- regional marketing focusing on sustainable tourism development as a common strength and
- creating jobs as synergy between tourism and other fields of economy.

*sustainable regional development by „high quality tourism“*

The whole common work has been called "High Quality Tourism - Sustainable Development In Sensitive Areas In Four Regions Around The Baltic Sea" emphasizing on sustainable regional development.

A co-operation network of partners has been grown up. Regional and local politicians, experts of regional planning, economy, tourism, marketing and mobility, entrepreneurs and others worked together in a "bottom-up" approach.

Main partners have been

- as the lead partner the Regional Planning Association Mecklenburg Lake District supported by the Office for Regional Planning and Development Mecklenburg Lake District,
- the municipalities of Mjölby, Vadstena and Ödeshog, supported by the County Council of Östergötland,
- the City and the District of Suwalki supported by the Polish-Lithuanian Chamber of Commerce of Eastern Markets,
- the Cesis District Council and
- as "think-tank" the Institut for Geography at the University of Hamburg.

*main partners in co-operation*

From the very beginning all partners have had the main interest in working together in a project-oriented way. Therefore so-called selected areas have been defined in every region, where planning (concepts and ideas) should get realized. The working principles have been the following:

*„put planning into action“ by project-oriented work following the principles:*

- Orientation toward realization and projects: Priority is given to regional initiatives and ideas that have as their goal the realization of concrete projects governed by the principle of sustainability.
- Co-operative undertaking: The projects are developed and implemented conjointly with the persons and institutions involved in the region or sub-region. A main task is to initiate and support these co-operative ventures locally.
- Planning from below – "bottom up approach": The most important criterion for the suitability and quality of a project is that it is supported, developed and implemented by the local and directly affected individuals. The supporters of regional development are thus the communities, citizens, associations or industries.
- Open developmental process: Co-operation of those affected and development of projects are not restricted by rigid programmes or directives. The results of the individual co-operative ventures are consciously kept open-ended. It is the multitude of small steps that occur along the way that determine the nature of the programme.

*orientation toward realization*

*co-operative undertaking*

*bottom-up*

*open process*

During the whole process the experts from administrations and private consultants have been working close to the politicians. Majors of communities and regional politicians have taken part very actively on workshops, expert meetings, seminars and conferences. This was very important and helpful in order to promote the realization of plans and ideas.

*working close to the politicians*

To have the University of Hamburg as a "think tank"-partner was very helpful. The researcher team was looking from outside into our

*„think tank“ looking from outside*

four regions. They influenced by theoretical inputs and fruitful discussions about our practical work.

In comparison to other Interreg IIC projects with a higher number of partners our project "High Quality Tourism" was much more small-scaled, characterized by a low amount of "overhead-costs" and direct personal contacts between all partners in a high density. During the working process partnership has been developed to friendships.

## 2 Improvement of Accessibility

The main theme of our project "high quality tourism" aims at the opinion that tourism should become an increasingly important economic factor for regional development. In this respect it has been found that tourism, as in practically all other commercial development, is essentially dependent on transport and communications, both for tourism within the region, as well as for allowing external tourists to reach the region.

*tourism is essentially dependent on transport and communication*

It is therefore considered that the common work should at least in part cover a study of present and future accessibility within the region and to the region. The following points have therefore been discussed and compared at various seminars:

- Present accessibility to the Region, and to the specially selected tourist development areas;
- Future accessibility needs;
- The possibilities of selecting more environment-friendly methods of transportation;
- The location of the regions in relation to larger centres of population and growth areas; and
- The location of the regions in relation to the larger communications corridors which are under discussion within the countries where the regions are situated.

*discussed and compared points*

During the discussions it has been clearly shown that accessibility does not only refer to journey time and technical capacity as regards roads, public transport, car parking, etc. The term is very much wider in its meaning and can mean different things for different commercial sectors. For the tourist sector, factors such as capacity for overnight stays, friendliness, information, and the such like can all affect accessibility, as it is the total impression represented by the various aspects which determines overall accessibility. However, communications to and within the region and various tourist areas are also of very great significance. (See chapter 5: schedule "choice of modes of traffic")

*accessibility is much more than journey-time and technical capacity of roads*

The present infrastructure to and within the different regions is of varying standard. Common failings are poor maintenance and insufficient capacity. In many cases it can be foreseen that standards are so low that tourist development is clearly restricted and that substantial improvements are required.

*present infrastructure in the 4 regions is of varying standard*

Air pollution from motor traffic is an increasing environmental problem at the same time as mobility is continually growing. This means that it will become increasingly important that there are alternative means of moving within a tourist area. These alternatives can be expected to become important factors in competition, and must

*importance of alternative means*

be taken account in calculations. Accessibility which relies on a single method of transport is thus a weakness.

Every region lives in competition and co-operation with other regions. The strongest dependency normally exists with the nearest surroundings. However, shorter travel times and more open borders widen zones of influence so that accessibility can increase. Regional competition and co-operation is thus successively widened, even extending over national borders. By the way of example, additional tourist destinations may be developed, a fact that can be both an opportunity but also a threat if the benefits cannot be utilised.

*additional tourist destinations: an opportunity but also a threat*

It takes time to build a commercial structure, even for tourism. In order to create good communications it requires continual work. Initially this means building on the existing structure in an intelligent manner. In addition, with increasing regionalisation and internationalisation it will become increasingly important to evaluate a region's location in relation to the infrastructure expansion which it is anticipated will receive financial support as a result of European co-operation, i. e. within the present EU-zone and within the countries around the Baltic which are poised on the brink of membership. For the partners that are included in the project, the location in relation to corridors along the Scandinavian triangle and the Baltic route are of special interest.

*location of the 4 regions in relation to Scandinavian triangle and Baltic route are of special interest*

## 2.1 Östergötland

In the joint Interreg IIC application, accessibility to and within the region was identified as one of the planning issues which the parties are to study and compare together.

In 1995 the three regional agencies - the organisation of Local Authorities, the County Council, and the County Administration produced a report entitled "A communication vision for the County of Östergötland". This report presented an evaluation of the infrastructure needs required to develop the Region in a positive direction. Ten key issues were identified, and it was the intention that the attendant report should be continually updated.

*basic work: the report „A communication vision for the County of Östergötland“ from 1995*

The accessibility studies in our common Interreg IIC-project "High Quality Tourism" are therefore evaluated in a normal manner and could be co-ordinated with an updating of the report from 1995. The updating was to be based on the needs for measures identified in the 1995 report, together with what has subsequently happened. In this connection it is especially interesting to see how Sweden's closer association with Europe has influenced the view of criteria for the region's development, and thus the need for new infrastructure. The Interreg IIC project is judged to be an exceptional opportunity to test ideas and learn something of the experience and ideas from our international partners.

*updating of the report from 1995*

The Interreg IIC- project constitutes the start of an appraisal of the report from 1995. The result is then to be dealt with political and approved.

Particularly important roads, railways, airports and harbours in the Region were defined.

Work with accessibility issues in the Interreg IIC project began with a preliminary study which involved an analysis of the need to update key issues from the 1995 report. It is judged that the Region's air, maritime, road, rail and broadband communications must initially be evaluated. Five special studies which affect these key issues have been drafted.

*preliminary study*

*five special studies*

### **2.1.1 Air traffic**

There are two airports for passenger traffic in the Region, at Norrköping and Linköping. Both airports are constrained by adjacent urban development which means that tougher environmental restrictions can lead to successive limitations on flying activities at these airports. For this reason it has been stated that the possibilities to expand air traffic at the two civilian airports must be pursued, and that at the same time there must be plans in reserve for establishment of an alternative regional airport.

*two airports in the region*

The report deals with questions of responsibility, operators, development during the 1990s, assessments about the future of civil aviation, the importance of air traffic for development, and the technical capacity of the present airports and their expansion potential. It is also emphasized that proximity to markets, and transport connections with the outside world, are extremely highly rated by companies in their selection of business location.

*assessments of air traffic*

The significance of proximity can be illustrated by examples taken from a study of the accessibility of major European conurbations. The study shows an index for accessibility to European cities. The higher the index rating the more accessible the airport.

*accessibility to the region  
by air traffic*

In this study the question is posed as to which group the airports in Linköping and Norrköping belong, and if the airports will in time command a higher or lower ranking. There is even material which shows that accessibility in relation to the other airports in Sweden. Substantial investments have been made or are planned for these airports. The airport management forecast that air traffic at the two airports will double within the next 10 years and that the technical capacity for this already exists.

*accessibility within the  
region by air traffic*

The investigation indicates that within the next 10 years the Region will have access to several additional smaller airfields for passenger traffic, initially Norrköping and Linköping. In recent years the picture has been supplemented by Skavsta airport which is located some 60 kms north-east of the Region in the direction of Stockholm. The

Arlanda (Stockholm) and Kastrup (Copenhagen) international airports are the hubs for transfers to other airports. A reasonable conclusion is that during the next 10 years there will be reasonably good accessibility to and from the Region and the outside world. At the same time it can be construed that the fact that the airports are relatively small limits choice, a feature that can become even more pronounced in the future. It can also be difficult to establish direct connections in the future to any great extent, and noise nuisance can in the worst case mean traffic limitations.

Location of the airports in the proximity of the two larger towns means it takes a relatively short time to travel from the airfields to places of work and living. The road connections are also of relatively good standard. Both airfields, however, lack rail connections, which at least in respect of larger airports is considered to be an important future issue.

The study proposes that the work at the regional level be concentrated so that it:

*considerations*

- Ensures that the region's two current commercial airports develop their co-operation in order to improve the quality of the services offered;
- Actively works for an increase in the connections offered via new routes and operators; and
- Starts a study, together with the Swedish Air Traffic Board, aimed at illustrating how the region's future travel needs can be met and what alternative qualities can be obtained by combining various infrastructure installations.

### **2.1.2 Ports and harbours**

The Region has a large port, Norrköpings harbour. In the 1995 report it was stated that the Östgöta coast, and in particular the Norrköping harbour, is very strategically located with regard to ideas about future commercial trade with countries on the opposite side of the Baltic sea, and the need to relieve the Stockholm region. The Norrköping harbour should therefore develop into an important link in connection with the transport of goods to and from the Baltic countries.

*out of the 1995 report*

The port study illustrates the Region's central location in the Baltic, communications with other infrastructure, the present port of Norrköping, along with development trends and possibilities. It is pointed out that the ongoing political processes in the regions around the Baltic open up the possibilities for a growing market in East Europe. Coastal traffic will be of decisive importance for satisfying the transport needs generated by such a development. It is anticipated that the volume of goods in the Swedish ports will increase substantially at the same time as competition between ports will intensify.

*assessments of ports and harbours*

*accessibility to the region on the waterway*

The Study points out that the Region is situated between Sweden's three large regions and has the Country's fourth largest population.

The Region has an extremely good location in relation to Sweden's principal national transportation corridors. The port of Norrköping and the Region can therefore be strengthened with reasonable investment, and thereby become an even more interesting inter-modal transport centre on the Baltic coast.

The port of Norrköping is well-situated geographically in relation to the anticipated developing markets on the other side of the Baltic, and to the planning intentions at EU level (TEN planning - Transnational European Network). This situation is also presented in several current national studies. The Swedish Railtrack's analysis identifies the port of Norrköping as having substantial development potential as regards the transport of goods by rail. SIKAs study calculates that the greatest growth in loaded and unloaded tonnage takes place in, amongst other places, Gothenburg and Norrköping. The special study points out, however, it still requires good communication possibilities to the remainder of the road and rail networks, e. g. to the Örebro area.

The favourable location in relation to the national Swedish road and rail network also means good accessibility to the port serving activities in the Region. There are, however, weaknesses in the connecting national road and rail network.

- In the Region the Norrköping area enjoys all the criteria for continuing to develop as a regional node and national transport centre in the Baltic area;
- Development of the port of Norrköping will favour the transport sector in the Region; and
- Substantial development effects would be for the port as a result of the relatively limited investments in infrastructure in and around the port area.

### 2.1.3 Railways

The report dealt with the capacity problems affecting the mainline railway network resulting from increased rail traffic. This was a matter of additional fast passenger, freight, and regional commuter rail traffic. The report also mentioned that the possibilities of developing inter-regional commuter rail traffic should be studied within the next 5 years.

The special studies illustrate the railway developments which have taken place in Sweden and in the region since 1995. There has been an extensive expansion even if the majority of investment has occurred outside the Region. Substantial improvement needs remain in the Region, and budget restraints are a cause for concern.

Congestion problems along the main line through the Region are expected to increase. During the next 5 - 10 years these capacity constraints can cause serious problems for a strategically interesting expansion of the regional and inter-regional commuter train traffic. New rail capacity is needed, such as the planned new approaches to

*accessibility within the region by train*

Linköping for the Stangadals line. Two other even more interesting projects that can have significant positive consequences are the effects of a double track between Mjölby and Hallsberg, and the construction of a new double track for high-speed trains on the Stockholm - Linköping (Nyköping-Östgöta link) section. The latter project is expected to be the first stage of what is known as the "Europe line" (TEN-project) between the Stockholm region and the Continent.

The present route for the main line through the Region, and the future route for a high-speed train service between Stockholm and the Continent means that the Region has an extremely favourable position as regards the possibilities of achieving first-class rail connections. It is also important with regards to the growing inter-regional commuter travel, primarily to the Stockholm region. The most serious threat to increased accessibility to the Region by train is the difficulty of obtaining the necessary finance.

If the above projects to relieve freight traffic (double track to Hallsberg), and especially the route for an high-speed rail connection are not implemented, it can be anticipated that the effects of congestion on the railway will have negative consequences for regional development. These consequences can be anticipated when compared with the aims which were recently drafted for development of the regional and inter-regional commuter train traffic.

- The aims for development of commuter traffic should be revised further.
- The capacity on the national inter-city rail network should be reinforced in order that it is possible to successively develop commuter traffic and freight traffic on the railway. This is not least important in order to reduce the negative environmental effects from transport.

#### **2.1.4 Roads**

The Report listed the most important measures necessary to improve the regional road network. It was also pointed out that the E4 trunk road should be improved to motorway standard through the entire Region. At the same time it was emphasized that there are a number of dangerous roads and routes with limited capacity through built up areas, a number of poorly dimensioned connecting routes which join the E4 trunk road, as well as substandard maintenance.

*assessments of roads*

The Report draws attention to the large percentage of total transport needs represented by road transport and that this trend is expected to continue. As regards developments since 1995 it is ascertained that the E4 trunk road is now of motorway standard. This is in line with the intentions behind development of TEN planning. It is also noted that much remains to be done and that there is a clear tendency for earlier high-priority projects to be delayed. The Region has an extremely strategically located artery through the County (E4), but the

connecting regional road network still contains a large number of shortcomings.

More and more people work and study in another town than where they live. This is a general trend, but it is primarily to the two large towns of Linköping and Norrköping that substantial commuting takes place. It is usual that 30-40 % of those living in neighbouring towns commute to work in one of these municipalities. The tendency is for commuting to increase, or rather that it will become more important to have access to as large a work market as possible within a journey time of 45-60 minutes. Remedial measures on the road network, in order to achieve this are therefore an extremely important matter.

The E4 through the central parts of the Region contributes to good accessibility. Travel time and comfort to the Stockholm region and the Continent has improved considerably over the past 10 years. The partially poor standard on the road network from the north-west and south-east, from Örebro and Västervik respectively, is a contributory factor behind the fact that contact with these area is not developing in a desirable manner. The Örebro area lies along the Stockholm-Oslo axis which is among the reasons why this is an important area of contact.

It is important to work for a regional road network which makes it possible to reach, within a maximum of 60 minutes travel time, a large work market area. This aspect should be one of the most important to pay heed to, beside the measures which are required to eliminate failings and traffic safety risks.

- There is still a considerable need to remove environmental and traffic safety risks (through traffic) and improve certain important roads leading to other regions.
- The road network has a key role in that it is often the necessary link between rail, air and boat connections so that the complete journey can be undertaken. The idea behind the "complete journey" concept must be given higher priority.
- It is pointed out that it will become all the more important to include increased accessibility and proximity when giving priority to various measures. It is not least important to study and show regard for the possible employment market within a journey time of 45-60 minutes.

### **2.1.5 Broadband and Information technology**

It was predicted that society at large, and the Region, were faced with a very rapid expansion of broadband. It was also assumed that if this expansion was to take place under market conditions it would be concentrated to those parts of the Region where the system provides the greatest returns. Briefly this meant that the stronger the tendencies to concentration, the less interest there will be for an expansion in the peripheral parts of the Region.

The Study found that the result during the last 5-6 years followed the reasoning presented in the 1995 Report. Possibly, broadband expansion has been even more concentrated than what was anticipated. It is also noted that the recently presented government report on broadband even presented these findings and discusses suitable measures for ensuring that transmission limitations do not reinforce regional imbalance.

Development from the late 1990s means that there is a large transmission capacity to and from the Region with a concentration of substantial transmission capacity along the large roads. However, the systems offered by the various operators are still essentially not connected to one another but instead function independently.

Generally speaking, the more peripheral one is in the Region the smaller the broadband transmission capacity. The central question just now is how this capacity can be increased. It is thus a matter of balancing national and local interests and responsibility for this, and how it will be possible to interest the "market" for this aspect. It is also a question of choice of technology with which to solve capacity aspects in the access network.

*accessibility to the region by  
IT*

- Information technology is now a necessary media for virtually all services and activities. However, we are still in the infancy of the IT-revolution and will probably see applications which we can currently only dream of. The need of transmission capacity will increase.
- Access to good broadband infrastructure will very shortly be considered as a natural investment comparable with an electricity and water supply.
- An important question over the next few years will be what role state and the local authorities are to adopt to achieve a more equal development, and what bait is necessary in order for the various actors in the "market" to work in this direction.
- The municipalities in the Region should obtain a picture of the development that has hither to taken place within each municipality, and the need of improved contact in the Region.

*considerations*

## **2.2 Mecklenburg Lake District**

Influenced by the common work with our partners the Regional Planning Association has evaluated all targets about traffic out of his Regional Planning Programme from 1998 and other special studies. Finally a regional conference was organized where politicians and decision-makers out of the region and from the Province Mecklenburg-Western Pommerania participated. As an important result all participants agreed with the measures see below, that were valued with high priority for improving the accessibility to and within the region. Special attention has been given to the pilot-project

"Müritz-Nationalpark-Ticket-System" as an example for environment-friendly mobilisation in and around specific landscape- and nature-protected areas. Therefore a management-concept was worked out.

### 2.2.1 Roads

A large percentage of total transport need is represented by road transport and this trend is expected to continue. To develop an efficient road network it needs the realization of various prioritized and further measures, which are worked out in special studies.

*assessments of roads*

The travel-time on the road from metropolitan areas into the region is much to long. The shortest distances from Hamburg or Berlin to the region are slow speed roads with many thoroughfares in towns and villages.

*accessibility to the region on roads*

With the realization of the A 20 the accessibility of the region will essentially get improved over a wide area. The A 20 links the region with the national and international motorway network.

*accessibility within the region on roads*

Within the motorway network the region is located between the A 20, that is tangent to the north and east of the region, and the A 19, that is tangent to the west. It is necessary to close the gap between both of them by road building measures in northeastern- southwestern direction.

The motorway A 20 is taking over a regional development function in northsouthern direction.

The existing federal roads, forming now the basic frame of the supraregional road network of the region, have to handle growing traffic streams in the future as feeders to the motorways and as distributors for the interregional development. But the existing link- and development qualities don't ensure that. The road network in the region is partly of bad quality.

To develop an efficient road network it needs the improvement of federal roads (in order to increasing their efficiencies), the realization of bypasses and road building.

To improve accessibility on the road the following measures are of priority:

*prioritized measures on road-net*

- (1) fast building and finishing of the A 20 including the feeder federal road 96 (B 96) – connection point Neubrandenburg/East by Brunn with (if possible) a direct link to the B 96 in the south of Neddemin,
- (2) realizing the link between the A 20 in the north-east and the A 19 and the A 24 in the south by following single measures:
  - link of the major centre Neubrandenburg to the motorway network by building the bypass of Neubrandenburg in the

course of B 96/B 104 and by building the feeder B 104/B 197 Neubrandenburg - A 20,

- improvement of the B 96 in the sector Neubrandenburg – Neustrelitz, including the bypasses Weisdin and Usadel for increasing their efficiency,
- realizing the roadlink Mirow – Wittstock including the bypasses Mirow and Schwarz.

### 2.2.2 Railways

The railway network in the region has a very low density. A lot of side-tracks were closed in the last years. Existing railways need to get redeveloped in a great extent. The development of the rail traffic was a negative one during the last years. Passenger transport has been stopped and goods-traffic decreased.

In order to increase the quality and the attractiveness of the rail traffic it is indispensable to develop the railways. Railways built as single-track lines cause unattractive travelling times, because of regular stops at the meeting-stations. The development of railways (with increase of capacities and speed) will help to minimise traffic transfer from the railway to the road. Main factors supporting the attractiveness of rail traffic are the creation of direct links to the long distance traffic, the increasing of run frequency and the guarantee of connections.

The travel-time by train from metropolitan areas into the region is much to long. Local traffic trains (like Regional Train or Regional Express) use the actual existing railways mostly. The linking of the region to long distance traffic is absolutely insufficient.

*accessibility to the region  
by train*

Creation of direct connections (without changing) for regions linking to conurbations and to agglomerated areas as a source for tourism (Berlin, Hamburg, Rhein-Main-area, Ruhr-area) is an important fact in order to develop an efficient railway network.

The preservation of the railway network within the region (including the shut down railways) offers potentials for tourist development.

The regional railway infrastructure should be integrated into the tourist use. The regional project "Railway Adventure Park Mecklenburg Lake District" contains the development of different adventure areas including the existing infrastructure, tourist attractions, offers and events.

*accessibility within the  
region by train*

For developing an efficient railway network redevelopment of train stations especially in the regional centres and the development of the goods-transfer place of Neubrandenburg with regional linking are necessary.

To improve accessibility on railways the following measures are of priority:

*prioritized measures on  
railways*

- (1) Development of railways, important for the supraregional accessibility on the following routes:
  - Rostock – Waren – Neustrelitz – Berlin
  - Sassnitz – Stralsund – Demmin – Neubrandenburg – Neustrelitz – Berlin
  - Hamburg – Bützow – Malchin – Neubrandenburg – Pasewalk – Szczecin
- (2) Integration of the major centre Neubrandenburg and of the regional urban centres of the region (Demmin, Neustrelitz, Waren) into the long-distance traffic railway network (Inter-Regio connections); increasing the number of already existing Inter-Regio connections;
- (3) Guaranteeing the connection between long distance and regional traffic;
- (4) Preservation of the regional railway network and tourist revitalisation of old closed railway lines (Railway Adventure Park Mecklenburg Lake District).

### 2.2.3 Air Traffic

The commercial airport Neubrandenburg-Trollenhagen has much more free capacities than used by scheduled and chartered flights today. The importance of scheduled flights is justified in the reduced travelling times to reach the region. The economical development within the region needs more flight connections to the economic centres of Germany.

*assessments of air traffic*

By offering scheduled and charter flights the commercial airport Neubrandenburg-Trollenhagen is supporting the supraregional accessibility. By a direct connection to the A 20 the accessibility of the airport would be improved in two directions – from the region and from outside the region. Its catchment area and the passenger potential are growing up.

*accessibility to and within the region by airplane*

To improve accessibility on air the following measure is of priority:

Start financial aid for the scheduled flight connection between the Rhein-Main area, Rhein-Ruhr area and the commercial airport Neubrandenburg-Trollenhagen.

*prioritized measures for air traffic*

### 2.2.4 Inland-Shipping

Within the coastal land Mecklenburg Western Pommerania the region Mecklenburg Lake District takes up an inland-position. North parts are more than 30 km away from the coast, south parts even 100 km and more. Only the Peene-waterway is important for the goods-traffic.

*assessments of inland-shipping*

The existing inland ports Demmin, Loitz, Jarmen and Malchin and their connections to the Baltic Sea and the Oder-river may gain back a bigger importance. Goods-traffic is possible from Mukran to Malchin.

The development of the waterway would have positive effects to its use for goods-traffic and also positive effects for tourism because of offered cruises.

To improve accessibility on waterway the following measure is of priority: Save the river Peene as a federal waterway.

*prioritized measure for environmental-friendly transport of goods*

### **2.2.5 Local Public Passenger Transport (LPPT), traffic co-operation**

The bus is the most important mode of public transport in the region. The schedules of bus and train don't be co-ordinated at the moment. To win more passengers and to relieve the individual traffic it needs a simple offer and fares system. The schedules of the different transport modes have to be made consistent with each other and have to gearing to the demand.

*assessments of LPPT*

Alternative transport modes are indispensably for a cost-covering work of the LPPT in the sparsely populated peripheral regions with a limited number of passengers.

To improve accessibility by LPPT the following measures are of priority:

*prioritized measures for LPPT*

- (1) Creation of a regional LPPT common offer with standard fares, schedules and tickets;
- (2) Creation of LPPT offers being relevant to tourism in the tourist areas of the region (following the Mueritz National Park Ticket)
- (3) Increased introduction of alternative transport forms (especially to ensure the LPPT in the area).

A very special form of LPPT in landscape- and nature-protected areas is the so-called "Mueritz-National-Park-Ticket". It was implemented in 1996 as pilot-project. Enough experiences are now existing about strengths and weaknesses. With support of Interreg IIC the way to get a more effective system could be shown. Presenting it to our partners helped them to decide about similar systems in their regions and protected areas.

*the „Mueritz-National-Park-Ticket“ – more than LPPT*

The "Mueritz- National-Park-Ticket" is the creation of a traffic network within the Mueritz National Park and the area of the Nature Park Feldberg Lake District. This project is linking services of public transport, ship, canoe and bicycle with high quality tourist offers. Very important is the intelligent guidance of visitors.

To save and to develop the "Mueritz-National- Park-Ticket" it needs the introduction of a professional management structure and a maintenance, the realization of cost-covering work and the improvement of marketing activities.

To improve the ticket-system the following measures are of priority:

- (1) Introduction of a professional management structure;
- (2) Saving the Mueritz-National-Park-Ticket by a cost-covering work (by ticket sale and other sources of income);
- (3) Optimizing the offer: same offer qualities in all parts, attractive transport frequencies, improved offers (based on demand), cheap offers;
- (4) Improving the marketing;
- (5) Standard public relations;
- (6) Creation of an integrated traffic guidance system;
- (7) Consistent traffic guidance within the area the Mueritz-National-Park is in force.

*prioritized measures for the Mueritz- National-Park-Ticket*

### **2.2.6 Long distance cycle paths**

Transnational, national and supraregional long distance cycle paths are going through the region Mecklenburg Lake District.

*assessments of long distance cycle paths*

It is necessary to ensure that the signposted cycle paths are completely passable. The use of standard logos and signs across the borders of counties and federal states is to guarantee. Another basic condition is the accessibility of the long distance cycle paths by other means of transport, like bus, train and ferry.

Tourist offers that are located beside the paths increase the attractiveness of the long distance cycle paths. Local offers have to be covered and have to be linked with the cycle paths.

The care and the upkeep of long distance cycle paths is both a legal and a financial problem.

The region Mecklenburg Lake District is reachable by cycle paths from northsouthern, eastern and western direction. A link to the island Ruegen to the ferry port Sassnitz is existing, too.

*accessibility to and within the region by bicycle*

There are very good conditions for cycling in the region Mecklenburg Lake District. Many cycle paths were built during the last 10 years.

The quality of the degree of development is mostly given. But single sections are not or only hardly passable.

It is also necessary to realize a standard and attractive system of direction signs.

To improve the long distance cycle paths the following measures are of priority:

*prioritized measures for improving the long distance cycle paths*

- (1) Improvement of following sections of the long distance cycle paths net:
  - On the cycle path "Berlin – Copenhagen": the sections Pieversdorf – Ankershagen and Federow in direction of Waren (Mueritz)
  - On the cycle path "Mecklenburg Lakes": the sections Datzeniederung between Neubrandenburg and Warlin, Kaeselin – Rogeez, south bank of Lake Plau, Rechlin –Boek, Vietzen – turn-off Laerz, Gross Kelle – Roebel
  - On the cycle path "Mecklenburg Lake District – Ruegen": the local passage Demmin and the section Basedow Hoehe – Malchin
- (2) Realizing of standard and continuous direction signs
- (3) Linking the long distance cycle paths with other transport modes (bus/train/ferry).

## **2.3 Suwalki region**

### **2.3.1 The impact of accessibility on the economic development of the North- East Poland (Suwalki Region)**

As a starting point certain preconditions were assumed, according to which the transportation and the communication networks should:

*the mission is to develop accessibility aiming at sustainable regional development. It means an increase in attractiveness and better use of potential of the region*

- (1) create conditions allowing optimal and balanced utilisation of the region's development potential – the primary aim being the tourism and the border transit functions ,
- (2) create an opportunity for an easier access to the remaining regions of the country for their inhabitants,
- (3) support the process of integration of the region with the remaining area of Poland, the Baltic countries, the Eastern Europe and the European Union,
- (4) facilitate the communication within the borders of the region and strive for urban and rural development chances' equalisation,
- (5) minimise the negative impact on the natural environment, including introduction of environment friendly means of transport,
- (6) raise the availability of the services and the products along with reducing the unemployment ratio,
- (7) positively influence the living standard of the region,

- (8) enhance the level of the tourist, the investment and the environmental attractiveness of the region,
- (9) have positive impact on the balanced development of the region.

The problem of accessibility appears to be a fundamental one for the development of the region, owing to the specific conditions in the region: its transborder location and the "Via Baltica" transit route, low tourist infrastructure which development is conditioned by the existence of good roads. The overall condition of the technical infrastructure is regarded as poor, or even very poor. The problematic situation can be best observed in the sphere of the transport. Aiming at the assessment of the development visions feasibility, it is necessary to judge the starting point situation.

The objective accessibility is considered from the two standpoints here: the external (the accessibility of the region from the outside) and the internal (the communication options within the area of the region).

The VASAB 2010 (Visions and Strategies Around the Baltic Sea) is the main reference document for the strategy in the widest aspect. The discussed area is in the document situated at an important – joining Warsaw and Helsinki – route. In this document Suwalki was mentioned as a place, which importance will be constantly increasing along with its transit important role up to the year 2010. The document contains a plan of constructing a new – going through Suwalki – railway line. It also emphasises the role that will be played in the future by the protected nature areas, at the same time pointing at the region's resources of this particular kind. The role of the international co-operation in the region is also highlighted in the document. The problem of both regional and Baltic accessibility, according to VASAB 2010, is of major role. The outlined strategy assumes rapid development of the urban areas situated on the main transit routes, and the development of the routes with respect to the natural heritage. The emphasis is put on the importance of the border areas and their prospects of sustainable and steady development as a result of the rising ratio of the international communication and the intensified cargo and passenger flow on future EU external border.

The strategy for the national development of Poland takes into account the prior to it regional strategy analysis. This particular document states the necessity of accelerating the aiming at the development of transport infrastructure actions, especially the main international routes. It also contains certain elements dealing with the problem of the internal accessibility improvement as far as the region is concerned, removing the development disproportion and equalising the development prospects. Further investment directed towards the development of the "Via Baltica" route, particularly the road and railway, are assumed. The decision has an international meaning. The need of improvement of the situation is present also in the documents of bilateral, Polish-Lithuanian, significance.

*the emphasis is put on the importance of sustainable and steady development of the border areas as a result of rising ratio of international communication and more intensified cargo and passenger flow on future EU external border.*

*up to the year 2010 it is estimated that the Via Baltica route will obtain the status of highroad and the bypasses around all the major towns in the region, including Suwalki and Augustow, will be constructed; the plans consider the expected increase in the*

The national development strategies also take into consideration the need of the balance between regional development and protection of the natural environment.

The existing bilateral documents formulated by the governments recognise the need of extending and improving of the existing and organising the new border crossings, along with the development of the alternative to road means of transport, including the idea of joining the Augustow Canal and the Neman River.

The Podlasie Province Development Strategy puts great stress on the development of the accessibility of the region and the more extensive utilisation of its transit and tourist function. Those postulates are closely tied to the problems connected with the state of the transport infrastructure. Up to the year 2010 it is estimated that the "Via Baltica" will gain the status of a highroad and the bypasses around all the major towns, including Suwalki and Augustow, will be constructed. The plans consider the expected increase in the role played by the railway route leading to Lithuania through Suwalki. The problem will be solved by its extensive modernisation. At the same time, all the possible steps aiming at the preservation of the environment, with special stress on the sustainable development, will be taken. The document emphasizes the necessity of the improvement of the internal accessibility.

The documents dealing with the local strategies for local development, especially in the case of Suwalki and Augustow, also consider the problem of accessibility influenced by the state of the transit roads' infrastructure and the situation at the border.

All those documents tend to omit the problem of the subjective accessibility. But there exists the necessity of exchanging the experience, advertising, training and gaining information. Special stress should be put on teaching foreign languages. Still, it seems that the aspect of the matter is not sufficiently exposed or its meaning as a development-stimulating factor is underestimated.

There are no plans concerning the development of the air traffic in the area. As little concern is devoted to the problem of improving the communication within the boundaries of the region. There are no clear priorities concerning the financing visions in this sphere.

### **2.3.2 The visions of the accessibility development for the years 2005 and 2010.**

The main task of the following study is creating an outline for the development of accessibility for 2005 and 2010. In order to achieve the goal, it is important to name the main development aims.

*better access to and from the region shall support regional economy, EU integration process, and equalising development opportunities of the urban and the rural areas, it stimulates economic development including increasing tourist and investment attractiveness with respect to natural and cultural heritage*

The main assumptions of the accessibility presented in the first chapter are basically the descriptive presentation of the development mission in the sphere of accessibility.

The mission is the balanced development of both the objective and the subjective accessibility from the outside and the inside of the region, aiming at the improvement of the living conditions. It means an increase in the attractiveness and possibly full utilisation of the potential of the region, with special stress on its tourism, transit and the border functions. It assumes actions allowing better access to the other regions, supporting the EU integration processes, and equalising the development opportunities of the urban and the rural areas. Finally, it stimulates the economic development including increasing the tourist and investment attractiveness of the region with focus on the preservation of its natural and cultural heritage.

### 2.3.3 The main accessibility development aims.

Consistent introduction of the main accessibility development aims enlisted below into practice is the key to completion of the mission:

The **time of the travel** necessary to reach the region from the main economic centres of the country, with special attention to the main sources of tourists, must be shortened.

The **alternative to the roads means of transport** allowing better external and internal accessibility must be organised.

The **ratio of the road transport** concerning the long distance freight transfer must be reduced in favour of the development of the alternative forms of transport, especially the railway.

The **level of safety** and the infrastructure of the main communication routes must be increased. The standard of the "Via Baltica" route must be increased. The road included in the infrastructure of the route must reach the standard of a motorway, and the railway – a main railway line.

The **infrastructure**, along with the working pattern, of the existing **border crossings** must be reorganised in order to reduce the time of crossing the border.

The development of the **alternative to the "Via Baltica" routes** of higher than local importance is necessary.

The regional communication **infrastructure linking the rural areas**, the places of interest, and the main urban centres must be improved.

The positive **promotion** of the region, aiming at the development of the subjective accessibility is necessary. The process should also

include improvement of the accessibility infrastructure and raising the safety level.

The negative impact of the increasing ratio of the traffic must be minimised by promoting the **ecological solutions**. This should include introducing the ecological means of transport.

The **ecological awareness and promoting the healthy lifestyle** must be awakened. A major improvement in this sphere will positively influence the introduction of the environment friendly means of transport.

It is necessary to form a **network of different means of transport** in the region, including gradual replacing the personal road communication with the public transport. The main assumptions of the created public routes must take into account both the needs of the tourist along with those of the inhabitants of the region.

The creation of the alternative to travelling forms of **information exchange** – an information highway – is necessary. The increase in the computer based information exchange will decrease the need for travelling.

The actions aiming at **extending tourist season** and greater **diversification of the tourist products** must be taken. The aim is achieving more balanced ratio of the tourist traffic throughout the year.

The so-called "**green zones**", where traffic would be limited must be created. They would be available through the environment friendly public transport.

The transportation and shipping centres allowing the **co-ordination** of different forms of transport must be created.

It is necessary to develop the particularly attractive forms of transport, for example the **water connections** (including the Augustow Canal and its possible incorporating in the network of the Masurian Great Lakes), **education routes**: the horse riding routes, the international bicycle and pedestrian routes, etc.

#### **2.3.4 The examples of the tools allowing the completion of the assumed aims**

The variety of the possible tools helpful in the completion of the aims is very wide. Therefore, we would like to focus on certain elements of high importance to the development mission up to 2010:

Further works aiming at modernising the "Via Baltica" route, allowing its development to the moment of full utilisation of its

potential, is essential in its running through the discussed region section.

The modernising works of the Sokolka – Lithuania section of the "Via Baltica" route railway line, especially its electrification, are crucial.

The quality of the local airports must be increased. There is also need for the gradual development of the air connections with the main centres of the country.

The legal and technical actions aiming at gradual replacing the long distance road freight traffic with the long distance railway freight traffic are needed.

The road bypasses of Augustow, Suwalki and, in the future, also Sejny must be built.

New border crossings serving the local traffic must be built. The existing railway border checkpoint with Lithuania and the road freight checkpoint in Budzisko must be extended.

The time of crossing the border must be reduced. Having that in mind the technical equipment and the amount of the staff must be improved in the existing crossings.

The existing connections with bigger city centres: Olsztyn, Gdansk, Kaliningrad and Grodno, along with their supporting infrastructure. The sites might be treated as the possible sources of tourists.

The condition of the roads in the region must be developed. This can be achieved by increasing the amount of new asphalt surface roads, and in the case of the already existing – laying the new surface and raising the sign standard.

Active and integrated promotion of the region.

In order to reduce pollution, a special infrastructure and legal and financial actions must take place. Aiming at the introduction of the alternative, environment friendly, forms of transport, bicycle paths must be built. Introduction of tax allowances for the users of the non-combustion driven vehicles could also be helpful.

Better organisation of the public transport and its suiting tourist needs are crucial for the region. The actions aiming at the development of the situation could include: package tickets for the individuals who decide to utilise the public transport, tickets enabling transport of bicycles and canoes, incorporating different means of public transport into one network, special routes leading to the tourist attractions. One ticket could be both used for the transport and as an access ticket to the place.

A water passage joining the Augustow Canal – accompanied by its full restoration – and the Masurian Great Lakes would be very profitable. The navigability of the whole body of the Canal with tourist border crossings would be a tourist attraction.

The system of regional information must be organised. It should include a consistent sign system and the system promoting the environment friendly means of transport.

*introduction of the alternative, environment friendly forms of transport is the best transport solution for active tourism in The Wigry National Park and The Suwalki Landscape Park*

The digital communication with Warsaw and the internal digital network must be improved.

The active forms of tourism and the modern tourist products must be promoted.

It is necessary to create the first "green zones" that would exemplify the idea. In the area of the zones the road traffic must be limited and generally available through utilising the environment friendly means of transport. The zones will incorporate not only the areas of special natural value, but also urban areas meant only for pedestrians and leisure.

Co-operation between the entities of the region is a condition for the development of the objective and the subjective accessibility. The achievement of the aims requires good political climate successfully developed by implementation of High Quality Tourism project: an active support of the regional authorities, the local governments, but also the business entities, the entrepreneurs and possibly numerous representatives of the region. The co-operation of those parties aiming at the achievement of the strategic aims will ensure possibly effective utilisation of the limited funds and ensure the effect of synergy in their actions.

*the achievement of the aims within accessibility development in the sensitive areas requires good political climate*

The condition for obtaining necessary funds is the co-operation of the regional entities and a successful financial strategy.

Another, important for the completion of the overall accessibility strategy, point is creating effective lobbies taking care of the course of the works concerning the primary goals, such as modernising the "Via Baltica" route. They should also focus on the completion of the, seemingly secondary, goals of a great importance for tourism, such as the modernisation of the Augustów Canal or creating a passage joining it to the Great Lakes of Mazury.

The focus set on the primary goal should be helpful as far as the completion of the assumptions is concerned. The quality of the "Via Baltica" route, in long term, appears to be of the greatest importance. Creating an alternative, servicing the long distance freight transit, railway route would be particularly fruitful, as it would reduce the road traffic, which in turn would make the passenger traffic between Suwalki and Białystok, Warsaw and Vilnius faster. Unfortunately, on the regional and the national level the railway route is not a priority. But there is a chance of changing this way of thinking with the appearance of new inventions facilitating the process of crossing the eastern border by rail.

The improvement of the quality and the pace of crossing the border process seem to lie beyond the reach of the region. But the pressure exerted by a strong regional lobby is one of the fundamental tasks of the region, as the border problems directly influence the perception of the region as inaccessible and inhospitable.

The improvement of the road infrastructure, not only between Warsaw and Vilnius, but other centres, is important.

Not only the problem of reaching the area, but also of easy movement within its boundaries, is important owing to the tourist nature of the region. The attention should be also focused on the water routes, and the bicycle, horse riding and pedestrian paths.

The problem of preserving the natural environment and the cultural heritage of the region is crucial.

The co-operation of integrated local environment is the base for improvement of the external image of the region which finally brings in sustainable development.

The success in achieving those goals seems to lie in the co-operation of the regional entities with local and regional actors. The outcome can be actual achievement of the balanced development of both the objective and the subjective accessibility from the outside and the inside of the region, aiming at the improvement of the living conditions, keeping in mind an increase in the attractiveness and possibly full utilisation of the potential of the region, with special stress set on its tourism and transit, along with the border functions, assuming actions allowing better access to other regions, supporting the integration processes, and equalising the development opportunities of the urban and the rural areas. Finally, stimulating the economic development, including increasing the tourist and the investment attractiveness of the region with focus at the preservation of its natural and cultural heritage. This would mean full success of the mission in the sphere of the objective and the subjective accessibility.

*the co-operation of integrated local communities and actors is the base for improvement of the external image of the region*

## **2.4 Improvement of accessibility in Cesis**

### **2.4.1 Abstract**

The current situation, the most topical problems and the possibilities for their solution in order to improve the transport system in Cesis region have been analyzed in the research paper. Of great significance is the assessment of motor and railway transport, its importance in passenger and cargo transportation.

*accessibility research paper*

As a result of the research, it has been discovered that transport occupies an important part in the economic development of Cesis region and is a significant phase in production infrastructure.

The importance and the quality of transport are determined by the dynamics of economic development.

In Cesis region, taking into consideration its geographical and economic situation, its current transport system and communications, we should maintain all currently accessible kinds of transport. We must not allow the collapse and squandering of transport infrastructure.

### **Vision**

In Cesis region there is a highly developed and environment friendly transport system that corresponds to the level of economic development and that is accessible accordingly to all sections of population.

*the vision of future transport solution*

### **2.4.2 Introduction**

Transport is a blood – vessel system of a complicated economic body. The movement of people, the production, the services nowadays are not possible without transport. The supply of raw material to the points of its processing or the delivery of production to the consumers cannot happen without the means of transport and all kinds of ways. The branch of transport in passenger and cargo transportation provides work places to a considerable part of population. There is a number of other branches such as electric engineering, trade, education, etc, that are closely connected with transport. The development of both private and public transport has great influence on the development of national economy on the whole, as well as on tourism. The access to safe, fast, comfortable, and inexpensive transport is one of the preconditions for developing mass tourism.

*transport is a blood – vessel system of a complicated economic body*

Since the renewal of the independence of Latvia, when the issues concerning the branch of transport, that were to be solved under the control of state and municipality institutions, were separated, many of them were left unsolved that caused the end of the development of several subdivisions of that branch and of even everyday operations. Basically for the successful operation of this branch, proper legislation and an overall development conception were missing. That is proved by the fact that road construction stopped, there was an insufficient quality in road maintenance, and the transportation decreased both to the east and west.

The national program of transport development appeared in Latvia in 1995, the Conception of Passenger Transportation and the Railway Law – in year 1998.

*in 1995 the national program of transport development appeared*

Public transportation as one of the parts of tourism industry has to ensure other services that are not directly connected with tourism. The beginning of road, waterway, railway, and air transport can be found in a very distant past. At the moment, cargo transportation alone and together with passenger transportation plays an important, even

decisive, role in the income of the companies that deal with transport services. In Cesis region, as it is everywhere in the world, many transporters provide commercial and social transportation that practically has no connection with tourist demand. So, for example, road and railway transporters provide such a significant service as regular transportation of workers from their homes to work places. These transporters provide an essential social and economic service connecting distant country regions to industrial and business centers, thus providing the inhabitants with opportunities to travel.

Most kinds of transport and the necessary infrastructure require huge capital investments. The instalment and maintenance of the railway tracks, the supply of airlines with technically modern aeroplanes requires very large capital investments. At the same time transport allows to economize on the account of amount and with this considerably decrease the prime costs. There is a big share of fixed costs, therefore it is important to split the fixed costs on a possibly larger number of times of services that allows to considerably decrease the costs of one transportation unit – with this also the price of the provided service.

*transport and the necessary infrastructure require huge capital investments*

The main objectives of the research are:

- To show the variety of transport in Cesis region.
- To provide insight in the history of transport development.
- To become aware of the problems of transport development.
- To find possible solutions to transport problems.

*main research objectives*

### **2.4.3 Transport Problems and their possible solutions**

#### **Inland Waterway Transport**

This kind of transport is not used as public transport in Cesis region and it is not planned in the future either. Inland rivers and lakes are very suitable for tourist needs. The biggest river of the region – the Gauja – is suitable for traveling approximately for half a year. Most definitely the excitement that can be gained by going down this river in a boat is not utilized to its full capacity yet. To attract tourists, a very exciting trip would be on a yacht at the same time visiting and walking around the territory of the Gauja National Park. Of course, if the flow of tourists increases, there will be a need for more recreation places along the riverbanks.

*the Gauja river as a tourism potential*

The admirers of active recreation will choose water bikes and motorboats more often. People who like passive relaxation, the owners and managers of the water bodies will have to take this into consideration. Both the government and the local municipalities must work out the regulations on how to use these motorized vehicles also determining the places where to use them.

Legatne ferry crossing on the Gauja has to be maintained as a unique sight.

### **Air Transport**

Near Cesis there is an airfield where it is possible to receive light and two – engine aircraft, also helicopters. In the winter the aircraft equipped with skis can land. In the future when the operations performed by pilots increase, we must consider the border crossing and the settling of the customs formalities as near to Cesis as possible. In order to keep the 58-hectare airfield, the legal relationship with the landowners needs to be settled because there are now several landowners in the territory of the airfield.

*possibilities of air transport*

### **Motor Transport**

In order to ensure public transport, a stable and long – term attitude from the government is necessary. At the moment the situation is unpredictable – it is not possible to know when the system of the financing transportation will be changed again. It should be noted positively that the subsidizing passenger transportation was introduced in the country in 1996. These finances should be kept in the budget for this definite purpose. Besides, its amount should be known at least a couple of years ahead. Public transport agencies need to be organized that could co-ordinate the kinds of transport and would order transportation for definite routes with the appropriate financing.

*subsidizing passenger transport was introduced in 1996*

In the sphere of private vehicles the government has to work out such tax policy that would allow the inhabitants to buy possibly newer vehicles. The government along with the municipalities must arrange the vehicle register that would reflect the current situation realistically.

In the sphere of cargo transportation we should hope that the economic relations with the East would improve; that in turn will increase the amount of transportation. Politicians have to work hard concerning this issue. The tax policy needs to be worked out in such a way that the transporters with the help of leasing would be able to purchase new and modern trucks that would carry cargo to the West. A good example here is Lithuania, which should be considered as an equal competitor in the future.

*hope of increasing transportation rate*

The biggest problems are related to the insufficient financing for transport infrastructure, and it is not possible to predict when it will be increased. The income from the excise tax on fuel decreases with every year; consequently, less money can be spent on road maintenance and repairs. In Cesis region there is a hilly relief, there are many springs and underground waters that considerably damage roads. That is most often observed on the roads with gravel surface.

*the role of financing problems*

In the summer of 1999 the financing that was allocated for the roads was diminished; that happened at the time when the contracts for the jobs had been already concluded taking into account the existing finances. When financing was diminished, the debts were created that will have to be repaid for the completed work for several years. One of the solutions is to increase the state financing from the excise tax and to work out a stable long – term model of financing roads.

Assessing the condition of roads in Cesis region as they are on January 1,1999, we can conclude that the majority of them are in a satisfactory or bad condition. Most roads with asphalt surface are in a satisfactory condition; they comprise 43.5 % of the total amount; however, 23.5 % of the roads are in a bad or very bad condition. A better situation is on the main highways; most of them (45 %) are in a very good condition; that is because these roads are of state significance that is why financing for their maintenance and repairs is allocated first of all. The situation on the state gravel roads is even worse, only 9.4 % are in a good condition, but 34.4 % are in a bad condition. The majority of these roads are in satisfactory quality. It will not be possible to improve the gravel roads in the near future because the sum of financing will not increase. The quality of these roads is gradually getting worse.

*situation of roads in the Cesis region*

In Cesis region there are 14.425 km of ruined state road sections. Most of them are on 2<sup>nd</sup> category roads (68 %). The longest of these sections are on Garkalne – Alauksts and Ieriei – Renceni roads. The roads with a high traffic intensity are damaged most of all. 350 vehicles run on Garkalne – Alauksts road in a day, but on Ieriei – Renceni road there are even 450 vehicles a day. It should be very important to reconstruct those roads; especially as traffic safety needs to be improved.

As the majority of the roads are with a limited tonnage, excessively heavy cargo transport ruins the road surface. That happens even more intensively when the road temperatures change. The movement of trucks should be limited in those sections of the road where their weight can damage the road surface; correspondingly this must be shown with traffic signs.

### **Railway Transport**

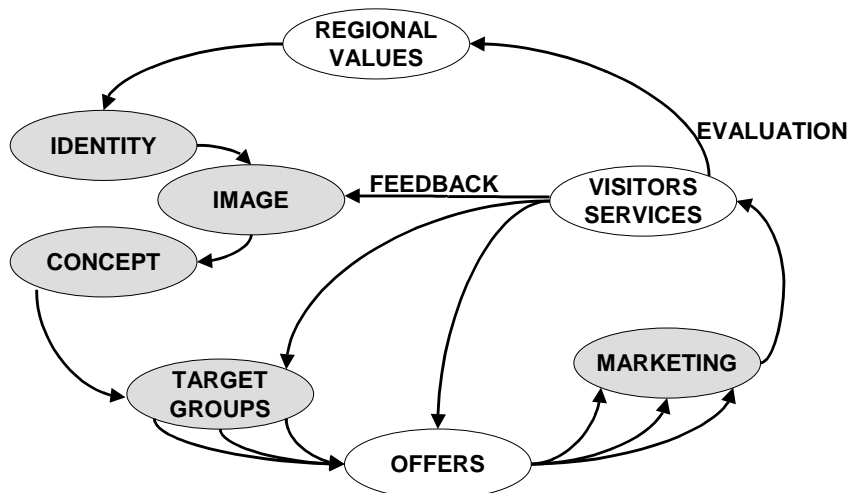
The biggest problems in this sphere are caused by the fact that "Railway Law" cannot function properly, there are considerable losses in passenger transportation, and the technology and infrastructure are expensive. Financing must be found in the budget so that the municipalities or transport agencies can carry out realistic legal transportation orders. The modernization of the trains and along with it the increase in railway traffic is not to be expected in the coming five years. However, in a more distant future it will definitely happen and the passengers will return to the fast and comfortable train carriages.

*problems in the field of railway transportation*

Cargo transportation would become even more profitable if the co-operation with Russia and Byelorussia were encouraged.

### 3 Tourism Marketing

#### Summary



*High Quality Tourism Loop*

Fig.1: High Quality Tourism Loop, Marketing

So far, tourist offers and activities are in general planned and created based on the needs of demanding markets. In contrast to this traditional approach, the sustainable “High Quality Tourism”- approach developed in this project focuses on the potentials present in a certain region, the local people, their needs and identity.

To put the ideas into a nutshell we developed the “High Quality Tourism Loop” (Fig. 1). This overview names all the important fields of work and illustrates how they are connected and influence each other.

The starting point of the loop are the **regional values** like environment and nature, culture and traditions, history, attitudes and people.

*regional values*

The regional values are the heart of the **identity** of the people. But people have to be aware of the potentials, chances and opportunities of their home region in the first place. If this is not the case, there is little change to create sustainable high quality offers, to get a clear and interesting image. In our project work we have concentrated on identification as the process towards regional identity.

*identity*

Being proud of what you have to offer is the best base for a good and friendly way to deal with your visitors.

In times of globalisation and urbanisation identity problems in the local population of rural areas are a common phenomenon. In our

project work we have set workshops and discussions against dissatisfaction and disappointing identity. In this context the feedback locals receive from visitors is an important factor. Feedback strategies are an important factor in our Loop (see Fig. 1).

The **image** is the reflection of the identity of the region. In many cases regions try to improve their image by immense (and expensive) image campaigns. However, in this project we have come to believe that the image needs to grow from the inside. Trying to push an image that does not match the regional values and the identity of the local people will not be successful on the long run. This does not mean, however, that we will cut out leaflets, brochures and image campaigns. We've found that it is important to find perfect fitting words, pictures, sounds and movies to get clearness and incentive.

*image*

Based on the regional values, the identity of the people and the image of the region, a **strategic concept** is necessary. In order to put ideas into action you do need a strategy, a concept. INTERREG IIC Project High Quality Tourism in the selected area "Nature Park Feldberg Lake District" has decided to create tourism and regional development through concrete projects. We are following modern theoretical approaches of "project oriented spatial planning and regional development". Common strategic decisions should combine public activities with private entrepreneurship and public infrastructure investment with private investments.

*strategic concept*

We've designed structures to make actions effective and efficient and encouraged co-operation. We've derived a strategy, a concept for planning, execution and evaluation of new offers and strategies. We understand strategies as marketing strategies, infrastructure and implementation strategies.

In total, the loop shows our strategy towards High Quality Tourism.

To identify possible "**target groups**" are the next step of our loop. Target groups are directly related to the specific offers, we've designed. For our Ice Age and Nature Adventure Park we have identified school children, families and older people as most important target groups. In our offer "art and manor house park" we have taken artists and people that are interesting in history, art, architecture as target groups.

*target groups*

Outputs, results, impacts and the strategies, methods and instruments are described in the following chapter **marketing**.

*marketing*

### **3.1 Tourism Marketing in Västra Östergötland (Western Östergötland)**

This is a summary of "Marketing Plan for Development of Tourism in Western Östergötland (the Municipalities of Vadstena, Mjölby and Ödeshög)", which is a sub-project (No. 2) of "Interreg II C, High Quality Tourism – Sustainable Development in Sensitive Areas in Four Regions around the Baltic Sea".

*Marketing Plan for  
Development of Tourism  
in Western Östergötland*

The marketing plan has been worked out by Resurs AB, a consultancy firm specialised in travel and tourism and working with analyses and facts, research, business planning, product development, marketing and training programs. Resurs was formed as a subsidiary of the Swedish Tourist Board in 1987, and is now privately owned since 1992. Resurs has no ties or dependencies whatsoever to any group of companies active in travel and tourism, nor to any national, regional or local authorities.

#### **3.1.1 Introduction**

What is a "marketing plan"? Many people understand the term marketing as a "finer" word for "sales", others as the same thing as "advertising". Our definition is wider and covers all the activities necessary to develop and adjust products to meet the needs of consumers. Dealing with tourism specifically, this means that the marketing process must involve the creation of products that can be physically distributed in such a way that ordinary people can find them, see what they cost and book them in a travel agency, on the Internet or some other distribution outlet.

It is widely debated in Sweden how to create growth in travel and tourism, an industry that contributes to the gross national product with 2.8 percent. (The corresponding average in the European Union is 6 percent, and travel and tourism generates 10 percent of the World's total production.)

*the marketing plan is  
dealing with product  
development aiming at  
creation of packages*

Many - like Resurs - argue that a basic problem is that Sweden is rich in terms of basic ingredients for recreation and activities (free access to nature practically everywhere, unpolluted air and waters, forests, mountains and on and on), but poor when it comes to bookable products (packages) that can generate income.

Accordingly, this marketing plan has its focus on product development. We must construct attractive alternatives for holidaymakers and business people (e.g. companies having a conference in the area). We use the basic ingredients: Transportation, accommodation, eating and drinking, activities, shopping and entertainment mixed with hospitality, information and service.

When we have a skilfully prepared assortment of tourist products, we have created the platform for the next step in the marketing process which is to distribute these products to the market.

### **3.1.2 Tourism in Västra Östergötland (Western Östergötland)**

On a national basis, Swedish tourism generates a turnover of 110 billion SEK and employs 175.000 people. During the period 1995 - 1998, consumption in travel and tourism in Sweden increased by 17.5 percent and the number of employees with 11.000 people.

Our region has a tourist turnover of 400 million SEK and employs 400 people. The Swedish Tourism Authority has indicated a growth rate in Swedish tourism by 4 percent yearly, which would give a turnover of approximately 490 million SEK by the year 2004, employing 490 people. It must be pointed out that a 4 percent growth rate is somewhat defensive taking into consideration that tourism is expected to grow at a rate of 6 - 10 percent yearly on a global basis.

*regional tourist turn over  
of 400 million SEK*

### **3.1.3 Market profile**

Tourism is - as they say - "a contact sport", depending on positive social structures that allow people to go places and spend time, enjoy activities and be received and accommodated in a friendly way. Target areas are evaluated and discussed among neighbours and colleagues at work: "So, you have been to Majorca. How was it?" Over time, the sum total of all these judgements develop into what is commonly known as a "market profile".

*a clear regional profile is  
necessary*

A few years ago, Resurs investigated into the market profile of the province of Östergötland. At the time, the slogan "Östergötland - Sweden in a nut-shell" was used for promotional purposes. In our opinion this is a weak and blunt attempt to highlight a part of Sweden that offers a concentration of historical landmarks from the contexts of religion, law, aviation, broadcasting and on and on. And furthermore offers a wide choice of wildlife experiences. The result of this analysis was that Östergötland, relative to other Swedish provinces and regions, doesn't have a clear profile in the mind of customers.

We have now made a market profile research into our region. Vadstena, with its convent, is well known (63 percent of the respondents know of Vadstena) while Mjölby and Ödeshög have smaller recognition rates (16 percent).

*results of a market profile  
research*

In the process of the Interreg II c - project, the idea of creating a specific name for this region has been put forward. It is true that the change of names of Hog Island to Paradise Island opened up for brighter days, but it is a difficult mission to build a brand. In the

marketing plan we have so far merely opened the discussion of a new name for this region without reaching any conclusion.

### 3.1.4 Products

Our region undoubtedly has a wide choice of excellent raw material for the production of attractive tourist products. An inventory of the basic ingredients exists and there are plans for development of attractions in the area. (These are listed in sub-project No. 3 of the Interreg II c project.)

*existing tourist products  
and potentials as a  
development base for  
packages*

We have, for instance, hotels that receive conference groups. One of these is Omberg Tourist Hotel. In the neighbourhood is the village of Borghamn, renowned for its stone industry. (Limestone from Borghamn built important sections of the Göta Kanal waterway and likewise the fortress of Karlsborg, across lake Vättern.) A few minutes away from the hotel stand the remnants of Alvastra monastery and a further 15 minutes away you can be absorbed by the runic inscription carved into the stone at Rök.

There is also a number of qualified guides - of different specialities - within easy reach. So: When a company calls the hotel to see if this might be the spot for its forthcoming conference, kick-off or whatever, a guided tour to one (or more) of these attractions could be offered.

In our region, a new golf course is under construction at the former gunnery range of St. Lund. This opens possibilities to combine golf with hotel accommodation. Such packages are very popular in Sweden, especially during summer weekends.

The thing is to make it happen here and now. To proceed from the "component store room" to the "assembly line".

The kind of packages that are roughly outlined above must be formalised by contracts between the operators. The product must be priced and named so that it can be advertised in the same way in different media. If this doesn't happen, nobody will be able to handle a booking and the product will have a hard time in its contact with the market.

### 3.1.5 Organisation

*operative group should  
act as project manager*

We suggest that an operative group be formed in the region to work out an assortment of tourist products. Since this Interreg project involves three neighbouring municipalities, we think that the core of this group should consist of the managers of the respective Tourist Offices and of the "gateway" Östgötaporten, situated in Ödeshög.

It is important that this group has official sanction from the political leadership in the municipalities in question and also that the group has funds to spend on product development. For example, these funds

should cover travel expenses of entrepreneurs in the area whose time and effort are needed to spark the initiative of the group.

In our experience very little will happen unless these fundamentals come into existence. We have seen too many good ideas and plans come to a halt just because they lack the means to leave the planning stage and come into action.

## **3.2 Tourism Marketing in the Mecklenburg Lake District**

As shown at the beginning of this chapter, sustainable regional development has to be based on the potentials present in the region and on the local people. Therefore, the core objectives of our activities in tourism marketing were

- (1) to analyse the regional potentials and their use
- (2) to rise awareness of the role of regional identity and image
- (3) to encourage new co-operations and networks in the region
- (4) to improve the communication amongst people in the region.

On top of these baseline activities we analysed how the region presents itself at the moment and developed a strategy for future marketing activities.

### **3.2.1 Potentials of the region**

The most important qualities of the region are connected to its richness in areas that have – to central European standards – encountered only little alternation by human activities.

- (1) In a workshop on “identity and image” (see 3.2.3) the participants saw the greatest potentials of the region in field “nature and landscape”: the great number of lakes, an ice-age-shaped landscape with remote and quiet areas and a wildlife rich in rare and endangered species were the values named here.
- (2) Beside the outstanding value of the region’s natural resources, the rich cultural heritage was identified as an important potential. This is particularly true for the selected area “Mecklenburgische Schweiz” with an abundance of old manor houses and castles.
- (3) Over the last ten years, tourist attractions like indoor fun swimming pools and golf courses have developed. These offers add to the regions quality as a tourist destination, in particular as some are good alternatives for bad weather.

*the most important potentials of the region are the beauty of its landscape and its rich, unspoilt nature*

### 3.2.2 Problems of the Mecklenburg Lake District (before INTERREG IIC)

The dramatic changes after the re-unification of Germany have left a widespread **feeling of insecurity** in the local people. Apparently, many people feel "betrayed by history", and many young people – especially the most qualified! – leave the region to live and work elsewhere. (Serious calculations state that the population of Mecklenburg-Western Pomerania will decline by 50% within the next 30 years.)

*the region suffers from a migration problem: many young and well-educated people see no perspective in living in the Mecklenburg Lake District and leave*

A **communication network** is only **weakly developed**. The prevailing situation in the region is characterised by a feeling of insecurity and a lack of trust: Many people are sceptical towards co-operation as they fear that potential "partners" will benefit more from new activities than they will do themselves. This attitude impedes the development of tourist offers which require co-operation and the optimal utilisation of the region's potentials.

We analysed the presentation of the **state Mecklenburg-Western Pomerania** at two of the most important German tourism fairs in Berlin and Hamburg. We found that the tourism marketing activities of the state Mecklenburg-Western Pomerania focus on the coastal areas, while the **hinterland regions** like the Mecklenburg Lake District **receive very little attention**. Surprisingly, the Müritznational Park is hardly being used as an image carrier for the region.

*the Mecklenburg Lake District gets little attention in the marketing efforts of the state Mecklenburg-Western Pomerania*

A clear image of the Mecklenburg Lake District is not communicated to potential visitors. For instance the image of the selected area "Nature Park Feldberg Lake District" before starting the Interreg IIC-initiative was described as: "Nice region with rich nature and poor offers for tourist activities." This lack of a well-defined common image also reflects in the publications used as tourism **marketing material** in the region. We collected a total of 230 flyers, brochures, booklets, and we visited several internet platforms. Two problems were obvious:

*in the tourism marketing material of the region no clear common image is visible*

- (1) Although the richness in nature is pointed out in most of the **print products**, no use of the region could be detected. This starts with the sort of paper used: anything from 100% recycling paper to pure white, plastic coated paper may be found. It continues in typography and design: Only in some cases a common typography (e.g. use of certain types in all publications) is used. On the other hand, even the print products of one place often differ very much! The design of the majority of the material is poor, and is not suitable to reflect "high quality tourism" offers or the concept of sustainable development. Only the publications of the "large protected areas" in the region can be named as a positive example: they follow a strict layout and are easily recognised.
- (2) A number of different **internet platforms** sum up offers from the Mecklenburg Lake District. All these platforms pretend to fully represent their respective region (e.g. Müritznational Park, Mecklenburg Lake District, Mecklenburg-Western Pomerania) with all its

*many competing internet platforms present offers out of the region, but none exists that compiles the information of all these platforms*

offers. As most of these platforms are run by private enterprises, hardly any place with tourist offers (especially not the small ones!) can afford to be present on all platforms. As a result, potentials visitors browsing through only one or two of these platforms may get an entirely wrong impression of the quality and density of offers!

As a result of the great diversity of marketing material the region is not recognized as a unit by potential guests. However, it is important to stress that this only reflects the situation on the expert level: In-depth interviews with regional tourism experts showed that no common aim exists in tourism development.

### 3.2.3 Regional values, identity and image

As a tourist region the success of the Mecklenburg Lake District strongly depends on its image, and tourism marketing has to take into consideration (and improve if possible) the present image of the region. At the beginning of the project, no clear image was visible (see 3.2.2). However, the process of building an image has to start with the regional values and the identity of the locals. To support this process, we initiated a **workshop "identity and image"**, addressing the regional actors as multipliers in society. It started with analysis of our own identity: The participants collected the values and weaknesses of the region. When sorting the inputs it became obvious that in the feeling of regional identity negative aspects dominate. This reflects the situation in the local population where a lack of self-confidence is obvious, resulting from a lack of pride and cultural identity. Most people do not identify with the region, its beauty and "values". Interestingly, a comparative study on the way local people and their guests see the Mecklenburg Lake District showed that the locals find much more fault in the region than their guests do.

*in the local population a feeling for regional identity is only weakly developed. The visitors find less fault in the Mecklenburg Lake District than the locals do*

The participants of the workshop agreed that it would be useful to develop a **vision for the future development of the region** Mecklenburg Lake District. Such a vision should be available in a brief publication for everyone who seeks deeper information about the region and the plans for its future development (e.g. possible investors, people who plan to move here). The existing "Regional development concept" for the Mecklenburg Lake District published in 2000, is too extensive for this purpose. A draft version of such a common vision for the future development of the region with brief statements on possible major topics and aims of regional development was prepared. To give it a broad backing in the region we planned to discuss this paper in a workshop with political decision-makers, the heads of different administrations and the most important regional actors. This will foster communication between the participants and help develop an awareness for the ideas and needs of other groups in our society. Unfortunately, the elections in spring 2001 brought along many changes which made it impossible to finish this process before termination of the project. We now plan to complete it in spring 2002.

*a vision paper for the region's future development was prepared. It will be discussed with political decision-makers, the heads of administrations and local actors in 2002*

The problem of a weak feeling of identity was also tackled in the selected area "Nature Park Feldberg Lake District": Based on regional experts and international conferences, regional values (clear lakes, rich animal life, old and large forests, ice-age landscapes, historical windmills and cultural tradition) were identified as the basis of identification and image building.

### 3.2.4 Logo exhibition and workshop "Design Quality"

The poor design of many publications used in marketing (see 4.2.2) does not contribute to a common image of high quality tourism region. To rise awareness for this problem, we organised a **logo exhibition** to address the questions whether the logos used in the Mecklenburg Lake District really represent the values of the region. In this exhibition, 133 of the logos currently used in the region were presented, and the visitors were asked to vote for the "best designed logo" and the "logo that matches the region best". Altogether, 571 people participated. In both categories the winner was the logo of the Müritznational Park, showing an osprey and a leaf. This well-designed (and well known!) logo stands for "unspoilt nature".

In a **workshop "design quality"** following the exhibition people from the region and design experts discussed different aspects of logo design. One of the results was that the colours green, blue and black dominated in the majority of the logos exhibited. Green and blue reflect the landscape of the region, and using these colours may contribute to the development of regional identity. Interestingly, many of the 39 participants in the workshop were people who work in advertising / design. During the workshop most participants favoured the idea to introduce a **regional label**, identified by a logo and slogan; which we implemented in spring 2001 (see 4.1.6).

### 3.2.5 Communication within the region

At the beginning of the project we identified poor **inner-regional information** flows as a problem. Many good ideas exist in the region, but often potential partners do not know about each others activities.

With the aid of the Interreg IIC project, a **new regional information magazine**, the "REGIONal", was established to spread news amongst people interested in sustainable development of the Mecklenburg Lake District. The magazine also serves as a communication platform for these people, e.g. to present new projects or to look for partners to start projects with. REGIONal is designed to be an instrument for increasing identification and regional identity. Each volume of the REGIONal was sent to approximately 1.400 people – regional actors and interested people outside the region. Mailings were accompanied by answer forms to help update the database which had been compiled from different sources at the beginning of the project. Today, this database includes 2,215 data sets. Four volumes (Feb.,

*in a logo exhibition we collected 133 examples of logos used in the region. In a workshop, we discussed with regional actors logo design and find possible approaches to a common design reflecting the region's uniqueness*

*communication within the region was improved by establishing a new regional information magazine*

June, and Dec. 2000, Aug. 2001) have been published. The feedback was generally very positive.

At the beginning of the project actions taken to foster sustainable regional development were hardly reflected in the regional media. To improve the situation, a continuous **public relation work** was established in the project "High Quality Tourism". The regional press were informed on all suitable occasion/event, and personal contacts with journalists responsible for reporting on regional development at the different papers, radio/TV-stations were made. As a result, all mayor events during the course of the project were reported in the media, and some journalists have become seriously interested in the progress of the project. However, the complexity of the project was a constant problem in all PR activities.

*consequent PR work yielded good results in reports about the project "High Quality Tourism"*

### 3.2.6 Encouragement of new co-operations and networks

All activities in the region were designed to help create a climate of co-operation. Indeed, numerous **new co-operations** were initiated by the Interreg IIC project "High Quality Tourism" or started during the course of the project. Some of these co-operations are listed here:

- (1) The Regional Planning Association "Mecklenburg Lake District" and "the Barn Bollewick" (Die Scheune Bollewick), a centre for traditional crafts and direct marketing of regional products, signed a co-operation agreement.
- (2) The Regional Planning Association "Mecklenburg Lake District" and the "Vredeländer Land Society" signed a co-operation agreement to promote sustainable development in this part of the Mecklenburg Lake District.
- (3) Approximately 60 places with tourist highlights in the Mecklenburg Lake District co-operate in presenting themselves to potential guests in a new exhibition (see 4.2.7).
- (4) The tourist information places in the selected area "Nature Park Feldberg Lake District" developed a management structure to create a common "Tourism Service and Marketing Agency" for the selected area.
- (5) Common presentations of the selected area "Nature Park Feldberg Lake District" were made possible through co-operation of local actors (see 4.2.7).
- (6) Representatives of different places of cultural activities discussed how they could co-operate, possibly publishing a map showing sites of cultural activities in the region.
- (7) A network of places accommodating for both rider and horse along the horseback-riding trails of the region developed.
- (8) An initiative for marketing regional products formed and organised the first "green markets" in the region in summer 2001.

*according to the bottom-up approach of the project new activities and offers should develop out of the region. Therefore, the establishment of new co-operative structures and networks has been a key issue in the marketing efforts*

These activities contribute to changing the climate; the region has emerged as a model region and the co-operation is continuing, for example strengthening the thinking of an "area of co-operation and combined marketing efforts" in the selected area "Nature Park Feldberg Lake District".

### 3.2.7 New tools for visitor information / presentation of the region

In the project "High Quality Tourism" the idea was developed to create an **exhibition presenting the tourist highlights** of the Mecklenburg Lake District. In "die Scheune Bollewick", a huge barn today hosting traditional crafts and a centre for direct marketing of regional products, there was plenty of room not yet used. In a co-operative process of more than 20 partners the exhibition was planned, designed and built. It opened on April 14, 2000, and has been extraordinarily successful so far, attracting approximately 25,000 visitors until June 2001. As more and more places of tourist offers seek co-operation, the exhibition has been constantly growing.. Today, presentations of more than 60 partners – counties (including neighbouring counties), cities, nature and national parks, museums, artists and places of cultural events, and other places of interest for tourists – make the exhibition an excellent information place for visitors of the Mecklenburg Lake District. This exhibition shall act as a model for a network of tourist information centres in the region. Unfortunately, the plan to buy the Hungarian EXPO pavilion and convert it into a similar tourist information centre was not successful.

*the newly created exhibition of tourist offers presenting 60 regional highlights has been very successful, becoming a highlight itself*

International expert meetings on strategies for a regional and inter-regional tourist information and service system helped us develop ideas and first implementations. The project "High Quality Tourism" enabled a **presentation of the selected area "Nature Park Feldberg Lake District"** in Cologne near both the central station and the cologne cathedral as the first common presentation of the selected area. We convinced local government officers to decide on one common technical system for fair presentations, including pictures of the region and wording. Sharing this system saves a lot of money. Furthermore, the first common **image flyer** of the selected area Nature Park Feldberg Lake District was published.

*strategies for tourist information and service systems were discussed. First concrete outputs exist in the selected areas*

We created a **logo and slogan for direct marketing** of regional products. When designing the logo we used the outputs of the logo exhibition and design workshop. The colours of the logo are green and blue, its design allows the use for any kind of product, and reflects the ideas of sustainability by resembling a "recycling process". The slogan is "natürlich! Mecklenburgische Seenplatte" (naturally! Mecklenburg Lake District). Both logo and slogan are now used to label direct marketing products originating from the Mecklenburg Lake District, but may be used in a broader sense later (see 4.2.8).

*a new logo and slogan were created to be used in direct marketing of regional products. It may later be used for other offers out of the Mecklenburg Lake District, too*

Together with the partners, a common image brochure of the regions co-operating in the Interreg IIC project "High Quality Tourism" was

produced in order to both present the project and promote the partner regions a tourist destinations. In the future, marketing in the partner regions will be supported by transferring the common homepage of the project partners into a tourism marketing tool (see 3.2.8).

### 3.2.8 Marketing strategy

#### Continuing the process begun under Interreg IIC

As stated above, the Mecklenburg Lake District still suffers from a lack of a well defined image, resulting from a weak feeling of identity. A climate of successful co-operation is slowly developing, and projects like Interreg IIC are an important support in this process. As pointed out, such co-operations are badly needed to develop new and unique offers for tourists. Especially for the creation of "package offers" – including diverse activities typical of the region – co-operation is essential.

*the process of co-operation needs to be continued and intensified. Marketing efforts should concentrate on a regional marketing*

We believe that any strategy for marketing of the Mecklenburg Lake District in the future has to be a "regional marketing" including activities in all economic and social fields. A pure "tourism marketing" will not suffice, as it only tackles one problem of the region. In the course of a regional marketing for the Mecklenburg Lake District the newly started co-operations need do be intensified and others should be encouraged. It is crucial to further strengthen the started co-operation between the regional tourism boards, the chambers of commerce and industry, the regional planning association, other institutions and administrations. In this context, Interreg IIC has yielded some good results in the selected areas, but especially the regional tourism board of the "Mecklenburg Lake District", covering most of the area(!), could not be convinced to co-operate. A presentation of regional offers in the BTC network should be postponed until further developed offers and a clearer regional image are developed to be presented there.

The future marketing of the region have to will focus on the essential regional values identified during the work in the Interreg IIC project "high quality tourism". By the same time, the specific potentials of the region need further development. First good approaches exist: The region will probably become one of the national pilot regions for renewable resources.

#### Concrete actions

To ensure continuous work in regional marketing an **agency for regional development** of the Mecklenburg Lake District will be installed as a permanent centre for the development and exchange of ideas, the arrangement of partnerships, to continue the begun process of developing and defining our regional identity, and to promote an image of the region based on this identity. The success of such an agency will strongly depend on intensifying the begun co-operations with other institutions in tourism, business, and with political

*with the new agency for regional development many efforts will be conducted from one place, allowing for better information exchange and networking*

decision-makers on all level from mayors of small communities to the state level. Actions will be:

- (1) The process of creating a **common vision paper** on the future development of the region should be used to continue and stabilize the begun political process.
- (2) The newly established **regional information magazine** will become a permanent communication platform in the region.
- (3) An **internet** presentation that compiles all information given in the diverse platforms presenting the region should be created and communicated. Because of technical reasons (no access to the databases of the different platforms) this will only be possible as a "commented catalogue" of these platforms, including information on their respective strengths and weaknesses as well as links to visit all these presentations.
- (4) In co-operation with the partner regions the **common internet platform** "baltic-area.net" will be developed into a marketing tool.
- (5) The **new logo and slogan** for direct marketing of regional products should be developed to become a brand name for the region and its products **as a whole**. This will give the great diversity of marketing materials used in the region a first "connecting element", symbolising regional identity.
- (6) Special emphasis will be put on further supporting people in the **development of bookable offers** (if possible via internet).
- (7) A campaign should be launched to make people from highly agglomerated areas move here to live in the region. However, this has to be based on a clear and further developed image of the region. Two major target groups are old age pensioners and people with jobs that do not require constant presence at the location of the employer (telework, IT business).

### 3.2.9 Common marketing efforts

#### **Communication / Common presentation of all partner regions**

In a common brochure produced in 2001, all partner regions present themselves as high quality tourism destinations to both a national (in their national language) and an international (in English) audience.

*common image brochure  
presents all partners*

An **internet presentation** was created to communicate the objectives, activities and results of the Interreg IIC project.

The presentation of the project in the Ballad network internet presentation database was updated several times.

#### **Common marketing of all partner regions**

Marketing of the partner regions in the network of the Baltic tourism commission (BTC) will make sense as soon as common products, bookable offers and a common image have been developed.

In the future the common internet presentation "www.baltic-area.net" which was implement to present the results of this project may be developed into a marketing tool.

### 3.3 Suwalki region

#### 3.3.1 Background for tourism development in the Suwalki Region

The Suwalki Region located in the North-East Poland on the border area with Lithuania, Belorus and Kaliningrad District of the Russian Federation (known as the Euroregion Neman) is the resource of nations, pure nature, traditions, cultures and religions.

The region covers some nature protection areas, including particularly the Wigry National Park and the Suwalki Landscape Park. The area of parks is located on the postglacial formations of the last North-Polish Glaciation, mostly on a ground moraine. One can find here a mosaic variety of forest sites, considerable differentiation of the lay of the land, many types of lakes from drying through mezotrophic up to eutrophic. There are the deepest lakes: the Wigry lake in Wigry National Park and the Hancza lake in Suwalki Landscape Park – the deepest lake in Poland. Configuration of the land is made of plateaus, morainic hills, edges of vast valleys, rich hydrological network with deep river beds and basins of lakes of various shapes.

The values of surface, landscape and nature, service base and recreation facilities of Suwalki Region, its youth hostels, riverside hostels, camp sites, agro-tourist houses, water equipment rentals and

*the specificity of the region as a resource of differentiated nations, pure nature and clean environment, beautiful landscapes, traditions, cultures and religions is attractive for tourism sector development*

horse riding centres provide excellent conditions to practice classified tourism.

On one hand the region is one of the few most beautiful corners of Poland where nature has gathered a lot of various features of the land and created rich plant cover. On the other hand the region is periphery located in Poland with low-developed economy. Although, the border location creates high advantages and opportunities.

It makes the region attractive for tourism sector development which requires co-ordinated and intensified activities within tourism marketing.

*the most important condition for steady development of tourism sector in the region is good co-ordination of regional tourist activities as well as effective and consequent implementation of tasks*

### **3.3.2 Promotion of the region**

The promotion abroad is a very important element of entering new international contacts and enlarging the already existing ones. At the present the promotional activities are run by the administration, economic entities, non-governmental organizations or local and regional institutions. The efficiency of promotion is often closely related to the financial resources. The co-ordination of the foreign promotion of Province is very poor and the financial funds are limited and distracted. It brings a very small effectiveness of the promotional activities. In the future the role of those activities will grow, because they indirectly influence the investment inflow as well as the evaluation of economic and tourism attractiveness of the region.

Promotion of the region needs to show the best economic and investment attractiveness of the region. It is closely connected with the vision of international collaboration development (including the cross-border co-operation). The region is more economically attractive when it is not the peripheral region and when it is in strong connections with important centres, including the foreign ones. As soon as the region is an active partner of international relations, especially with the East, the transit and cross-border trumps are exposed and when the environment for the potential investors is created, it will meet the expectations of potential investors, also related to the strategic geographic location.

### **3.3.3 Foreign tourism**

At the present the foreign tourism is the sector of economy developing very fast and it is very important for the Suwalki Region. The tourist potential of the region is large, but its infrastructure is very poor. There are only 300 accommodation structures in the whole Province, including 18 hotels. There are 18.761 beds, yearly 370 thousands of tourist use the services. It puts our Province in the 14th position in Poland.

*a cross-border and transit tourism, agrotourism and tourism based on a primeval nature or regional historical and cultural potential will become the most attractive in the near future for the region*

The accommodation base doesn't meet the requirements of foreign tourists, which requires the high quality infrastructure (the EU tourism), or the cheap infrastructure located close to the main transit roads (eastern, mainly trade tourism). The region is very attractive, but the sale of the local tourism products will grow only in connection with other regions' products of tourism. It seems that the cross-border tourism, tourism based on a primeval nature or regional historical and cultural potential will be the most attractive in the near future. The foreign outgoing tourism is also an important element of the foreign co-operation developments. People from the region travel mostly to the places where the trade exchange develops (Germany, France, Belgium, Netherlands, Luxembourg, etc.). The number of trans-border travels to Lithuania, Belarus or to the Kaliningrad District is very small and it is mainly related to the non-registered trade activities. It needs to be changed, as the tourism contacts in the cross-border region will create new possibilities of the future collaboration as well as the competitiveness of the macro-region. Of course, the generation of incomes is the main task of tourism operators. The low quality of the regional tourism shows the shape of the whole sector in Poland and the lack of the regional tourism operators' co-operation, including the collaboration with local and regional authorities.

### **3.3.4 Taking advantage of the national minorities.**

As the history of the region was very complicated, the region's inhabitants represent different nations, cultures and religions. It makes the region very unique and attractive from the point of view of the regional development.

Taking advantage of the regional weaknesses:

*taking advantages of regional weakness*

The peripherally location of the region, undeveloped technical infrastructure and high unemployment are very important problems of the region. The weaknesses can be used as regional trumps helping to get the financial support and expertise. The Suwalki Region has got a low economic potential and number of inhabitants. The nature and tourism trumps attract the specialists to visit and work in the region as an important assistance for existing institutions and organizations as well as authorities and local actors.

### **3.3.5 Tourist-ecological region**

Theoretically, it can be assumed that complex and mass tourism activity based on natural assets would be the development backbone of our region's development. The problem is that this direction of activities requires substantial investment in infrastructure. Tourism attractiveness of this region is limited and competition is big. The only way to finance any investments in this field, would be a big scale sale

of land for individual private tourism investors (weekend tourism development especially). Another factors that could turn out to be much helpful in tourism infrastructure development are a minimum local tax system and a credit support system. This direction of regional development seems quite realistic and could lead to an increase in construction industry and services in the region. The problem which arises, however, is the problem of a very changeable climate (especially problematic are 'shoulder seasons'), difficulties in co-ordination of programs for investment land sales, which would prevent prices speculations (even if the system of cheap land sale is worked out, it can be jeopardised by a chain of speculative agents), difficulties in creating investment support system, diffusion of local tourism investment interests, little chance of success without foreign capital support (it is conditioned by the issue of cross-border and international co-operation development).

It looks like the tourism-ecological development model of our region is quite reasonable and it utilizes our region's main values: border and transit location. It has already been pointed out, that it would be highly profitable and beneficial for us, if the region became a weekend excursion/escapade centre for inhabitants of bigger and stronger economic-political centres, such as Warsaw. In case unfavourable geopolitical and macroeconomic trends and circumstances accumulate, well-developed internal tourism will offset possible negative consequences of recession, even though it will not eliminate them.

### **3.3.6 Agricultural-tourist region**

It is the first alternative plus agricultural sector development and involving minimizing stress put on other sectors. Due to social pressure and problems that agriculture has to cope with as a result of our future accession into the European Union and farming restructuring, this alternative seems likely to be implemented. Even though, as long as we do not ensure the outlet for our commodities in the East it does not stand chances of succeeding. Therefore, this worth recommendation model must base on cross-border and international co-operation. A proper and diversified development of rural areas will offset possible negative consequences of economic conditions and will contribute to working out a high quality tourism product.

*agrotourism creates opportunities for underdeveloped rural areas of the region and enables the use of nature potential for steady sustainable development of the Suwalki Region*

### **3.3.7 Regional attractiveness towards development of tourism**

Elements influencing the attractiveness of regions seems to be the following:

- (1) good hotel infrastructure

- (2) gastronomy
- (3) additional infrastructure, including: conference facility, swimming-pools, courts, bicycle routes, etc.
- (4) culture heritage and historical monuments
- (5) regional tourist products allowing for active rest
- (6) effective promotion directed to clients
- (7) quality of tourist service, etc.

*active actions will be concentrated on increase of regional competitiveness. The development of tourism infrastructure, establishing regional tourist products and training of tourism staff, the region is able to become competitive*

Considering the elements several activities should be undertaken in the Suwalki Region to make it more attractive. The main actions should be concentrated on regional competitiveness. Through the development of tourism infrastructure, establishing regional tourist products and training of tourism staff, the region is able to become competitive.

Concrete actions should regard the specific location on periphery area of Poland which could be treated both as an advantage (clean and protected nature) or as a disadvantage (low economic development, high unemployment, migration of people and low-qualified human resources). The following activities are of the highest importance:

*activities of the highest importance*

- (1) Development of hotel infrastructure and restructure of the existing resources:
  - work out of program for business tourism development
  - work out of program for development of middle-standard and cheap hotels network
  - development of camping-site network with good tourist infrastructure
- (2) Building of the gastronomy infrastructure:
  - development of restaurant network (mostly franchising network) offering typical regional dishes and meals
  - classification of gastronomy services provided in the region
- (3) Development of tourist attractions:
  - adapting the natural resources to the need of tourism practicing (better access to the lakes and forests, preparation of education and tourist routes)
  - creation of high-quality tourist product network having the tourist attraction character, including for instance health and beauty farms, eco-gastronomy centre, etc.
- (4) Development of additional special infrastructure:
  - modernisation of the existing conference-congress infrastructure
  - building the thematic parks, for example "education and recreation" type,
  - building the family recreation centres

- (5) Intensification of differentiated forms of tourism:
- development of tourism for handicapped people
  - development of agro-tourism and tourism on rural areas (thematic tourist sites)
  - modernisation and development of centres enabling active rest (horse-riding, climbing, hunting, skiing, canoeing, etc.)
  - organization of three-, four-day short education trips around the region for local and foreign tourists
- (6) Improvement of quality of tourist services by:
- organisation of permanent training for regional tourist staff
  - organisation of training for representatives of regional and municipal authorities responsible for tourism sector
  - work out of program of practical training for services of tourism in the region
- (7) Improvement and development of tourism information system:
- work out and adapting a general system of visual tourist information both in the cities and outside
  - tourism information network development
  - better access to computer tourism data-base in the region
  - creation of automatic reservation system
- (8) Tourism promotion and marketing:
- work out and implementation of long-time program of promotion and marketing regional tourism (in Poland and internationally)
  - promotion of tourism attraction in the border regions and around the Baltic Sea
- (9) Development of system for tourism investment financing and potential investors assistance programme
- analysing financial needs and requirements regarding investments in tourism sector
  - establishing tourist investment fund for financing investment of higher risk
  - establishing a donation system for tourist infrastructure building
  - establishing a donation system for training for investors, pre-investment works
  - creation of so called "green zones" for tourists
- (10) Development of service and trade sector for tourism:
- development of gift shops network
  - creation of small (private) forms of attraction for tourists

(11) Development of co-operation between tourism sector entities and regional administration centres responsible for tourism in the region:

- co-operation for creation of a good political climate towards development of financial tools supporting local business and institutions in tourism sector
- increasing safety of tourists coming to the region.

The most important condition for steady development of tourism sector in the region (traditional tourism, business tourism, agrotourism) is good and responsible co-ordination of regional tourist activities as well as effective and consequent implementation of tasks mentioned in the text above.

### **3.4 Tourism Marketing in Cesis**

#### **3.4.1 Activities of Tourism Marketing**

The main aim of marketing is to achieve the increase of tourists visiting Cesis. The more tourists visit the district and spend their money the more places will be created. There will be profit and new taxes. To make sure it happens there must be considered two following facts. First, everything must be done for a person to have willingness and possibility to visit the district. It can be done by using different promotional methods of tourism product. Second, the potential tourists must be offered tourism establishments of adequate quality and size as well as new tourism offers have to be created. The more travellers will attend the district the more attractions, lodging places catering establishments, transport service, shopping centers will be needed.

*to increase the tourist visiting it needs services and qualitative high tourist offers and products*

If the necessities of consumer are determined, the product, prices, distribution and improving activities are developed and then in the result all the customers are satisfied because they receive qualitative products. To reach that it is necessary to explore the potential markets, possibilities and wills. It can be reached more purposefully working out a marketing plan. That will be important and necessary for improving the tourism activities in Cesis district.

From the point of view of economics the system of service must be with great possibilities of export. It must also meet the requirements of the state and local political, social and economic goals. To do that it is necessary to look over present and potential markets as well as the possibility of the development and rational use of resources. There are things that can be done by local authorities but some of them are not their area of responsibility.

The changes in the market often influence general economic, political, cultural tendencies in the country (referring local tourism) and in the world in whole (foreign tourism) and for local authorities it is almost

*overview of factors influencing the tourism market*

impossible to influence them. Although some of the tendencies can be influenced. Just a little overview of some important market factors will give you an insight in those possibilities and restrictions that can be used coming into contact with the development of new markets.

**Solvency:** It is one of the essential factors determining the possibilities to travel. Job possibilities and bigger income are very important but difficult to influence. This is the general situation of society and economic. The local authorities in some cases can use the reduction of transport fares and other costs of the services for the purpose of tourist attraction.

*solvency as an essential factor*

**Image of the district and the city:** Tourists can have positive, negative or neutral attitude towards the district and the city. It can leave great and important influence on the popularity of the city and the district. The process of image creating and development is very difficult and complicated. It is sometimes very difficult to guide and influence. However the city and the district have their own instruments that can be used to raise the image in the eyes of tourists. One of the ways is an active work in the field of information and advertising – various brochures, informative materials, participating in different tourism markets and exhibitions, articles in newspapers and magazines. The work of tourism agencies is also very essential offering already prepared tourism products. Purposefully activating those processes and making positive image further on of greater importance will be references and oral advertisements.

*to create and develop an regional image is very difficult and complicated*

**Priorities:** It is important to know the priorities of the travellers. There is a lot to be done to get them interested and willing to travel to some certain place and to make tourism a very important part of their lives. In this case it is also important to create the tourism image of Cesis district.

**Restrictions of the state:** The policy of the state and its restrictions impress the development of tourism and travelling. It refers to various taxes, e.g., petrol, the form of property, which consequently influences some tourism activities. These processes influence the tourism activities in the city as well as the stream of tourism, but for local authorities it is difficult to influence that.

**Accessibility:** The shorter the distance between tourists' houses and the destination the more advantages. Markets nearby usually are with bigger return. Therefore more profitable markets must be found and introduced with the product. For Cesis district markets are the local Latvia's market as well as Estonia's, Germany's, Finland's markets which we know a little. It does not mean that we can not offer our product in other countries. Cesis district's historical development determines other activities, too in which Cesis Tourism Information Centre (TIC) takes part offering tourism activities.

*tourism markets for the Cesis district are the local Latvia's market as well as Estonia's, Germany's, Finland's markets*

*it is a tradition to take part in Hanseatic days*

It is a tradition to take part in Hanseatic days which are in different countries each year so Cesis is known now in many other countries and cities. Besides market the development of local resources is important and it is closely connected with the activities of marketing. The objects of attraction depend on different factors: transport, accommodation, catering establishments, shopping centres. They all together are important promoters of economic growth. These factors are, for example, the attitude towards tourists, because positive attitude is very important for a tourist to be satisfied. At present the tourism establishments in Cesis district must seriously work on improving the service and the training of workers.

An essential aspect is the creating of tourism product that has to be done by tourism firms as well as TIC. Very beneficial are the books and brochures of Cesis city and district in which a tourist can receive not only general info but also a tourism product – already worked out routes about Cesis and the district as well as the information about the tourism service establishments. The materials are available in Latvian, English, German so the information about Cesis district can be introduced also to foreign tourists. For the purposes of the product Cesis TIC has made also informative leaflets which are simple, cheap, but in which you can find several routes and its small descriptions for walkers, cyclists and travellers by cars.

*tourism products need to be created by tourism firms as well as TIC*

For tourism development in Cesis district in future of great importance could be international projects supported by local authorities. As an example can be mentioned the project "Livonia Pearls" which has been worked out together with Southern Estonia and provides for common routes including also Cesis district.

*international projects could support the tourism development*

The activities of TIC can be recognised only the last two years. Up to that tourism information in Cesis district was periodic and usually also of low quality. Now we have an access to the information about Cesis district tourism objects also in different travel guides, maps, etc. of Latvia and Vidzeme region.

Today also some firms and companies issue their own advertisements and product offers. We can mention here, e.g., the Hotel Cesis making offers for conferences as well as for tourists loving to relax actively. The activity of other companies in the sphere of advertising is considerably less. Cesis Museum of History and Art has started to work more intensively towards involving new customers. It can become as a part of cultural and historical projects.

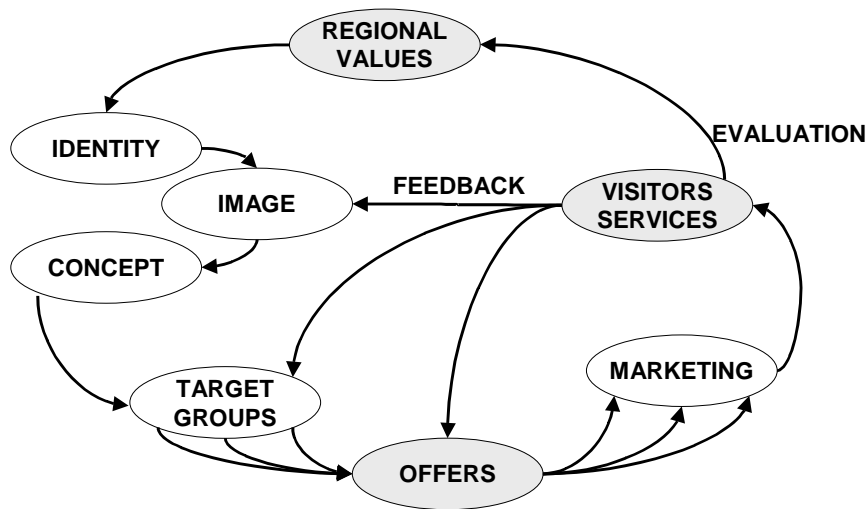
Although for advertising to be effective it is essential to work out a marketing plan, otherwise it will become useless and it must be carefully considered how to develop it. The marketing plan should provide the answers to the questions about the products possible to obtain in the city, who are the most suitable buyers and their demands as well as how to make products which could meet the demands of customers. The most effective kinds of information must be considered.

Positive results in the field of tourism marketing can be achieved by, activities in several private companies, as well as involving tourism agencies and receiving positive attitude from the Cesis City Council and the Council of Cesis district, as well as making new offers, e.g., in the field of conference tourism.

*activities of Cesis TIC  
has to be continued*

## 4 Selected Areas

### Summary



*High Quality Tourism Loop*

Fig. 2: High Quality Tourism Loop, Selected areas

Each partner within INTERREG IIC has chosen one or two selected areas (see the introduction).

On the basis assumptions of project oriented regional development the selected areas has been supported by project managers, experts and moderators on their way to concrete outputs and results. These external experts should act as facilitators, to support the development process and the regional actors. Concrete duties has been preparing, managing, documentation and evaluation of projects and processes towards regional development. They have been creative incubators, criticisers and realistic consultants for the regions. They have communicated results coming from international and national meetings to the region and reported results from regional work to national and international level.

The selected areas have got several outputs, results and impacts out of their work based on the High Quality Loop (see Fig. 2). Some points got already described under point Marketing (point 3)

The loop starts with **regional values** like environment and nature, culture and traditions, history, attitudes and people. Sustainable regional development has to start here because it must be based on the inherent values and potentials of the region. People, living in a region, often can't see the real values of their homeland, because they are

*regional values*

accustomed to nature, lakes, rich animal life, etc. In the process of developing high quality tourism (and in sustainable regional development in general) it is essential to identify these opportunities and use them for new activities to create jobs and income. Such synergy examples you'll find in the following sub-chapters.

The development suitable **offers** matching our visitors interests is the next step on our loop. Tourists want to have more than nice nature, tasty meals and good accommodation. They want to have fun, action and events. INTERREG IIC project has tried to explore new ideas and to avoid contradiction of nature protection and economic growth.

*offers*

Once being in the region, tourists want to have complete and well structured information, good services at restaurants, hotel receptions and other services like guidance, shopping etc.

Increasing **tourist services** is an ongoing obligation for all people engaged in tourism.

*tourist services*

Outputs, results, impacts and the strategies, methods and instruments are described in the following chapter selected areas.

## **4.1 Development plan and study of the synergy effects in Västra Östergötland (Western Östergötland)**

### **4.1.1 Introduction**

The tourist development plan and study of the synergy effects have been undertaken from the basis of a grass-roots approach within a local working group. A steering committee has continuously presented its comments on the direction of the project.

The working group and the steering committee have both been active throughout the entire project, and participated in the international exchange of seminars and meetings of experts.

### **4.1.2 Aim**

The aim of special study No. 3 "Tourist development plan" is, inter alia, to investigate and utilise local possibilities for sustainable tourist development in an optimum manner, and contribute to the creation of future investments and jobs. The Area is to accommodate a long-term sustainable tourism with regard to its ability to absorb the pressures with respect to nature, history, culture, environment, social structure and influence, as well as economic criteria.

The development plan is to constitute a balance between cultural integrity, nature protection and economic development. If long-term sustainability is to be achieved the environmental aspects must constitute a natural prerequisite for decisions on projects, activities, investments, etc.

The development plan is also to contain strategies for the current and future changes caused by tourist development, for better accessibility to the Area/region, and that sustainable development shall occur with consideration to the social conditions pertaining within the Area.

The aim of special project No. 4 "Study of synergy effects" is to investigate the connections between development, employment, investment, packaging, products, creation of networks, etc.

*study of synergy effects*

Local criteria in the form of manufacturing, handcrafts, artists and refinement of foodstuffs, and the such like shall be utilised and developed.

It should be possible to economise and optimise the integrity of traditional values provided by the natural surroundings and history of the Area, by e.g. offering organised and guided visits for charge, and with the number of participants limited to what the Area can tolerate.

### 4.1.3 The Area's opportunities and possibilities

The project concerns an area in the province of western Östergötland covering the municipalities of Mjölby, Vadstena and Ödeshög, and which is characterised by a cohesive landscape offering many experiences and tourist attractions.

*the province of western Östergötland covers the municipalities of Mjölby, Vadstena and Ödeshög*

In a European perspective the Area has a high natural value.

The unusual mount Omberg with its varied flora meets the plains with lake Tåkern on one side and the clear lake Vättern, which offers fishing and exciting outdoor recreation on the west. Lake Tåkern is one of northern Europe's most important bird locations with a large variation of visiting species.

*Mount Omberg and lake Tåkern and lake Vättern*

These environments are of national importance or are listed in accordance with Natura 2000 directives. The open landscape provides experiences of exceptional value.

For sustainable tourism it is essential that the Area's outstanding natural beauty is preserved. Certain of the Area's historical and cultural assets are of high value in a European perspective.

A significant proportion of Sweden's historical development is contained in these beautiful surroundings. Here are former monasteries and churches, the small idyllic town of Vadstena with the Holy Birgitta convent and one of northern Europe's most well-preserved renaissance castle's. The unique 'Rökstenen' from 800 A.D. incorporates the world's longest runic inscription. These historic environments are presented and used in connection with various festivals, concerts and other cultural events.

*rich historical background*

There is already an established guide service, primarily for the town of Vadstena, but also for various other areas such as lake Tåkern.

Outdoor recreation in the Area is already well utilised especially on lake Vättern with its beaches and harbours, on mount Omberg with its natural history and walking trails, and beside lake Tåkern with its bird-watching interests. There is a special tourist route, cycle paths and hiking trails through the Area.

Accessibility to and within the region (Östergötland) is good, and has been described from a number of different aspects in special study No. 1 "Accessibility to the Region".

The settlements in and adjacent to the Area have a well-developed community structure and commercial service. The number of worker years employed by tourism in the Area is 335 and the total turnover amounts to SEK 426 million (1998).

#### 4.1.4 Vision for development of sustainable tourism

Tourism in the Area will increase, and this increase will take place on the conditions specified by the Area and its inhabitants. This development will be based on the high natural and historical assets, and the social criteria pertaining within the Area.

The increase will be possible through co-operation between the participants working in local networks where there is conscious development within a common policy where the participants have contracts with each other regarding this aim. Long-term tourist networks will thus become 'self-playing pianos'.

*increasing Tourism supported by co-operation networks*

A common policy can include, for example:

*an example of a common policy*

- (1) Each tourist that visits the Area recommends his/her friends to visit the Area.
- (2) Every tourist operator in the Area provides visitors with one of two special suggestions.
- (3) Tourism shall be the strongest growth sector in the Area measured in percent.
- (4) The Area's unique assets shall become known for an increasing number of people as tourism grows.
- (5) Several tourist projects of significant international interest will be developed in the Area within the next 5 - 10 years.

#### 4.1.5 Strategies for sustainable tourism

A development of tourism in the Area from an economic point of view should be orientated to long-distance visitors. A large proportion of these can come from Sweden. Other long-distance visitors can come from countries such as Denmark, Finland Norway, Britain, Holland, Germany, Poland, the Baltic countries, and Russia. The Area's profile should be characterised by its natural and historical assets.

*Long-distance visitors as target group*

The tourist who visits our Area is expected to be increasingly aware of what he/she wants to see or do. Activities associated with nature and culture are in increasing demand, often in combination with experiences which are connected to excitement and personal challenge. Short journeys, often in connection with courses and work, are becoming increasingly common.

Stronger co-operation with local inhabitants is requested, and is now incorporated in tourist attractions. A good welcome increase the possibilities that the tourist will return, often as a result of established personal relations.

*Co-operation with local people*

Travelling time and the form of transport is of importance in connection with the choice of destination. More frequent exchange

between countries means that the tourist becomes increasingly aware of quality.

Our Area must become known and attractive under a collective name, not least abroad.

Different attractions within the Area, e.g. natural and historical assets, should be packaged and combined in co-operation between various parties, in order to generate greater turnover. Implementation assumes co-operation between all parties within the tourist sector. Co-operation in a network should be commenced in order to help and stimulate companies in different ways.

A fundamental aspect is to be able to assist visitors in English. It is necessary for a tourist to be able to understand and make him/herself understood. This increases the value of his/her visit.

Education and further training within tourism should take place in the region, such as at university, open polytechnic, and college levels. Municipalities use terms such as long-term sustainable development and ecological-cycle concepts in their long-term planning and environmental operations.

However, it is more complicated to judge erosion and increased human pressure on nature and historical environments. How the right of public access to the countryside will be interpreted in the future in connection with tourist exploitation is a question of social importance. Positive co-operation and acceptance between local inhabitants and visiting tourists in the Area is decisive for the development of tourism. Our nature and cultural attractions can accept further visitor frequency while retaining a long-term sustainable development.

#### **4.1.6 Implementation**

A number of projects which can contribute to an increase in tourist quality are currently taking place in the Area or have been discussed simultaneously with this Project, see below:

*projects within the region*

- (1) Creation of "Packaging of tourist products" in our Area
- (2) Creation of a network for co-operation between participants in our Area.
- (3) Improvements of the road network and other infrastructure
- (4) Gateways into the Area - 'Östgötaporten'
- (5) Östgötaporten is an information point in a newly-built recreation and service centre
- (6) Increase capacity for overnight stays
- (7) Cultural operations within the Omberg and Vadstena area
- (8) Development of further guide activities in the Area
- (9) Birgitta 2003

- (10) Convent museum in Vadstena
- (11) Regeneration of the Vadstena and Skänninge town centres.
- (12) Museums in Vadstena and Skänninge.
- (13) Östergötland Open-air theatres – e.g. Borghamn
- (14) The Alvastra project
- (15) The Ellen Key project
- (16) Mount Omberg and its development
- (17) Visitors' centre beside lake Tåkern
- (18) Prehistoric timber buildings at the Dags bog.
- (19) The 'Stora Lunds' former firing range
- (20) Ice-age project which illustrates remains from the ice-age
- (21) New wetlands and bird location at lake Älgsjö

Special project No. 2 "Tourist marketing of the region" deals entirely with marketing.

One of the conclusions in a study which forms part of special project No.2 is that one must first create the products that are to be marketed before one can start the marketing process. At the same time the conclusion is that the Area already has many packaged products to market and that future work should be aimed at product packaging.

#### **4.1.7 Studies of synergy effects**

Special project No.4 "Development of small companies, tourism etc" deals with how employment, business acumen, and tourism can be increased in the Area.

*synergy effects caused by increasing tourism*

Increased tourism means many new employment opportunities. Tourism represents a commercial sector with significant potential within our Area. When this possibility is now exploited, employment will increase in the sector. Increased employment within tourism at the same time means reduced vulnerability for unemployment compared with traditional commercial sectors.

Using the Area's natural and historical assets means there are good possibilities to increase the number of visitors to the Area. This increase should be based on economically viable and reasonable criteria.

Synergy effects can be expected as a result of on-going and planned projects. Some of the projects, such as Birgitta 2003 will give significant effects. Other projects are of a long-term nature and will give increased effects successively. How well one succeeds depends on a large number of factors, such as the degree of co-operation,

packaged new products, marketing, etc. How tourists are received, guided and informed, and how knowledgeable participants perform are other factors.

The most important long-term factor of significance here is how well participants in the tourist industry can co-operate within the Area. Development and co-operation create synergy effects that increase employment and stimulate private investment in activities, installations and operations.

## **4.2 Mecklenburg Lake District:**

### **4.2.1 Regional Values**

As a result of international expert working within INTERREG IIC in the Mecklenburg Lake District we've found that tourism- and regional development starts with discovering and describing regional values.

- outputs, results, impacts

Project "High Quality Tourism" has determined the following values within Nature Park Feldberg Lake District and Nature Park Mecklenburgian Switzerland:

- (1) Nature Potentials: Large forests (Holy Halls as the oldest beech forest in Germany), flowering hedges and meadows, clear lake with other, herons, eagles, cormorants and typical fishes indicating clear water environment are weak potentials that have to be protected.
- (2) Ice-age formed landscapes: Chains of soft hills, ground-moraine, end-moraine, other ice-age formations, narrow deep lakes arisen from glaciers melting water created one of the most complete ice-age landscapes in Germany and probably all over the Baltic Sea Region
- (3) Historical architecture: Baroque buildings determines the flair oft Neustrelitz, the former residual site of the dukes of Mecklenburg-Strelitz and as typical rural buildings the windmills of Woldegk, that is the municipality with the largest number of windmills in Germany.
- (4) Good Accessibility: On principle, the region of "Mecklenburgian Switzerland" can easily be reached from outside, i.e. from Hamburg and Berlin within approx. 2 and a half hours time by the motorway A19. These cities also have international airports for target groups living at more distant places . The train takes some 3 to 3.5 hours from both cities. Approx. 1.5 hours are needed (car/railway) to reach Rostock. Mecklenburgian Switzerland has a well-developed network of roads and streets excellently suited for round trips (e. g. around the lakes or thematic routes). What leaves to be desired is the condition of bicycle tracks although the holiday adventure of "biking" also

includes riding on unpaved (but passable) tracks which are also frequented as experience shows. Numerous bicycle tracks and bridle trails are available. The latter, however, are developable in view of the tourist potential for riders. Malchin, Neukalen, Gravelotte and Demmin offer stopping and landing places for water wanderers. By water Malchin is situated approx. 60 km from Wolgast and 85 km from Stettin.

- (5) Numerous farmsteads, village churches and parks but also elements of a land cultivated by man as for instance monuments from pre-history and early history represent the corresponding bases. Besides walking tours, riding tourists and offers for bikers, combined bus tours and round trips by boat will also be organised through the nature park.

- methods, instruments and support structure to discover regional values (in both selected areas):

The most important methods is to activate local people to take part in the process. We have used 2 open conferences to create interest of inhabitants and actors working in different institutions within Nature Park Feldberg Lake District. We have designed and run several workshops dealing with quality, tourism routes beside season offers, tourist service and information structures and strategies and infrastructure needs. In addition to that we've made interviews with experts of economic, ecological and public sector. We've found that there is a need of support structure to help that the process is going on. We've developed training courses for "Moderators to Regional Development" (class is still running). Right from the beginning of regional development processes there is the need of professional moderators and project managers to moderate the conferences and workshops to control the process and to put decisions into action.

*regional values creates interest of visitors and pride of inhabitants*

Regional values creates interest of visitors and pride of inhabitants. We'll go further on our High Quality Loop towards identification.

#### **4.2.2 Identification and Identity**

The second step in our loop of High Quality Tourism and regional development we've called Identification and Identity.

If a region tries to create it's own identity (regional identity), that has to base on regional values. The second important issue are the local people that identify themselves with their region, preserve the regional values and transport (communicate) them to neighbours, visitors and foreigners. It seems to be very simple. Before starting INTERREG IIC the selected area Nature Park Feldberg Lake District, consisting of 2 municipalities and 2 communes, have had no common approach to create an identity.

- output, result and impact

As a result of conferences, workshops and one-to-one discussions (see chapter "regional values") responsible people called our network "co-

*INTERREG has become a synonym for co-operation and sustainable tourism development*

operation area Nature Park Feldberg Lake District". This description is also used by the Regional Planning Association for co-operation around the Region Mecklenburg Lake District. We have got engaged a core group of politicians and executive officers. But still now there is a long way to convince the majority of people living in our selected area to act together and show their identification to visitors and foreigners. And it will be a continuous obligation to all of us. Beside our local attempt toward identity the whole region has to join that process of identification and identity. As the second main result we've found that it is important for us to call our local region "Nature Park Feldberg Lake District" a part of "Mecklenburg Lake District". Because of strategic marketing issues it is valuable to be a part of the well known and famous tourism region Mecklenburg Lake District.

In our selected area Mecklenburgian Switzerland we have created an awareness of the good accessibility. However, inside the region, a stronger co-operation is needed between different transport undertakings and tourism providers in order to shape local aims in an agreeable way and in accordance with the needs of tourist target groups (e. g. opening hours, timetables). In this selected area, too, there are numerous issues as for instance promotion of the tourist image on the labels of mineral waters. Another example is the linkage between tourism used farm estates and ecological agriculture (livestock production) or numerous products from the region which could be interesting for tourists as well (e. g. beer, cheese, fish, handicraft and souvenirs) as well as a series of events and markets integrated into regional enterprises.

- methods, instruments and support structure

Our conferences, workshops, discussions have been useful instruments to create identification. We've tried to put INTERREG as many times as possible on the agenda of the Regional Planning Association Boards' monthly meeting. Some other actions are described within chapter marketing (see "image").

### 4.2.3 Strategy, Concept

In our loop identification is followed by Image. In order to put ideas into action you do need a strategy, a concept. INTERREG IIC Project High Quality Tourism in the selected area "Nature Park Feldberg Lake District" has decided to create tourism and regional development through concrete projects. We are following modern theoretical approaches of "project oriented spatial planning and regional development". Common strategic decisions should combine public activities with private entrepreneurship and public infrastructure investment with private investments.

*tourism and regional  
development by realising  
concrete projects*

We've designed structures to make actions effective and efficient and encouraged co-operation. We have derived a strategy concept for planning, execution and evaluation of new offers and strategies. The Loop shows the strategy towards High Quality Tourism.

- output, result and impact

INTERREG IIC Project High Quality Tourism has developed a new structure to make Tourism Service more effective in the selected area Nature Park Feldberg Lake District. Following the ideas of co-operation we have suggested one single Tourism Service Agency for the whole region (instead of today's five). This model is still in discussion to reorganise Tourism Service in Feldberg commune as a first step to our goal of one organisation.

Concrete projects have been designed to bring structure into action. In the selected area Nature Park Feldberg Lake District we have agreed on these 6 projects.

- (1) Joint marketing and distribution activities and networking within selected area Nature Park Feldberg Lake District
- (2) Ice-age and nature adventure park Feldberg-Wittenhagen
- (3) Visitors' Inquiry about strengths and weaknesses of tourism services in the region Nature Park Feldberg Lake District
- (4) Design and Maintenance of tourist routes
- (5) New usage concepts of railways (draisine, tourism usage)
- (6) Woldegk' windmill-specialities

*concrete projects within the selected area Nature Park Feldberg Lake District*

*approaches within the selected area Mecklenburgian Switzerland*

In the selected area Mecklenburgian Switzerland we've recommended, that in future, attention should be directed to the regional "tourist conurbation". Bus tours, for instance, could be organised from Waren or the coastal locations to the nature park region of Mecklenburgian Switzerland. In this connection other locations should be examined as well. On principle, concrete calling points for visitors to the region have to be created in these locations, preferable in a uniform way. Moreover, the reachability of the region has to be imparted to the visitors in a way easily to be remembered (e. g. a fixed bus name: "The Mecklenburgian Swiss"). Fixed calling points with the necessary capacities have to be established in the region; experienced regional actors are already working successfully and should be involved (example: shed for sheep at Basedow).

- methods, instruments and support structure

We have used conferences, workshops, discussions with experts to create a strategy. Our project oriented approach would be continued by the Regional Planning Association using INTERREG III B.

The "Tourism Service Agency" would be the guarantor for strategic working in our region.

#### 4.2.4 Offers

The next step is called offers. Tourists want to have more than nice nature, tasty meals and good accommodation. They want to have fun, action and events. INTERREG IIC project has tried to explore new ideas and to avoid contradiction of nature protection and economic growth.

- output, result and impact

Our information centre, entrance gate and starting point of several guided tours (Ice-Age and Nature Adventure Feldberg-Wittenhagen) gives education and creates sensitiveness for nature development and nature protection to visitors. On the other hand it will cause opportunities to get income to the local inhabitants.

In the selected area Mecklenburgian Switzerland we have built up a new offer in the field of art and manor house tourism. In the case of the "Pleasure Garden" project (Art Park) local actors have even decided to further develop their future activities by incorporating transnational co-operations in the framework of the Interreg IIC project. It remains to be noted in this context that it was precisely the topic of art, culture and village development in connection with old farm estates which awakened the interest in future co-operations in the field of high-quality tourism not only in Sweden and Poland but also in Latvia.

*Pleasure Garden" project  
(Art Park within the  
Mecklenburgian  
Switzerland*

- methods, instruments and support structure

INTERREG IIC Project High Quality Tourism has used training classes (project "Tourism - Winter Academy"), analytical methods and consultant work to create new offers. There is still to do a lot and we hope to continue our work with the help of INTERREG III B.

#### 4.2.5 The idea of the Ice-Age and Nature Adventure Park

There are 3 different parts of the project:

- (1) walking- and bicycle trails, car routes:
  - development of a thematic network of bicycle and foot paths to the artificial geological information, to surrounding establishments, towns and villages and moreover to the regional and interregional network of ways (to be extended to Sweden, Poland, Latvia,.....)
  - co-operation with an existing car route north of Berlin
- (2) geological and nature information centre with artificial cut into the moraine:
  - creation of an information centre near Wittenhagen (south-east Mecklenburg-Western Pommerania, Germany), which

*the Ice-Age and  
adventure park consists  
of  
3 different parts*

shows the geological profile of the region and gives further information on nature development and –protection

- special offers for students, school children, families, older people and other target groups combining education and entertainment (edutainment)
  - artificial cut into the moraine close to the centre, which gives the possibility to see the geological formation pure and directly,
- (3) point of sales for regional products, restaurant and service facilities:
- in the centre regional products can be sold to visitors and inhabitants
  - it contains a meeting room; space to celebrate events, concerts and exhibitions brings people and gives added value to the place
  - restaurant, cafe and other recreation facilities lets visitors stay over the day

**Objectives:**

- building an information- and adventure centre for the topic Ice-Age and nature protection direct on the top of an moraine, which dates from the last Ice-Age as a *tourist attraction*,
- creating a tourism *entrance gate to "Nature Park Feldberg Lake District"* to lead and guide people through this sensitive region and to offer special services
- development of special offers and events for different target groups,
- thematic tourist routes around the region and with connection to other Baltic Sea Regions (BSR)
- education and creating sensitiveness for nature development and nature protection; competence and training centre for the development of sustainable tourist offers
- supporting the "Ice-Age"-theme as a matter of identification of inhabitants with the values of their region and with BSR and its common natural and cultural heritage
- supporting nature protection through education and guided tours
- high quality information of geological and natural issues like lakes and water system, moors, forests, vegetation and animal life will increase visitors' protective behaviour and creates value added to regional economy

**Actual status:**

- planning of rebuilding an old stable in Wittenhagen
- planning the artificial cut
- creating a business plan, looking for finance opportunities
- looking for partners (information -, education contents)
- development of education-, adventure and customer service facilities (international development team)
- development of education and training courses for different target groups (school children, students, families, older people,...) with an edutainment approach

*actual project situation*

**Need of international co-operation around the Baltic Sea:**

*background of project development*

The project was developed through INTERREG II C co-operation with partners in Sweden, Poland and Latvia. We would like to develop Ice Age as a matter of identification and integration all over the BSR. A joint approach to sustainable development within rural regions gives strengths to each partner. Development of infrastructure investments creates new jobs and pulls further private Investments

**Actual partner involved:**

*co-operations within that project*

- Commune Feldberg lake district, major Mr. Lutz Teichfischer,
- Nature park Feldberg lake district, director PhD Peter Wernicke,
- State geological agency of Mecklenburg-Western Pomerania, leader of geological service department Mr. Klaus Granitzki,
- University of Greifswald, Institute of Geology, PhD Ralf-Otto Niedermeyer,
- Fritz Jäger, private entrepreneur
- Bernhard Rettler, private entrepreneur, project coordinator
- Latvia: Prof. Vitalijs Zelcs, University of Latvia, Riga

**4.2.6 Marketing**

Our marketing activities are described in the chapter 3.2 marketing.

#### **4.2.7 Tourist Information and Service**

Once being in the region, tourists want to have complete and well structured information, good services at restaurants, hotel receptions and other services like guidance, shopping etc.

Increasing tourist services is an ongoing obligation for all people engaged in tourism.

- output, result and impact

INTERREG IIC project High Quality Tourism has developed training curricula in the field of National- and Nature Park Guides. Classes has been open since beginning 2000 in the winter time.

Also during winter time another company has been offered training classes in the field of restaurant service and to cooks and hotel personnel since 1996. Our project activities has been to encourage hotel and restaurant owners to take place at this classes. We have held good contact with the responsible organisation.

One of our activities was the design of a visitors' Inquiry about strengths and weaknesses of tourism services in the region Nature Park Feldberg Lake District. Unfortunately we haven't had enough time to carry out that inquiry.

- methods, instruments and support structure

INTERREG IIC Project High Quality Tourism has used new training means, analytical methods and consultant work to convince actors to increase quality of services.

#### **4.2.8 Feedback**

Feedback is an important factor to success. Not talking to the tourists and visitors we won't be able to know, what they want, where we are good in and where our weak points are.

INTERREG IIC project High Quality Tourism has encouraged interviews and tourism inquiries.

### **4.3 SYNERGY IN THE SELECTED AREAS (between tourism and economy of the Suwalki Region with respect to the whole Podlasie Province – North-East Poland)**

#### **4.3.1 Influence of international relations development on other aspects of regional development**

It looks like it is impossible to treat separately particular elements of regional development such as transport development, trade, tourism, cross-border and international co-operation development as well as agriculture development, rural centres diversity, environmental protection, etc. In practice, mutual relations and interdependencies of particular spheres of regional policy are so tight that we cannot talk about proper functioning of one sphere without treating it in terms of another one on the sensitive areas from environmental point of view – Wigry National Park and Suwalki Landscape Park (Suwalki Region).

With no doubts, every sphere of regional life plays a different role. Therefore, we will make an attempt to assess the importance of cross-border co-operation and other forms of international relations and their impact on regional development with respect to nature protection.

Question No1: What factors make up for attractiveness of the region? What makes it different from other Polish regions or neighbouring border regions? What is the major development advantage?

The region has not been and is not going to be an industrial tycoon in the nearest future even though the existence and development of transit routes, including international ones, can stimulate industrial development of cities, towns and villages located along these communication routes.

It is a region in which farming/agriculture and forestry play a crucial role. However, their economic development seems to be seriously limited especially due to world's economic trends and European Union policy. When we join the EU market we hopefully will manage to save them from total collapse but we do not expect them to constitute the backbone of regional economy, even if they are on a better technical level.

The Suwalki Region and the whole Province has got quite good-qualified human resources but they are not fully utilized. What is more their potential is more quantitative than qualitative. Qualified employees coming from the region are successfully absorbed by larger, better developed centres.

The Region has got a significant tourism potential based on great natural assets and resources available in the region (there are e.g. 4 national parks constituting from the point of view of the whole

*the main task for regional actors and authorities is to treat as a whole the particular elements of regional development such as transport development, trade, tourism, cross-border and international co-operation development as well as agriculture development, rural centres diversity, environmental protection, etc*

*the Region has got a significant tourism potential based on natural assets and resources available in the region. And now, there is a necessity to join common and synergy efforts for improving every field aiming at*

Province of Podlasie - 30% of the total area of national parks in Poland, regional bio-diversity is enormous). The competitive regions in terms of tourism potential are the neighbour areas of Warmia and Mazuria as well as other Polish regions, e.g. the Baltic Coast areas or the mountains. Tourism facilities and complex services available there make them more attractive for tourists. As regards transport facilities these are also on a higher level and it is easier for a potential tourist to get to the Warmia and Mazuria Region, the Baltic or the mountains areas rather than to the Podlasie Province tourist attractions. Poor infrastructure and lack of capital let us presume that making improvements will take a lot of time although it is tourism that is going to be the main industry of this region.

Non-tourism services sphere is too much dependent on other economic branches and it does not stand much chances of development if unaided. It refers to trade, too.

Eventually, an issue of cross-border and international co-operation has to be analysed. The Podlasie Province has a unique, in the whole country, border location. It is the only province in Poland that borders Lithuania, which applies for an EU membership, and it lies by the transit route to Latvia, Estonia, Finland, and St. Petersburg in Russia. It co-operates with Belarus and has got experience in contacts with the Kaliningrad Enclave. Regional organizations support Polish businesses' relations with further areas of the Russian Federation, Ukraine, Kazakhstan, Uzbekistan, Turmenistan or Kyrgyzstan. These processes are of a great interest to the European Union and the NATO members. Regional geopolitical situation and its business implications clearly suggest that it is a cross-border and international sphere that makes our region conspicuous, distinguishable and more attractive than others. Development of international relations sphere is crucial to regional development, as other spheres of life can be skilfully inserted/introduced into it. Therefore, its development is so important. Other spheres of life can benefit from successful support of international relations, especially transborder ones, as they will contribute to increase in regional attractiveness, and consequently, to better assessment other development spheres. This, in turn, will lead to winning a greater amount of assistance, and will foster the process of economic synergy (mutual development stimulation).

#### **4.3.2 The influence of macroeconomic and macro-political factors for the international co-operation of the region, including the transborder outcomes with aspects of the whole Province.**

The experience of the last few years shows the direct relevance between macroeconomic and macropolitical issues and the situation in the cross-border area, including the present area of the Podlasie Province, such as:

- (1) The influence of the lack of democratization in Belarus to the state of co-operation between cross-border regions of Poland and their equivalents in the country
- (2) The influence of restrictions concerning the Polish-Belarusian border-crossing to the regional economy state weakness,
- (3) The influence of the Russian crisis to the level of trade exchange of the Province.

Such issues are more and more connected to the internal economic situation in the region. Let us try to analyse the problems.

It is necessary to divide the topics pointed in the title into two separate spheres:

- cross-border co-operation,
  - international co-operation different than the transborder one.
- (1) The transborder co-operation includes the whole of issues connected to contacts with adjoining to the area regions of the neighbour countries, within authorities of local and regional entities. The Podlasie Province, in its present territorial shape, borders upon Lithuania and Belarus, but because of the heritage of area of hitherto Suwalki Province, the Kaliningrad District of the Russian Federation is included into the regions of the potential transborder co-operation of the region.
  - (2) Other forms of international co-operation include the whole of other relations of entities operating in the region with foreign partners.

The situation of the Podlasie Province is special from the point of view of a territorial position as the region in a few years will be the external border of the European Union. At present it is the border area of NATO.

#### **4.3.3 Basic geopolitical problems influencing the formation of economic situation and regional perspectives in the region.**

What can we expect in the context in the near future?

Let us make a preliminary analyze of geopolitical problems, important from the point of view of the region, which can have deep implications for the Podlasie Province.

- (1) We should expect tightening of external borders and introducing of the system of full protection and monitoring of a cross border traffic, according to the criteria of Schengen Agreement and safety requirements of NATO.
- (2) We can expect the increase of conflicts between military-political blocks. Russia and Belarus will probably try to create some kind of obstacles for the development of economic relations, protecting

*basic geopolitical problems influencing the formation of economic situation and regional perspectives in the region*

from dangerous, from military point of view, the economic dependence of the opposite block partners, to which Poland belongs, and Lithuania will belong in the future.

- (3) Some political repercussions related to the limitation of trade exchange and economic co-operation, aiming at increase of connection with centre in Moskow of the cross-border regions of Russia and Belarus, which is dependent on Russia.
- (4) It is necessary to decrease the disproportion between cross-border regions and the rest of area of European Union and NATO, to protect the interests of EU and NATO in total, to keep the territorial integrity and increase the external safety level.
- (5) The territory of former Soviet Union includes 300 mln of consumers, tremendous and potentially (mineral resources) frozen market. The commodity movement must go through cross-border areas which is the Suwalki Region.
- (6) The area of North-Eastern Poland lies on the line connecting with new, essential for the European Union, regions, such as Baltic region (like a candidate – Estonia).
- (7) It is necessary to take into consideration the prospective economic competition of European Union candidates, or those, who are EU members, including, for example between Lithuania and Poland. On one side Lithuania counts on the Polish support within the accession, on the other, it will try to compete with Poland within the transit potential using and gaining any pre-accession and accession financial sources. It is also necessary to take into consideration the competitiveness of some actual European Union regions, such as Finland against Poland.
- (8) The Region's economy is an integral part of macroeconomic processes of so called Baltic Sea Region. Transport connection roads go through the region. The Baltic Region competes with Mediterranean Region.
- (9) The Region has the unique natural values, being part of so called Green Lungs of Poland and the Baltic Ring.
- (10) The region is unique in many respects: natural resources, bio-variety and protected species. Taking into consideration the European policy and world trends, it can be very important for economic development in the future. The regional nature richness is the base of tourism development, which is the fastest developing branch of the world economy.
- (11) The region is peripherally located from other parts of the future EU region, as well as poor in communication with the rest of Poland.
- (12) The region has got the unique natural resources (especially iron ore).

*the regional nature richness is the base for the tourism development, which is the fastest developing branch in most of the world economy*

#### **4.3.4 The optimistic scenario of synergetic development in the region**

Decrease of the development disproportion of the region in relation to other regions of Poland and other EU areas, increase of transit meaning of the region.

- (1) Tightening of external borders goes together with introduction of new technologies, which let enlarge the internal safety of the transborder areas and the external ones of the European Union. At the same time increase of capacity of border and significant development of transit and border infrastructure as well as create the proper law and treaty mechanisms facilitating the co-operation.
- (2) Conflicts between NATO and Russia and its allies are levelled by proper economic policy, which forces the development of economic relations between Russia or, for example, Belarus and the EU regions, with special regard to the transborder areas of both blocks.
- (3) In the area of former Soviet Union there is a decentralization and the increase of democracy, that gives the result of the development of areas potentially co-operating with the Podlasie Province.
- (4) The EU and NATO give special, significant sources for levelling of development disproportion of Eastern Poland from other regions.
- (5) The Suwalki Region, from the point of view of economic strategy, gains the meaning of the transit region of East-West and North-South connections.
- (6) The proper policy for the cross-border co-operation development allows the region to absorb the amount of financial resources as well as to develop the co-operation with transborder areas of Lithuania, Belarus and Kaliningrad District of the Russian Federation.
- (7) The transport system and the related to it economic centres develop, especially by the Transport Corridor no. 1, connected with Via Baltica road.
- (8) Thanks to the effective co-operation with partners from Eastern and North-Eastern states the region receives large financial resources for support of internal development and the development of international co-operation, including the cross-border one.
- (9) The whole area of the Suwalki Region, and the whole Podlasie Province, is included to the area of the Baltic Sea programs implementation.
- (10) The national pro-ecological policy allow to locate in the region the financial resources for environmental protection and full usage, according to the rules of sustainable development, of the

*increase of capacity of border crossings and significant development of transit and border infrastructure as well as create the proper law and treaty mechanisms facilitating the co-operation*

natural resources, which will bring the industry development (especially the tourism infrastructure).

- (11) The internal regional policy of Poland creates the system of preferences, which help to eliminate the disproportion between region and the rest of Poland.

It is obvious, that the presented optimistic scenario of development is as improbable as the black one because of many reasons.

#### **4.3.5 International co-operation of the Region – the present situation and the social-economic consequences – the Euroregion Neman**

The area of the Suwalki Region is included into the territory of the Euroregion Neman. Besides the Euroregion Neman includes the part of Warminsko-Mazurskie Province, the Grodno Province in Belarus and Mariampole, Alytus and Vilnius Provinces. In the near future it is planned to enlarge the territory of the Euroregion by annexing the Oziersk, Nestierow, Gusjew and Czerniachowsk Provinces of the Kaliningrad District.

*the Suwalki Region is included into the Euroregion Neman*

The European Union and many non-European entities, aiming at normalization of relations of our region, are interested in the activity of the Euroregion. They offer the essential and financial support of activities undertaken within the euro-regional cross-border co-operation. The Euroregion has got some formal problems and its practical activity is limited. Its structure is not clear, Polish self-governments are not enough engaged, there is no co-operation between other regional and local entities.

Nevertheless the role of the Euroregion will grow very fast in the near future. We can also expect more understanding and more support for the structure, which will be the result of the inflow of sources for the support of transborder co-operation.

The financial and organizational support will be necessary for the Euroregion Neman to act for the regional borderland development. It is also necessary to involve into the euroregional activities the number of the non-governmental entities and developing the new company bodies (associations, foundations, unions). The implementation of projects within the euroregional programmes can surely be the connecting element. It is necessary to support such activities not only from the European but also the regional budget. The good acting Euroregion will speed up the inflow and the absorption of funds. It can also be the effective tool integrating the region and promoting of the region abroad.

Considering the necessity of enlarging the financial potential, the Euroregion will need a strong foundation creation, which would support an implementation of projects mentioned above. Together with a development of structures and enlargement of self-

governments' and non-governmental institutions' interest, it will be also necessary to spread the euroregional idea among the local communities of the region. Without their engagement the idea of the Euroregion will not influence the regional development.

#### **4.4 Synergies in the selected area in Cesis District**

##### **4.4.1 Summary**

To secure a self government's economic and social take off it is necessary to have planning which answers the market requirements. It is necessary to take into account local needs and necessities, the principles of democracy, openness, sustainable and balanced development, and interconnection and succession. Such planning forecasts the possibility of economic development of the territory, analyses the social processes as well as assists maintaining the values of nature and culture.

The primary aim of the strategic plan of the development of tourism in Cesis region is the development of many-sided and mutually integrated, sustainable branch of tourism in connection with other branches of national economy in Cesis district.

At this moment in Latvia there is lack of knowledge and understanding of the real influence of tourism on society and interaction of small and medium companies and self-government. In many cases it results in difficulty to establish a long-term co-operation between employers and self-governments in local and regional level. Therefore to ensure the development of entrepreneurship and society it is necessary to work out a strategy and a plan which will aid the development of tourism.

The aim of this document is to work out and introduce in practice the strategy of the development of tourism for 10 following years identifying the things which are necessary to realise to improve the quality of the service and the product of tourism, the approach, to extend the possibilities of spending free time for tourists, to improve management, the service of customers, to make the image of the city and to realise the activities of marketing. The offer of high quality is usually the result of a long-term process which is based on economic considerations to establish profitable enterprises, to increase the number of employed and to persuade the local inhabitants that their city is suitable for tourism.

*strategy for the next 10  
years development of  
tourism*

The main aim of the development of tourism in Cesis District is to make it attractive to visitors where it is possible to receive high quality service and have positive and uplifting emotions willing to return there again. With the development of tourism in this district we understand also the process in which the cultural, economic, social

and ecological factors are taken into consideration and which are balanced and developing evenly.

#### **4.4.2 Content**

This work offers the strategy of the tourism development based on the following considerations:

- state and regional politics;
- present situation, the offered tourism products and their kinds;
- advantages and disadvantages;
- tendencies and directions of the development observed last years.

There is the description of measures that must be realised in near period of planning which correspond the national strategy of the development of tourism. Further on there is the description of the interaction of tourism with other branches. This aspect is particularly important in the planning process of the whole district. To develop strong tourism in the district it is necessary to have all kinds of planning, for example, the planning of territory, financing, marketing and different kinds of undertakings for encouragement, training etc. It has an important support from the state as well as local self-governments and private employers. Although this present work is not devoted to financial aspects and training of personnel because these questions have no direct connection with the planning of the territory.

#### **4.4.3 Suggestions for tourism development**

*main suggestions for the  
further tourism  
development*

The tourism development in Cesis district must be based on the following suggestions:

- (1) Developing a sustainable tourism which
  - as main priorities advances values of nature and culture;
  - is integrated in the local society as much as possible;
  - does good to the local people;
  - uses urban infrastructure for new services;
  - as much as possible uses the present buildings, e.g., old manors, wooden buildings, etc., for tourism service enterprises;
  - does not change the lifestyle of local inhabitants;
  - develops not big but high service standard accommodations – tent sites, camps, bed and breakfast, farms, youth hostels and small hotels. It is essential to offer a choice in prices.

- (2) Developing 'small' tourism with 'spread' economics, which has positive and wide social influence on local society. For example, in rural tourism it is important to support forming of part-time jobs. So the families will not depend only on income of tourism with all its disadvantages – sensitivity towards the changes in economy, seasonal factor, etc. Tourism must be developed as small business of local employers.
- (3) The development of tourism means improving lodging and accommodation, entertainment, visiting museums, and other tourism services. The quality of accommodations must be improved (service, sanitary conditions). Improvement and restoring is necessary to the existing museums as well as entertainment. It especially refers to the service standards.
- (4) Co-operation in tourism in all Vidzeme must be developed and consolidated. A common strategy is necessary for using the values of nature for tourism.

The next questions mentioned do not have so essential importance in the planning of tourism although they are important if we talk about tourism as a commercial branch.

*tourism as an  
commercial branch*

- TIC must be consolidated and the range of its functions must be widened; it includes also marketing. TIC must take the leading role in co-operation circulating information and solving different other questions. It is essential for TIC to provide the widest possible co-operation involving local authorities and other interested organisations. TIC must provide the continuity of this co-operation.
- The information must be provided about sustainable tourism development and its practical necessity. For such development it is important to have the support of local people. This development will be started by protection of natural and cultural values and it will proceed in conformity with the principles of environmental protection.
- It is also necessary to work out the marketing strategy of all the territory and tourism products including different marketing methods, acknowledging the goal, the profile of using territory, the financing of marketing (it is an important point because in the first period when first income appears it is difficult to find money for marketing). It is necessary to discuss how expenses for advertising will be distributed among the state, regions and local authorities, and what or who will do this distribution.

#### **4.4.4 The Connection of Tourism with Other Fields**

It is essential to clarify the relationship between tourism and other sectors. It is important to know the interests of which sector coincides

*interactions between  
tourism and other sectors*

with tourism and which are quite opposite. The development of tourism considerably depends on the serious estimation of other interests. Further on there is the description of important possibilities of co-operation and also the problems:

**The local society.** Tourism can be developed in the way to give support to those who offer the service therefore improving the living standard of the local society. Tourism can develop also in a negative way and as the result of it can be, e.g., cities' full dependence on tourism. In summers tourism dominates but in winter cities look like 'ghost cities'. If the owners of the tourism infrastructure are 'outsiders', t. i., they are not the local inhabitants and do not live there permanently the economic influence can be restricted.

**Nature.** Developing sustainable tourism there must be an agreement between the interest of tourism and nature. The importance of nature protection should not be reduced. As the nature is used for the interests of tourism as the result can be conflicts, for example, the life of big animals and birds can be disturbed. Some species of birds are sensitive to even the slightest intrusion, e.g., in the period of nesting. They also need relatively big, absolutely safe territories. It is also possible that the result of paddling the surface can be the destruction of valuable vegetation, for example, near lakes. It is worth mentioning the influence of parking places, tent sites, camp sites on nature and landscape. Sailing and boating often disturbs birds in rivers and lakes as well as creates the degradation of banks and the vegetation. It is essential to set restrictions using definite tourism territories by making special hike routes, suitable recreational objects, etc. To evaluate the interests of nature and tourism it is usually necessary to have precise knowledge and registration of nature conditions. The obtained knowledge can be useful in the future planning process when we, for example, work out the plan how to use a lake.

*tourism has to be in accord with the nature*

*visitors guiding is necessary*

**Cultural heritage.** The interests of cultural heritage and the development of sustainable tourism generally coincide. Developing tourism the importance of cultural heritage interests should not be reduced but tourism must be supported economically as much as possible. It must be taken into account that its misuse often leads to damage and wearing out of famous cultural objects.

**Agriculture.** Tourism is interested in having various landscapes with different nature territories, small habitat and lovely sights. It probably will be in conflict with the vast territories necessary for intensive agriculture. Tourism is also interested in having possibility to use private roads.

**Forestry.** Tourism is interested in exciting and many-sided forest environment – not touched forest territories which can be used in working out different routes. Periodically there can create problems concerning using forests for hunting during the season when it is closed for visitors.

**Transport.** Tourists as well as local inhabitants are interested in the development of transport therefore the public transport conditions for cyclists must be improved.

**Conflicts between the rest in the open air and other tourist interests.** Planning tourism one must draw attention to likely conflicts between the rest out in the open air and the interests of tourists. Main conflicts appear between:

- nature observers, for example, ornithologists and sport activities, for example, sailing,
- calm and noisy activities, e. g., using a lake as a place of relaxation,
- passive and active, e. g., the problem of safety between swimmers and motorised watersports.

Discussing the further use of territories it is important to determine the permissible kinds of activities and its size in a definite place.

#### 4.4.5 Goals and Policy to Implement the Strategy

The tourism development plan of Cesis district is a long-term plan: it is for 10 years. A long-term plan is the strategic plan involving the defining of branch's philosophy and within which the branch's activities direction and guidelines for further planning are determined.

*the further planning periods include working out the concept of the development and the operative plan*

The further planning periods include working out the concept of the development and the operative plan. Within the development concept there are determined the directions of the activity for the development of tourism and is carried out a detailed estimation and evaluation of the particular sector and market, the creation of new products is proved. The operative plans include working out definite plans for activities (e.g., a marketing plan), the planning of finances and budget and evaluating the set objectives with the help of an indicator.

##### 1. goal: The Development of Purposeful and Sustainable Tourism

For implementing the policy's strategy it needs:

*demands to implement the strategy of goal 1*

- Local authorities co-operation with employers.
- Involvement of local society into the development of tourism development.
- Short-term planning, setting objectives and checking the result.
- Making a single plan for tourism in Cesis district.
- Rational using and maintenance of present resources of nature, culture and history.
- Recognition of tourism as one of Cesis district branches of economic development which must be supplied as an

alternative to maintain the present working places or to offer new ones.

- Co-operation with the local authorities from other cities and regions.

Indicators for achieving **goal No. 1:**

*indicators*

- Worked out the plan of tourism development.
- Increasing of tourists in the city and district.
- Increase of profit in the establishments of tourism and the budget of local authorities.

**2. goal: To provide the activities of tourism marketing for Cesis district's tourism resources and for tourism service in Cesis.**

To implement the policy's strategy it needs:

- Making single system of tourism information.
- Forming of Cesis city and district's image.
- Regular publishing of informative material.
- Involvement in international and interregional projects.

*demands to implement the strategy of goal 2*

Indicators to reach the **goal No. 2:**

*indicators*

- The number of published advertising materials.
- Souvenirs of Cesis city and district are developed.
- Participation in international and local tourism fairs and exhibitions.
- Publications about Cesis district in Latvia mass media.
- The total number of Internet home page visitors.
- Increase of TIC visitors.

**3. goal: The Development of tourism infrastructure in Cesis district**

To implement the policy's strategy it needs:

*demands to implement the strategy of goal 3*

- Creating new tourism infrastructure.
- Maintenance and support of TIC activities.
- Creating and reconstructing new tourism attraction objects.
- The reconstruction, improvement, adaptation of tourism objects to the necessity of tourism.

Indicators to reach the **goal No. 3:**

*indicators*

- The number of accommodations and beds.
- The length of tourist stay.

- The number of places for relaxation.
- The number of active recreation infrastructure objects.
- The number of tourism information signs.

**4. goal: Developing new and effective tourism products.**

To implement the policy's strategy:

- Promoting business and conference tourism in Cesis city.
- Promoting rural tourism.
- Organisation of events attracting tourists.
- Promoting active tourism.

*demands to implement  
the strategy of goal 4*

Indicators to reach **goal No. 4:**

- The number of tourism products.
- The number of new events and undertakings.
- The increase of tourists in the city.
- The increase of demand for the products available at present.

*indicators*

## 5 Theoretical input from University of Hamburg

The City of Hamburg places great emphasis on tourism development that follows the principles of sustainability. For this reason a research team of the Institute for Geography at the University of Hamburg, Prof. Bärbel Leupolt (Phd) and her team, was participating in the project. Acting as a "think tank" the research team developed a new approach to encourage "high quality tourism" in regions like we are with a high proportion of large nature and landscape protected areas. Unlike traditional tourism concepts this approach focuses on the values and interests of the people living in the regions. This responsibility for their own region is an important basis for sustainable development.

*University of Hamburg acting as a „think tank“*

### 5.1 The new "high quality tourism" research approach

In the centre of this new approach are the offers of the destination which are developed from the locals (local, regional authorities/associations) as expression of their interests and their values in short, middle and long term perspectives.

*objective and subjective values of tourist potentials*

"High quality is focussed in the context on values in, identification with, image of the region. There are objective and subjective values of the tourist potentials. Objective values are defined about criteria of uniqueness, beauty, diversity world-wide. The locals have their own value levels and they have basic importance for tourist offers. Only the identification of the locals with their region, with the tourist products in the region can produce an clear image of the region.

Sustainable regional development with tourism activities can only be realized if the locals take care for. The offers for the tourist market only in that way are in harmony with the quality of life of the locals today and for the next generations. The tourist potentials (esp. nature, culture) can be not destroyed.

*interaction between destination and source areas*

In that meaning not all demands, trends, activities of tourists of the source(s) should be satisfied in the region. The tourist goes to another place if he has destroyed the one the locals must live further there.

In our common project was the spatial level focussed on the interaction between sensitive areas (destinations) and agglomerated areas (source) in the vicinity in national context. In detail the research approach pointed out the three dimensions of sustainability in the destination and in the source.

Please see annex 2 –3!

During the project-period of two years on workshops, seminars and excursions in the 4 partner-regions the theoretical research approach

have been brightly and controversially discussed and already applied in first steps to various kinds of "bottom-up" decision making in the regions.

The short term of the project is the reason because a lot of important problems and questions in the transnational co-operation in the field of new views of development of "high quality tourism" in the sensitive area regions in the theoretical and empirical context are still open without solution. Continuing the co-operation with help of Interreg IIIB and Phare should be a chance to find more concrete answers therefore, too.

Extensive empirical work of the researcher team from the Department of Geography are concentrated in themes of accessibility and tourism marketing in the partner-region Mecklenburg Lake District as pilot-region and destination and in the City of Hamburg as source.

## **5.2 Empirical researches to "accessibility"**

The empirical work to "accessibility" has based on the research approach of "action room research" and "behaviour geography". In short: activity in space, behaviour in space and also travelling is the result of decisions. For that perception is crucial. Travel and transport are the results of a choice process. Mental maps determinate the kind and frequency of travel. This again pinpoints a closed connection between marketing, information and accessibility.

German studies indicate that the main problem of tourism transport is the environmental impact produced by the use of private cars,. The public transport is designed as the preferred alternative. For our opinion it can also be private company but the main point is to reduce the individual traffic (mainly done by car). The air transport and long distance travel is excluded. The reality in Germany is that people travel in holidays mainly by car. An investigation found out that for all leisure activities the private car is for Hamburg citizens number one. On short vacation trips (one to three nights overstay) 70 % take the car, especially if a family with children travels because of luggage transport and price.

In our own study-work the objective accessibility from the source Hamburg to the destination Mecklenburg Lake District is analysed as well as the subjective accessibility (traffic behaviour). For that appr. 900 tourists in the destination Mecklenburg Lake District and appr. 670 citizens of Hamburg have been interviewed. The main results out of this empirical work are the following:

- (1) The Mecklenburg Lake District is a destination which suits to the wishes Hamburg citizens have for their holidays. The travel time is accepted, the costs with train are partly too high.
- (2) The car is the most attractive mode of transport for travelling.

- (3) The main reasons for preferring the car are: price, time, transport of luggage, more flexibility and independence, more comfort.
- (4) The offer of public transport is not a real alternative yet.
- (5) The main reason for choosing the train to travel to the destination is that people do not have car.
- (6) Connected with the train is the criticism: high price, not frequent enough, not punctual, too much changes of train.
- (7) Positive attributes of the train are: environmental friendly and safe.
- (8) At the tourism destination itself the willing of tourists to leave the car is much higher.
- (9) The researches found out a number of components which influence traffic behaviour which are documented in the figure "choice of modes of traffic" (see in chapter 2).

To change the traffic behaviour there are hard and soft instruments to use. Hard restrictions in order to reduce car use are in general unpopular with the risk that tourists change the destination. Soft instruments shall strengthen the use of environmental friendly modes of transport.

*hard and soft  
instruments in order to  
reduce car use*

Hard restrictions are price (petrol price, taxes, parking place fee, fee for road use) and time (speed-limit, blocking of roads, limited access with cars into specific areas).

Soft measures shall make alternatives more attractive, e.g.:

- (1) Offer and prices are easy to understand
- (2) Net-system of different modes of transport (e.g. one ticket)
- (3) Transport of luggage (e.g. shuttle busses)
- (4) Many places for bike renting and good bike paths
- (5) Subventions for public services (e.g. ticket for free)
- (6) Information about public services and environmental stuff at destination and at source region
- (7) Co-operation

*accessibility in the  
context of high quality  
tourism*

The following seven points are worked out helping to plan accessibility in the context of high quality tourism:

- (1) Analysis of the actual status and searching for a common picture.
- (2) Considering of consequences and problems before acting.
- (3) Reduce the negative attitude concerning the public transport.
- (4) Co-operation of actors.
- (5) Planning has to be transparent, long-term-thinking and bottom-up.
- (6) Needed are bundles of measurements.

(7) Not only local solutions.

### 5.3 Empirical researches to "tourism marketing"

The empirical work to "tourism marketing" has started by analysing the potentials which are creating the image (image analysis and potential analysis). An image analysis has to be done to see how the region presents itself. The potential analysis has to be done to find out if there are more (may be unspotted) potentials available. Further was gathered all information about the perception of the region and the image it has by the source side (behaviour analysis and partly source analysis).

In the study case the source of tourism was the City of Hamburg where appr. 580 interviews with people in the streets have been conducted. The questionnaires included questions about the perception and the image of the region Mecklenburg Lake District and the perception of the Mueritz National Park.

The findings out of the interviews have been that the destination Mecklenburg Lake District is quite known to the people of Hamburg and that they had been visiting the area as well. A clear image of the region could not be identified. Very vague images like "lakes" and "nature" were given by the people of Hamburg. The marketing is challenged to give the region a clear unique image so that the region is a special place to visit and not just one of many "nice places" in the vicinity of Hamburg.

The Mueritz National Park is hardly known to the people of Hamburg. Some people knew of a National Park, but they did not link the Mueritz National Park with the area. The Mueritz National Park with all its uniqueness could be an image carrier for the region. But it shows that it is not promoted and marketed enough. The demand is to promote more, especially on fair exhibitions and in the brochures of the region.

In kind of a destination analysis several surveys were conducted at the destination. Expert talks have given an idea of the existing development strategy and its tools. Further tourists have been interviewed about their knowledge and image of the Mecklenburg Lake District. Within the region appr. 900 interviews have been gathered which included questions about the perception and image of the region. An in-depth study of the existing marketing and the presentation of the information in the region has given to the research team a good look of the communication structures and links.

The findings out of this analysis have been that a communication network is hardly existing and that every institution and information centre is more or less doing its own thing. There is not one common catalogue or brochure which is linking all tourist attractions and events of the whole region together. For every part of the region there are different information available with no obvious connection to each

*image and potential analysis as the start of empirical work*

*the necessity of having a clear unique image*

*Mueritz National Park could be an image carrier*

*weaknesses in existing marketing and presentation activities within the Mecklenburg Lake District*

other. So the tourist gets confused because tourists do not want to spent to much time to look around for informations. They expect the region to be one big community and that they can get all information about everything at one place. The suggestion of the research team is only one big catalogue which will have some relevant information and have all links to the appropriate information centre. Such one catalogue shall be easy to use for the uninformed tourist and shall be distributed to the interested tourists. It should be the only paper sent to potential tourists planning their trip into the region.

Talking to experts out of the region about where the region is heading to different goals and aims have been gathered. It seems that there is not just one common strategy for the tourist development of the region. The vision for the regions development could not be identified with help of these talks.

*the region needs a common vision of development*

It is very important for the marketing of the region to develop a common goal and strategy by communication on all levels (local and regional).

Sustainable improvement of living conditions on the destination side has at first of all to evaluate the viewpoint of the locals towards their tourism potentials. It's to find out how they value their own environment.

*regional identity as the base for Regional marketing*

To gather information about subjective values and regional identity several steps should lead to a result of one common model or one common vision of development. The stage of regional identity needs to be evaluated to see the need of more common work together to develop a corporate identity which is obviously shown.

General questionnaires should be done for asking the local people how they see there environment and what kind of approach they have to tourism. Information should be gathered to see how the region caters for tourism e.g. signs of local pride, restored local values etc. The findings should lead to the model of development of the region which is supported by the majority of the local actors and which will be the base for a high quality marketing strategy.

## 6 Conclusion, Follow up (Interreg IIIB, other programs)

The prior captures inform about the working process and the aimed results and achieved successes within the frame of the Interreg IIC project „High Quality Tourism - Sustainable Development In Sensitive Areas In Four Regions Around The Baltic Sea”. It mainly involves the development of High Quality Tourism“ in the sense of sustainable regional development.

That title expresses the common interest of the 5 partners to create new ways and aims for the tourist use of existing natural and cultural potentials in the Baltic Sea context.

The first period (1999-2001) of co-operation was signed by common discussions about the 3 main topics (look at chapter 2 – 4) by getting first conclusions and by making first realization steps.

Priorities were given to:

- (1) the creation of co-operative structures between local authorities, entrepreneurs, organisations, associations and active persons (in the sense of networks)
- (2) the development the of strategies and conceptions for regional development questions
- (3) the development of project ideas/ plans and their implementation

*priorities during the two-year working process*

The process- experiences and achieved results are good usable for all partner regions and to a certain degree transferable too, because of the similar region characters (look at introduction).

The different development level of each partner within the main topics makes the exchange of experiences in a special way fruitful.

It supports the sustainable spatial development of the BSR because of the linking between EU- and non-EU countries/ regions aiming at future EU integration.

Transnational benefits are:

- (1) development of international co-operation,
- (2) finding out common aspects,
- (3) comparing of ideas and methods,
- (4) development/ realization of projects,
- (5) transfer of successful EU-based models of regional development and co-operation to non EU-states participating in the project

*transnational benefits*

In view of the achieved results/ successes during the last 2 years all partners agreed to continue and to strengthen the transnational co-

*planned follow up activities*

operation and project beginnings by using European programs Interreg IIIB and Phare.

During the final conference in June 2001 in the Region Mecklenburg Lake District all partners defined the following common main topics and the umbrella project resulting from the recognized lacks and problems within the regions during the two-year IR II C co-operation work.

- (1) development of thematic, tourist routes
- (2) development of guiding and information centres
- (3) development, marketing and distribution of regional products/  
regional marketing

Natural and cultural potentials as well as natural resources should take more into account quite in the sense of sustainable regional development.

An intensify project oriented exchange of experts is planned and desirable. The planned internet forum will contribute to that.

Just now all partners prepare the applications for Interreg IIIB and Phare.