



GOOD PRACTICES IN ZŁOTÓW. WIELKOPOLSKIE ZDROJE



Ministerstwo
Funduszy
i Polityki Regionalnej

ZŁOTÓW
WIELKOPOLSKIE ZDROJE

„Good practices in Złotów. Wielkopolskie Zdroje” financed by the „Local Development” program from the Financial Mechanism of the European Economic Area 2014–2021 and the Norwegian Financial Mechanism 2014–2021, the so-called Norwegian Funds.



ZŁOTÓW. WIELKOPOLSKIE ZDROJE

CLIMATE-NEUTRAL CENTER

FOR HEALTH AND ACTIVE RECREATION,

CITY OF CLEAN LAKES AND GREENERY,

ATTRACTIVE FOR LIVING, LEARNING,

AND WORKING, THE HEART

OF HISTORIC KRAJNA REGION.

Development:
A team of employees of the Municipal Office in Złotów

Photos from the collection:
City Hall in Złotów

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Sustainable urban development is a process in which cities evolve in a manner that ensures a good quality of life for current residents while also preserving the natural environment and not limiting the opportunities of future generations. In Poland, the principle of sustainable development is enshrined as a fundamental right in the provisions of the Constitution of the Republic of Poland. Article 5 of the Constitution states:

„The Republic of Poland shall safeguard the independence and integrity of its territory, ensure the freedoms and rights of persons and citizens, and security of the citizens, safeguard the national heritage, and shall ensure the protection of the environment, guided by the principle of sustainable development.”

In 2015, the member states of the United Nations, including Poland, adopted the document titled „Transforming Our World: The 2030 Agenda for Sustainable Development,” thereby committing to specific actions aimed at eliminating poverty, ensuring peace and prosperity for all, and protecting our planet. Considering the scale of recent urban migration trends, Agenda 2030 identifies Goal 11 as „Making cities and human settlements inclusive, safe, resilient, and sustainable.”

In October 2016, at the Habitat III Urban Conference in Quito, the so-called New Urban Agenda was adopted. This document pays particular attention to the challenges associated with advancing urbanization. It prioritizes appropriate planning and management in cities, which should provide high quality of life, health, safety, and economic development. It promotes sustainable urban mobility, the principle of social participation, and the concept of smart cities.

Agenda 2030 and the New Urban Agenda serve as important reference points for the implementation of Polish urban policy. The Polish perspective on actions for sustainable and responsible economic development is formulated in the Strategy for Responsible Development. According to this strategy, responsible development is one that, while building competitive strength using new growth factors, ensures participation and benefits for all social groups residing in various parts of our country.

For a small city like Złotów, sustainable and responsible development is a key task. Ongoing demographic, economic, social, and cultural processes are diminishing the significance and function of the city, ultimately leading to its gradual decline. To prevent this, decisive, comprehensive, and consistent actions must be taken immediately to counteract these negative trends.

One action taken by the city of Złotów in this regard was the application in a competition under the „Local Development” Program. This pilot and pioneering program on a European scale required applicants to undertake a significant amount of work – the development of a new path for the city’s development. The activities planned for implementation within the project were intended to be the first step towards its implementation.

However, this would not have been possible without your support – all those who contributed to the project at various stages. Together, there were about 4,000 of us. Once again, I thank you for your involvement in this matter! Thanks to this, we were able to celebrate the results of the recruitment on July 9, 2021, and the fact that by ranking 6th, we qualified for funding.

Unfortunately, changes in the recruitment conditions and the reduction of the project’s value from approximately 36 million to about 17 million in allocated funding forced us to limit the scope of the implemented activities. However, after this difficult period, we proceeded with the actions, and now we can already see the first effects of this multi-year work by introducing facilities such as the Multi-Care Center and the building near the Water Tower, serving as the Center for Activity and Entrepreneurship Support as well as the Career Office. Particularly important for us were also ecological activities, including the appearance of the first containers for electronic waste in the city. Also significant were the activities aimed at developing the tourist offer based on what distinguishes us – the lakes of Złotów. Thanks to the construction of a floating pier and the purchase of boating equipment, we could already enjoy active leisure in nature.



With your support, we were also able to develop many construction documentation for tasks such as the development of Wilhelm's Mountain or the construction of a city beach on Jeziornej Street, for which we have already obtained 8 million PLN in funding. Moreover, soon we will be able to walk past the built salt graduation tower or cheer for the Złotów football players on the full-size football pitch with lighting on Wioślarska Street.

The implementation of the „Złotów. Wielkopolskie Zdroje” project, however, is not only about construction projects but also about investments in human capital – in our children, local NGOs, and entrepreneurs. The support offer for these groups within the project was very broad. Starting from consultations, training, workshops, business breakfasts, and ending with already conducted studies on vocational predispositions among students of Złotów primary schools. Some of these activities will be continued after the project is completed within the Municipal Career Office and the Center for Activity and Entrepreneurship Support in the renovated building near the Water Tower.

Importantly, the project activities concern the development policy of the entire city, encompassing many areas of life. They have an innovative character due to their multidimensionality and complexity, as well as the combination of non-investment elements with infrastructural ones. Thanks to this, the implemented Local and Institutional Development Plans allow for a comprehensive change in our small Homeland.

It is also important that the project itself is a kind of prelude, the beginning of a new opening in the development of the city with a clearly defined path. All these actions build the vision of „Złotów. Wielkopolskie Zdroje,” a city comfortable to live in and neutral to the climate, providing healthy, modern, and safe working and development conditions for all residents.

The publication you hold in your hands is intended to provide information about the implemented project, which we created together. I hope that reading it will be interesting and encourage further cooperation in the development of our city.



NAME

ESTABLISHMENT OF URBAN TEAMS FOR PROJECT IMPLEMENTATION

PREMISE AND SITUATION DESCRIPTION

The ongoing project was intended to impact not only the direction of the municipality's development but also the organizational evolution of municipal administration. This complex and multidisciplinary endeavor, encompassing over 100 tasks, required both specialized knowledge in areas such as public finance, investment issues, social matters, and management, as well as coordination of actions taken. To effectively implement the project, it was necessary to establish a task force and organize its work through appropriate task allocation, authorities, and responsibilities.

FUNCTIONING DESCRIPTION

The Mayor of the City of Złotów issued a directive regarding the establishment of the Coordination Team for the Local Development Program, which was divided into several thematic teams:

- 1) Team for implementing the Local Development Plan (LDP)
- 2) Team for implementing the Institutional Development Plan (IDP)
- 3) Team for implementing the Operational Program Technical Assistance (OPTA)
- 4) Task Force for Participation.

The work of the Coordination Team is organized and supervised by its Chairman, who also resolves any competency disputes.

The tasks of the LDP, IDP, and OPTA teams are as follows:

- 1) Ongoing supervision of the implementation of Plans and Programs

**OPIS
FUNKCJO-
NOWANIA**

- 2) Opinions on changes and updates
- 3) Coordination of activities (including outsourcing activities, recruiting individuals, updating schedules, achieving indicators, monitoring, information flow, etc.)
- 4) Preparation of an annual assessment of the implementation system
- 5) Monitoring and evaluation of project effects (including indicator selection, task allocation, data collection and analysis, reporting, planning corrective actions)
- 6) Risk management oversight
- 7) Preparation of semi-annual reports

The Task Force for Participation is responsible for involving residents in the implementation process of Plans through organizing meetings and informational events, using e-tools to gather opinions, as well as providing feedback from residents to project implementers.

BENEFITS

- Providing organizational frameworks for project implementation
- Clear task division and coordination
- Integration of the team of employees

**RESOURCES
NECESSARY
FOR
IMPLEMENTA-
TION**

- Municipal office employees
- E-tools for gathering opinions, e.g., konsultacjejst.net

NAME

ESTABLISHMENT OF THE DEVELOPMENT COUNCIL AND KEY SPECIALISTS TEAM – AN AUXILIARY BODY FOR PROJECT IMPLEMENTATION

PREMISE AND SITUATION DESCRIPTION

Effective project implementation relies on the ability to quickly adapt to changing internal and external conditions, often requiring knowledge from various fields and a fresh perspective on the entire course of implementation or problem-solving methods. Project team members are also employees of the institution, which often leads them to undertake actions somewhat guided by the mission, vision, tradition, and culture of the workplace. This approach to project implementation results in a narrow view of emerging opportunities to achieve further goals and the problems encountered along the way, which over time can lead to a shortage of ideas to counteract them. The proliferation of unresolved difficulties during project implementation leads to a decrease in the motivation of the project team, frustration, negatively affecting other tasks. A good practice to avoid the aforementioned problem is the establishment of an auxiliary advisory body for project implementation - the Development Council and Key Specialists Team.

FUNCTIONING DESCRIPTION

Establishing advisory, auxiliary teams for project implementation will provide a fresh perspective on the project and deliver knowledge from specialists in various fields. Thanks to specialized knowledge, it will be more effective to counteract emerging problems and accomplish tasks. The Development Council consists of representatives of local entrepreneurs, foundations, associations, social groups, high schools, as well

FUNCTIONING DESCRIPTION

as the county and municipality, while the Key Specialists Team consists of representatives of units subordinate to the Municipal Office. Joint meetings of both teams are held once a quarter, during which the tasks accomplished so far are presented, and plans for the near future are discussed. Obstacles encountered during task implementation are also discussed, followed by a discussion on the subject. Taking advantage of the fact that specialists from various fields participate in the meeting, they are often asked to express their opinions on project-related matters, and surveys or other activating tasks are prepared for meeting participants. The responsibilities of the Development Council and Key Specialists Team include:

- Providing advisory functions
- Evaluating project implementation reports
- Consulting on key stages of project implementation
- Supervising the evaluation process



Work of advisory teams





FUNCTIONING DESCRIPTION

- Participating in debates on the report, as specified in the ordinance on the establishment of the Development Council and Key Specialists Team.

After each meeting, a summary note is prepared, which summarizes its course. Then the note is sent to all members of the Development Council and Key Specialists Team along with a reminder of the set date for the next meeting.

BENEFITS

The benefits of establishing the Development Council and Key Specialists Team - an auxiliary body for project implementation are:

- Fresh perspective on the project
- Exchange of experiences
- Exchange of knowledge
- Understanding specialists' opinions from specific industries
- Viewing the project from the perspective of residents

BENEFITS

- Involvement of key project stakeholders in its implementation
- Establishing new contacts
- Strengthening the bond between local government and parties involved

RESOURCES NECESSARY FOR IMPLEMENTATION

Resources necessary for implementation include:

- Candidates who have expressed willingness to participate in the Development Council and Key Specialist Team
- Appointment of members to the Development Council and Key Specialist Team by directive
- Identification of the person responsible for organizing meetings
- Determination of the role of the auxiliary body for project implementation
- Establishment of meeting schedules and their frequency

NAME

TEAM MEETING CALENDAR FOR DISCUSSING CURRENT TASKS, NEEDS, AND ISSUES

PREMISE
AND
SITUATION
DESCRIPTION

Every project is unique, and their implementation varies. Often, there are situations where the assumptions made during project proposal significantly differ from the realities during execution, leading to a pile-up of problems that are difficult to mitigate. The project execution environment can be divided into internal (including organization management, employees, project managers, and other team members) and external (such as competitive environment, economic environment, legal environment, political environment), over which we have no control, and which largely cause the emergence of new risks or obstacles to achieving the project's goals. Therefore, during the implementation of any project, constant monitoring of its current progress, anticipating problems, and reacting to them quickly is necessary. Hence, the foundation of project management lies in trust, efficient and transparent communication among team members, and knowledge sharing. Therefore, a good practice to address the above problems is to convene regular project team meetings, during which the work done in the past week is summarized, current problems are discussed, employee needs related to task execution are addressed, and a preliminary action plan for the upcoming week, month, quarter is developed.

**FUNCTIONING
DESCRIPTION**

The regular team meeting calendar does not have to be literally a “calendar” of meetings. Its main purpose is to designate specific day(s) on which project team meetings will be held once a week. Such a system allows for quick notification of problems encountered during task execution and prompt responses to them. To ensure that meetings run smoothly and efficiently, a person responsible for their organization is designated. This person creates the meeting agenda and sends it to participants, reminds participants of meeting dates, informs them of any changes to the agenda, manages technical aspects of the meetings, and prepares meeting reports to summarize the key information discussed during the meeting. All documents created for the meeting are placed on a shared drive accessible to all meeting participants, allowing everyone to edit/comment on them. Both the meeting agenda and subsequent report are created using Google documents, enabling smooth sharing with interested parties. One person oversees the agenda, but everyone can add topics they would like to discuss during the meeting. The agenda is created in a table format, with each topic, the initials of the person responsible for the topic (responsible for adding it to the agenda and/or discussing it), and the persons concerned with that topic marked (below is a sample meeting agenda). By maintaining meeting agendas, everyone has the opportunity to familiarize themselves with the topics to be discussed during the meeting, allowing them to prepare accordingly for each meeting. The meeting report consists of a brief summary of the entire meeting, divided into specific topics discussed during it. It allows participants to revisit what was discussed and where each topic ended. Team members can add comments to individual topics, which also improves communication among them. The meeting report also serves as a source of information for individuals who, for various reasons, could not attend the meeting. By analyzing individual meeting reports, conclusions can be drawn about recurring problems, why they could not be prevented, and what obstacles have been mitigated.

BENEFITS

The benefits include:

- Quick response to emerging problems
- Better communication within the team
- Better meeting organization
- Counteracting artificial prolongation of meetings
- Improved information flow among team members
- Better project management
- Faster response to changes
- Regular verification of task completion status
- Increased team motivation
- Building team morale (greater trust, better cooperation)
- Exchange of experiences and knowledge

**RESOURCES
NECESSARY
FOR
IMPLEMENTA-
TION**

Resources necessary for implementation include:

- Determination of specific meeting dates
- Designation of a person responsible for organizing meetings
- Shared drive accessible to all team members, where documents will be shared

NAME

OPEN CALL FOR PROJECT TASKS

PREMISE AND SITUATION DESCRIPTION

Planning a large project begins with a vision, which often boils down to a few main ideas. We set ourselves a goal, but to achieve it, we also need to determine how we intend to do so. What tasks can serve the goal? Are they feasible under the given conditions? What obstacles may arise along the way? Or perhaps several different tasks can lead to achieving the goal? In the face of this, which ones to choose? There are certainly more questions we ask ourselves when planning. The answers to these questions are known to specialists in the area of the city's activities and to residents whom the city is intended to serve, so we decided to involve them in the planning process - while adhering to certain principles.

FUNCTIONING DESCRIPTION

The Mayor of the City of Złotów issued an order specifying the formal and substantive criteria for selecting projects within the planned application for the "Local Development" program. The proposal submission was open, but they had to meet certain formal and substantive requirements. Formal requirements concerned whether the task fits into the city's vision, achieves specific goals within specified scenarios and deadlines, and finally, whether it is feasible at all. If the proposal met the formal requirements, it underwent substantive assessment. The substantive criteria included, among others, the extent to which the proposal would improve the lives of residents, to what extent it would utilize the city's internal resources, how it would affect the pace of city development, to what extent it would respond to the needs of residents,

**FUNCTIONING
DESCRIPTION**

and how it would impact other activities in the project. The substantive criteria were subject to numerical evaluation. The use of this type of methodology allowed for an objective selection of tasks for the project.

BENEFITS

An open and transparent method of task selection led to an increase in social acceptance for their implementation.

- Objective selection of tasks for the project
- Increased engagement of project implementers, who were also co-authors of the adopted solutions

**RESOURCES
NECESSARY
FOR
IMPLEMENTA-
TION**

- Formulated vision and goals

NAME

UTILIZING KANBAN BOARDS

PREMISE AND SITUATION DESCRIPTION

One of the key elements for the effective implementation of a project, especially one as large and complex as the one being carried out within the Local Development Program, is the proper organization of the work of those involved. To avoid getting lost in the hustle and bustle of daily work and still keep track of the elements that are yet to be accomplished, it was necessary to divide the tasks into individual responsibilities. However, the large number of tasks - 133 projects planned for implementation over a period of 2 years - caused problems related to having up-to-date information on the current status of each task.

These problems, identified at the beginning of the project implementation, were attempted to be solved by using the Kanban method, which aims to optimize the work process, based on informing, planning, dividing, and controlling individual activities.

FUNCTIONING DESCRIPTION

The Kanban Board is a visual tool that provides insight into the status of planned tasks by mapping individual tasks to real or virtual cards arranged in columns on a large board. The method itself is a project management tool aimed at facilitating work visualization, limiting work in progress, and maximizing efficiency (or flow).

Both physical and digital boards can be used. However, each should consist of the following elements: visual signals, columns, work in progress limits, commitment point, delivery point.

**FUNCTIONING
DESCRIPTION**

For the project implementation, the Kanban method was introduced in a trial form to have “everything in one place,” which was extremely important due to the size and complexity of the project and the number of people involved in its implementation. It was decided to implement a virtual board (a free tool available on kanbanflow.com).

Each project in the detailed project budget was transferred to a virtual card on the board. Some tasks, planned for implementation over several years and requiring multiple rounds of contractor selection, were divided into more parts and appropriately introduced onto more cards. Each card was assigned to the person(s) responsible for its execution. Additionally, card colors indicated tasks carried out within the Local Development Plan and Institutional Development Plan.

The selected free tool also allowed for the designation of sub-tasks for each project (card), the completion of which was confirmed by checking a checkbox. Each person responsible for a task could customize the subtasks as needed - a subtask template, corresponding to most projects, was initially provided. Furthermore, according to the Kanban method, cards were placed in appropriate columns, which organized the projects in terms of their progress. For the project’s purposes, the following columns were delineated:

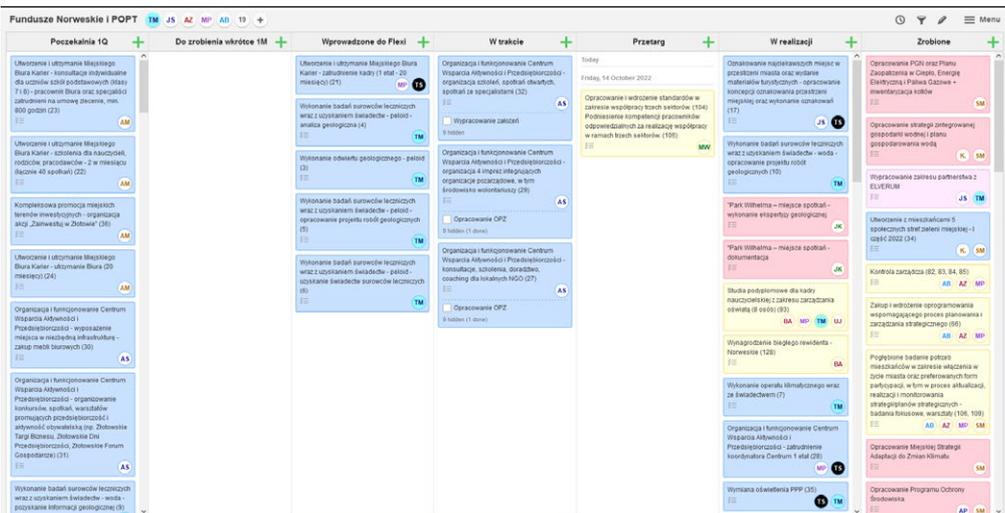
- Backlog (all projects planned for implementation were introduced here and then moved to other columns according to the project implementation schedule)
- Upcoming (tasks in this column were to be started within 1 month, allowing responsible individuals to organize work and mentally prepare for their execution)
- In Progress (tasks in this column were being implemented, meaning the person responsible for them was preparing the necessary documentation for contractor selection)
- Tender (after announcing the tender, the project was moved to this column. This stage was separated due to the large number of simultaneously conducted proceedings and the fact that they were often repeated.

FUNCTIONING DESCRIPTION

It was necessary to monitor project bottlenecks when too many tasks were in this stage, preventing the start of new tasks)

- In Implementation (after selecting the contractor and signing the contract, the task was moved to this column, showing how many tasks were being executed simultaneously)
- Done (after completing the project, it was moved to the done column, serving as motivation for teams by indicating how many tasks had been completed).

The tool itself has many other useful features that streamline work with the board. There are many solutions available on the market. However, simplicity of the tool seems crucial at the very beginning, so it does not become a barrier to potential users. From experience, we know that introducing any changes into life, especially in a large project team, is difficult at first. However, over time, as the tool is adopted, various scenarios can be developed and the method can be used in different ways. The simplicity of the method itself speaks for it, as well as the possibility of using both digital and physical boards.



BENEFITS

Benefits of implementing a Kanban board for project execution

- Visualization of the project and a large number of tasks
- Increased productivity and reduced chaos
- Simplified team communication
- Assignment of responsibilities to specific individuals for each task
- Consolidation of all tasks in one place and presentation in a user-friendly format
- Organization of daily work
- Reduction of time spent on status meetings, where the progress of individual tasks was discussed. The project coordinator could review the status of all/selected tasks before the meeting and inquire about specific issues during the meeting.
- Project team members had insight into the entire project implementation - they could obtain information necessary for the tasks they were responsible for themselves.
- The tool allowed filtering tasks from various perspectives, making it relatively easy to use and not posing a significant barrier to its adoption.
- Identification of project bottlenecks - accumulation of various tasks was noticeable at a glance.

Encountered Difficulties:

- Need for reminders to update the status of ongoing tasks
- Problems with getting started - the large number of tasks was overwhelming
- Need to maintain order on the board continuously

RESOURCES NECESSARY FOR IMPLEMENTATION

Resources needed for implementation include:

- Space on the wall or a physical board to create a Kanban board or use of virtual boards (free and paid tools)

**RESOURCES
NECESSARY
FOR
IMPLEMENTA-
TION**

- Familiarization with the Kanban method and technique, e.g., here <https://zerobs.pl/zarzadzanie-projektami/kanban-w-zarzadzaniu-projektami/>

NAME

UTILIZING EXTERNAL EXPERTS' KNOWLEDGE

PREMISE AND SITUATION DESCRIPTION

When executing projects as large and diverse as ours, it's sometimes necessary to venture into unknown territories. Handling standard investments like roads or public utility buildings or creating organizational documents based on existing legal regulations pose no mysteries for us. However, dealing with mining law or building interpersonal communication standards isn't within the natural environment of local government employees. To ensure that tasks in niche areas don't lead us astray, it's valuable to seek assistance from experts.

FUNCTIONING DESCRIPTION

Within the project, we aimed to, among other things, conduct a process of searching for medicinal resources – water and mud. Approaching the task, we knew what outcome we wanted to achieve. However, the subject matter we dealt with – issues related to spa operation, mining law – was completely unfamiliar to us. We lacked sufficient knowledge to even adequately prepare a description of the procurement subject. We sought help from experts, individuals collaborating with operational spas, you could say – authorities in their fields. Thanks to their experience and good advice, we were able to efficiently start and carry out these challenging tasks. However, there are times when not the subject of the proceedings, but the procedure itself is new to us. As a rule, we award public contracts in the most commonly used procedures prescribed by the regulations. However, we decided to implement two tasks within the project using the Public-Private Partnership

FUNCTIONING
DESCRIPTION

(PPP) formula. Since we had no prior experience with it, and our bureaucratic machinery was already working at full throttle in the implementation of dozens of project tasks, we decided to commission financial and legal advisory services to conduct the procedure. We are pleased with this decision because the procedure turned out to be difficult and time-consuming. Unfortunately, due to economic turmoil caused by the



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ŚWIADECTWO
POTWIERDZAJĄCE WŁAŚCIWOŚCI LECZNICZE KLIMATU

Stwierdza się, że planowany obszar ochrony uzdrowiskowej w Złotowie, miejscowości położonej w województwie wielkopolskim charakteryzuje się:

- dobrymi przez większą część roku parametrami sanitarnymi powietrza z punktu widzenia stosowania klimatoterapii. W Złotowie zachowane są średnioroczne normy wszystkich zanieczyszczeń powietrza, w tym także stężenia pyłu zawieszonego PM10, PM2,5. W półroczu chłodnym przekroczona jest norma docelowa benzo(a)pirenu, latem prawdopodobne są przypadki przekroczenia poziomu celu długoterminowego ozonu;
- korzystnymi właściwościami leczniczymi i profilaktycznymi bioklimatu, które mogą być wykorzystywane w leczeniu klimatycznym:
 - usłonecznienie spełnia wymagane normą 1500 godzin w roku;
 - liczba dni z opadem w roku jest zachowana, a liczba dni z mgłą spełnia normy dla obu półroczy;
 - warunki termiczno-wilgotnościowe są korzystne dla klimatoterapii, dni parne są rzadkie, a liczba dni o zbyt dużej wilgotności powietrza jest mała. Spełnione jest sugerowane przez IGIPZ PAN kryterium dotyczące liczby dni mroźnych i bardzo mroźnych, zaś dni gorących i upalnych jest więcej. Jest to skutkiem postępującego w Polsce ocieplenia klimatu i położenia Złotowa w cieplej części kraju;
 - warunki wietrzne są korzystne dla klimatoterapii, cechuje je mała liczba dni z ciszą atmosferyczną, rzadkie występowanie dni z dużą prędkością wiatru, ale częste z małą prędkością wiatru;
 - zmniejszona bodźcowość termiczna regionu oraz częsty „brak obciążeń ciepłych” mogą być wykorzystywane jako czynnik oszczędzający, a warunki biotermiczne pozwalają na stosowanie zabiegów klimatoterapeutycznych o zróżnicowanej aktywności przez cały rok;
 - najkorzystniejszy dla leczenia klimatycznego jest okres od połowy kwietnia do początku października, kiedy to można korzystać zarówno z helio- i aeroterapii, jak i terenoterapii. Przez cały rok panują tu korzystne i bardzo korzystne warunki dla sportów uprawianych w terenie otwartym, a od lutego do listopada także dla spacerów. W czerwcu i lipcu występują dni, w których prowadzenie helioterapii jest ograniczone;
 - natężenie pól elektromagnetycznych nie zagraża zdrowiu pacjentów.
- Na większości planowanej strefy A ochrony uzdrowiskowej klimat akustyczny jest korzystny dla leczenia uzdrowiskowego. Zagrożenie nadmiernym hałasem obserwuje się wzdłuż drogi nr 189, jednak obszar oddziaływania hałasu komunikacyjnego na tereny przyległe jest niewielki z uwagi na tłumienie go przez sąsiadujące obszary leśne i parkowe.

Klimat i bioklimat Złotowa, z pewnymi ograniczeniami w półroczu chłodnym, może być wykorzystywany do leczenia: chorób górnych i dolnych dróg oddechowych (w tym astmy), narządu ruchu i stanów pourazowych, chorób kardiologicznych i nadciśnienia tętniczego oraz chorób neurologicznych (w części oddalonej od drogi nr 189). Nie ma też przeciwwskazań do leczenia innych grup chorób.

DYREKTOR INSTYTUTU

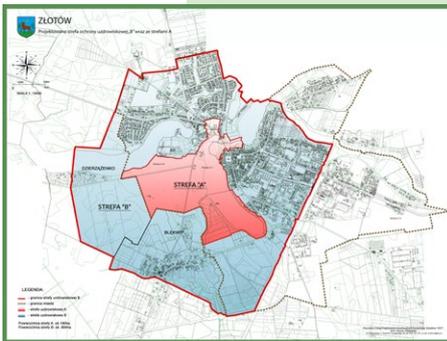
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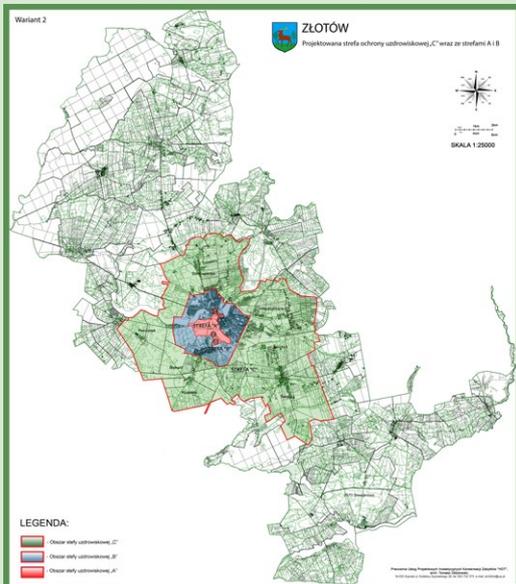
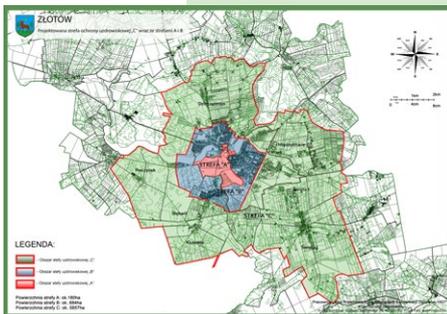
Michał Stowiński
dr hab. Michał Stowiński

FUNCTIONING DESCRIPTION

turbulent geopolitical situation, the implementation of tasks in the PPP formula proved to be impossible. However, we have learned something new and intend to use these experiences in the future. The cooperation with advisors from the Union of Polish Cities – project guardians – proved invaluable. Especially in organizational matters – thanks to the experts' experience gained from working with other cities, we didn't have to push many already open doors.



Plans of the proposed spa protection zone.



BENEFITS

- Acquiring valuable experiences for the future
- Task execution with the help of experts is more efficient and yields better results than trial and error

BENEFITS

- Freeing up our own time, which we would have to devote to solving new problems independently – we can use it to implement other activities

RESOURCES NECESSARY FOR IMPLEMENTA- TION

- Financial resources for commissioning work
- Willingness to admit that we don't know everything
- Open-mindedness and a willingness to learn

NAME

OUTSOURCING USING A LAW FIRM AS AN EXAMPLE

PREMISE AND SITUATION DESCRIPTION

A project involving over 100 tasks requires a tremendous effort from its executors. This effort is primarily distributed among individual employees who handle tasks similar to those they perform daily. Additional tasks lead to additional workload, but at certain critical points, common to all these activities, the burden increases dramatically, creating what is known as a “bottleneck.” At such times, it is necessary to find a solution, which may involve outsourcing some tasks.

FUNCTIONING DESCRIPTION

Fragmentation of the project in the context of public procurement law poses challenges. Viewing the budget from the project’s perspective, rather than from the perspective of successive budget years, and the similarity of the subject matter of the procurement for different tasks, necessitated the application of statutory public procurement procedures in most cases. Such procedures are highly formalized and require, among other things, the development of contract terms, where every word is significant during implementation. The nearly threefold increase in the number of procurement procedures during project implementation compared to previous times caused the previously well-oiled bureaucratic machine to start jamming. The duration of subsequent procurement procedures extended, leading to delays in task schedules. After identifying the problem, the Mayor decided to outsource some legal services. Overburdened employees at the office

**FUNCTIONING
DESCRIPTION**

breathed a sigh of relief, the quality of legal services remained high, and project implementation accelerated.

BENEFITS

- Maintaining the quality of specific tasks by outsourcing them to professionals
- Relieving employees whose workload increased during project implementation
- Elimination of “bottlenecks”
- Non-binding form of cooperation - only for the project duration

**RESOURCES
NECESSARY
FOR
IMPLEMENTA-
TION**

- Financial resources

NAME

UTILIZING TOOLS AND METHODS TO ENHANCE PROJECT IMPLEMENTATION AND SUPERVISION

PREMISE AND SITUATION DESCRIPTION

Effective project management is crucial for achieving project goals. Project management serves as a tool for organizations to influence their future. Utilizing methods and tools to support project management makes implementing changes and reacting to them simpler and more efficient. Changes arise from the need for preventive or adaptive actions, resulting from disruptions in internal and external institutional balance, such as changes in legal regulations.

FUNCTIONING DESCRIPTION

FlexiProject is a comprehensive project and portfolio management program. It offers project teams a complete set of tools to plan and effectively execute any project in an organization, regardless of size or complexity. With FlexiProject's project oversight capabilities, all information regarding a specific task can be gathered in one place, including progress status, documents, budget, and risks. Each task can be assigned to a specific person who will receive notifications about any changes to the task or approaching deadlines, allowing for more effective task management and, consequently, more effective project management. Among all program users, two individuals have been selected as administrators responsible for defining tasks and assigning them to specific individuals, ensuring the program's proper functioning. Users can only see and edit tasks assigned to them, ensuring that their dashboard is clear and contains only relevant information. The program enables the generation of reports and statistics related to project implementation, significantly facilitating project supervision.

BENEFITS

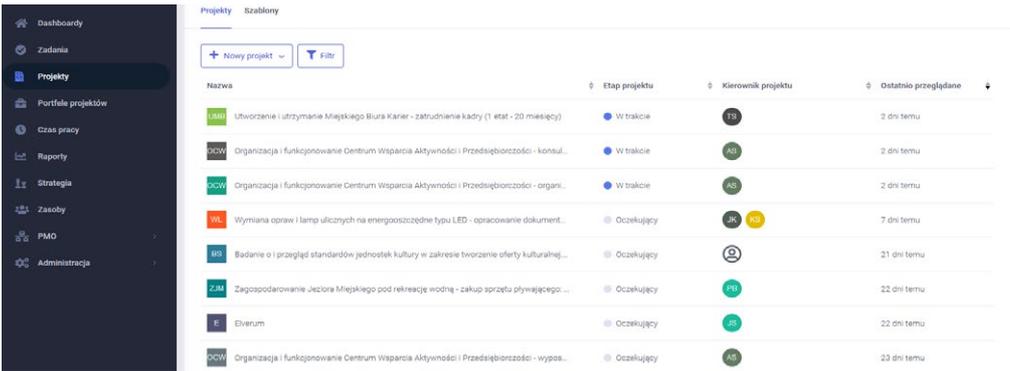
Benefits include:

- Improved communication with team members
- Transparent flow of information
- Access to task-related information in one place (progress status, responsible individuals, documents, budget)
- Specific assignment of tasks to individuals
- Control over task implementation
- Employee motivation
- Greater control over project budget

RESOURCES NECESSARY FOR IMPLEMENTATION

Resources necessary for implementation include:

- Familiarity with methods/tools
- Individual responsible for project/program oversight



*Source: <https://flexiproject.pl/>

NAME

CONSULTATIONS WITH LOCAL LEADERS

PREMISE AND SITUATION DESCRIPTION

Before drafting the proposal under the Norwegian Funds, consultations were held with residents regarding the tasks they would like to implement to develop the city. During the consultations, a record number of 684 ideas from Złotów residents for various undertakings were received, all aligning with the local development program. In the submitted proposal, 37 of these ideas were described. Subsequently, before proceeding with the implementation of each task, we contacted leaders from specific communities to discuss their needs and expectations during meetings. Additionally, this allowed us to leverage their experience, expediting the process.

FUNCTIONING DESCRIPTION

As one of the essential elements, two teams composed of local leaders were appointed for the implementation of the "Złotów. Wielkopolskie Zdroje" project, namely the Development Council and the Key Specialists Team. Meetings were held regularly, gathering representatives from local public institutions, entrepreneurs, and NGOs. During each meeting, current information on ongoing tasks was presented, followed by setting meeting dates for specific topics in smaller groups interested in particular initiatives. For example:

- Locations for conducting accessibility audits
- Planned activities of the Career Office
- Planned activities of the Center for Support of Activity and Entrepreneurship
- Forms of activities planned within the "Senior Trainer" project.

BENEFITS

- Brainstorming enabled the involvement of individuals particularly interested in specific topics and acquiring knowledge about new leaders previously unknown
- Streamlining processes by relying on leaders' past experiences
- Satisfaction of residents as the actions taken are a response to their needs
- "Not reinventing the wheel"

Jesteś przedsiębiorcą z miasta Złotów lub Powiatu Złotowskiego?



Wesprzyj rozwój swojego przedsiębiorstwa!
Pozyskaj wykwalifikowanego pracownika!
Weź udział w badaniu, a uzyskane odpowiedzi pozwolą nam dostosować usługi edukacyjne do Twoich potrzeb.

Tvoja opinia ma znaczenie!



Before drafting the proposal under the Norwegian Funds, consultations were held with residents regarding the tasks they would like to implement to develop the city. During the consultations, a record number of 684 ideas from Złotów residents for various undertakings were received, all aligning with the local development program.





BENEFITS

- Expanding the contact base and building trust in local government among residents.

RESOURCES NECESSARY FOR IMPLEMENTA- TION

- Communicative team
- Knowledge about active leaders and representatives of specific social groups
- Meeting space, computer, projector, phone



Wspólnie działamy na rzecz **Europy zielonej, konkurencyjnej i sprzyjającej integracji społecznej.**



NAME

CONTACT WITH OTHER CITIES THAT RECEIVED GRANTS – EXCHANGE OF EXPERIENCES

PREMISE AND SITUATION DESCRIPTION

During the 2022 Bilateral Conference in Warsaw, representatives from Złotów had the opportunity to meet their Norwegian partner, Elverum, as well as other cities that received grants under the Norwegian Funds. During the two-day conference, Złotów established close cooperation with the City of Hrubieszów, which also partnered with Elverum, and Piła.

FUNCTIONING DESCRIPTION

All cities that received a Norwegian partner were obliged to develop a detailed cooperation agreement. For each Polish city, this was a significant challenge due to the type of cooperation and the completely different work culture. Consequently, there was constant exchange of emails and phone calls regarding the joint development of the agreement's principles and action plans. The individuals responsible in the respective cities for cooperation with the foreign partner, thanks to constant contact, were able to expedite the creation of an agreement that could come into effect. Over time, cooperation expanded to other cities and topics that posed challenges or were unclear, such as document legalization or creating schedules and posters.

BENEFITS

- Brainstorming enables faster development of project principles
- Acceleration of project implementation
- Division of responsibilities
- Relying on the experience of other project participants
- Establishing cooperation between cities

BENEFITS

- Shortening the duration of processes necessary for project implementation
- Pooling resources and cost savings
- Calm and rational way of operating

RESOURCES NECESSARY FOR IMPLEMENTATION

Willingness to cooperate, communicative and active team, phone, computer.



The first of several planned visits of representatives from Elverum to Złotów

NAME

CITIZEN ENGAGEMENT – DEBATE

PREMISE AND SITUATION DESCRIPTION

The main assumption of the “Złotów. Wielkopolskie Zdroje” project was and still is to engage residents in the city’s development. Already at the project stage, residents of Złotów had the opportunity to propose projects that would address their daily needs. The “Złotów. Wielkopolskie Zdroje” project offered a chance for significant city development. However, due to the Ministry’s decision to reduce the grant amount, it was necessary to abandon some projects, which created a stir in the public opinion. The city was faced with the difficult choice of deciding which tasks to leave in the budget and which to remove from the project while adjusting it to the available budget.

FUNCTIONING DESCRIPTION

In October 2021, to reach a compromise between residents’ needs and proposals submitted by the Municipality or the City Council, a public debate was organized, broadcast live on local television and the “Złotów. Wielkopolskie Zdroje” Facebook page. Residents, City Councilors, project responsible experts, and city officials were invited to the debate. An external impartial debate moderator was hired, and specific rules were established:

- 1) Questions were asked alternately.
- 2) Each participant had a specified time to ask a question and provide an answer, streamlining the communication process.
- 3) The most important rule was mutual respect between the debate parties. Project experts had the opportunity

FUNCTIONING DESCRIPTION

to directly respond to doubts from councilors and residents while maintaining a respectful tone and considering substantive arguments.

BENEFITS

- Citizen engagement in city development
- Residents' voices/opinions as arguments in the discussion
- Professional approach to the topic
- Discussion based on arguments rather than emotions
- Respectful communication
- Demonstrating residents' opinions as a crucial element in the discussion

RESOURCES NECESSARY FOR IMPLEMENTATION

Venue for conducting the debate, communication channels with residents to invite them to participate in the debate, contacts with the local press



ACTIVE PROMOTIONAL ACTIVITIES

NAME

PREMISE
AND
SITUATION
DESCRIPTION

Implemented tasks should be socially acceptable not only because they are funded by public funds but also, and perhaps primarily, because they are intended to serve people and meet their needs. Acceptance of the tasks being carried out is also important because their effects will impact the city's life in the longer term, and furthermore, implementing certain tasks often means giving up others. Acceptance of a given development line is possible if residents are aware of it. To achieve this, we conducted informational activities through the website and social media. Additionally, we decided to implement active promotional activities through direct contact with residents

FUNCTIONING
DESCRIPTION

Informational files:

As part of the project implementation, several informational picnics were planned, during which City Hall employees provided information about the Norwegian Funds and the tasks being implemented with their participation. Picnics took place alongside other city events to capitalize on the attendance at such occasions. We opted for an open form of information dissemination, with contests and small refreshments to attract guests. Additionally, we encouraged residents to visit our stand by conducting "information patrols," reaching out to those who may feel hesitant for various reasons.

FUNCTIONING DESCRIPTION

Utilizing Meetings with Residents: Numerous meetings with the Mayor and residents provide an excellent opportunity to promote the project. Whether it's a meeting with department directors, NGOs, opening of an exhibition, or a speech at the beginning of the school year - wherever there is interaction between the Mayor and residents, there is an opportunity to inform about the project. The project's extremely wide thematic scope allows for appropriately emphasizing aspects depending on the audience – there is something particularly interesting for everyone. The Mayor's message is summarized in promotional materials distributed on such occasions, containing condensed information about the actions being undertaken.





As part of the project implementation, several informational picnics were planned, during which City Hall employees provided information about the Norwegian Funds and the tasks being implemented with their participation.

BENEFITS

- Social acceptance of the tasks being carried out
- Increasing residents' knowledge about funding
- Building relationships between residents and the Authority

RESOURCES NECESSARY FOR IMPLEMENTATION

- Employees of the Authority
- Informational materials and gadgets

NAME

ASKING FOR OPINIONS IN THE FORM OF AN ONLINE QUIZ (UTILIZING MODERN TOOLS)

PREMISE AND SITUATION DESCRIPTION

During the implementation of many tasks, it is necessary to involve various groups of residents in their preparation. To achieve this, it is necessary to ask them to express their opinions on a given topic and share their own opinions. Meetings open to residents are most often organized in such situations. Due to the large scope of the project, residents may become discouraged, experiencing a kind of fatigue resulting from the constant questioning on various topics, which consequently leads to a lack of attendance at such meetings. For example, only 3 people attended the meeting on the Environmental Protection Program at the Office."

FUNCTIONING DESCRIPTION

To enhance the process, a good solution is to prepare a questionnaire on the specific topic in the form of an online quiz containing several questions on the subject, enriched with illustrations and interesting facts. In addition to obtaining opinions, the result is the transfer of knowledge to the person completing the survey/quiz in an accessible manner. Posting the finished product on a website like interankiety.pl (or similar) is recommended. This practice was successfully applied in the development of the Climate Change Adaptation Plan, with 623 participants

BENEFITS

The benefits of using an online quiz include:

- Ability to reach a wide audience of residents through websites, Facebook, and engagement of municipal units (schools).
- Gathering a large amount of feedback.
- Saving time spent organizing open meetings, which may attract only a few attendees (often the same people).

RESOURCES NECESSARY FOR IMPLEMENTA- TION

The resources necessary for implementation include:

- Access to the website: interankiety.pl or another similar platform.

MAINTAINING A CHANGE REGISTER IN THE PROJECT

PREMISE AND SITUATION DESCRIPTION

During the implementation of any project, there are numerous changes – both minor and major. Several factors contribute to this, including:

- A comprehensive project budget
- A long project implementation period
- Numerous procurement procedures for selecting task performers
- A large number of individuals and entities involved in project implementation

All these elements necessitate ongoing coordination of project implementation, including budget adjustments and other substantive changes (e.g., changes in task scope, clarification of certain key elements). Submitting each minor change individually to the Intermediate Body is time-consuming and labor-intensive, as it requires the preparation of a complete set of documents for each submission. Additionally, it burdens project supervisors with minor changes that could have been collectively approved. It may also lead to a situation where change requests are continually being assessed because they are constantly being submitted. Therefore, a good practice in this regard is to maintain a change register in the project – a place where all proposed changes to the project are recorded.

FUNCTIONING DESCRIPTION

The change register can be, for example, a table that is populated with key project-related information. For the purpose of our project implementation, the following information is recorded:

- Sequential number – for numbering changes
- Date of submission – the date when the change request was submitted
- Applicant – name or position of the person requesting the change
- Description of the change – description of the proposed change (e.g., budget line item, details of the change, reallocation of budget funds between tasks)
- Internal decision-maker – name of the person in the implementing unit making decisions regarding the proposed change (e.g., project coordinator)
- Internal status – e.g., approved/not approved. In the case of numerous changes, the status allows for a quick assessment of which decisions need to be made and which have already been made
- Decision date – date of decision-making
- External status – e.g., approved/not approved. Information about the status of the change approval by the approving institution
- Change date – date of decision-making by the institution

To streamline the internal process of requesting changes, it is beneficial to prepare change requests in written form, which are then submitted for approval to the internal decision-maker. The change request itself may include a broader justification for the change, which can be used to justify the change when submitting it to the institution if approved. This approach is particularly valuable when numerous external entities (e.g., partners) are involved in project implementation. The person responsible for operationally coordinating the project and preparing change requests for the institution does not necessarily need detailed knowledge of every detail within the project.

FUNCTIONING DESCRIPTION

The decision-making process for numerous changes can occur collectively during a project team meeting, where all elements are explained comprehensively.

BENEFITS

The benefits of maintaining a change in register are:

- Ability to reconstruct all changes made in the project or change requests submitted, even those not approved. It allows determining when a particular change occurred, who submitted and approved it. This helps avoid confusion and clearly shows the course of action regarding the changed task.
- Ongoing monitoring of project implementation – the tool compels updating project status
- Provides real-time knowledge of problems occurring in the project – possible consultations with the project supervisor
- Time management – less time spent preparing change requests each time – one change request every 1–3 months, for example.
- Submitting change requests at defined intervals may also motivate those responsible for implementing specific tasks to act faster in project implementation, knowing that the next “window” for changes will not be available for several months, and any problems requiring changes may hinder project implementation.
- Time savings for the project supervisor
- The compilation can be useful for preparing, for example, annual/periodic reports on project implementation, as all information regarding proposed changes – both approved and not approved – is immediately available in one table.

**RESOURCES
NECESSARY
FOR
IMPLEMENTA-
TION**

The Resources Needed for Implementation are:

- Determining the scope of collected information and creating a table or similar format for entering information.
- Establishing change request submission rules and implementing them among project team members.

SAMPLE PROJECT CHANGE REQUEST

Złotów, 16.02.2023

(Name of the requestor)

Full Name Position and
Organizational Unit

(Details of the decision-maker)

Full Name, Position

In connection with the implementation of the project entitled "Złotów. Wielkopolskie Zdroje," under the Local Development Program, and the planned request for changes, I am requesting the following change to the project budget for the task for which I am responsible:

Current entry: (item 16 in the project budget, task name)

Organization and Operation of the Activity and Entrepreneurship Support Center - equipping the place with necessary infrastructure - purchase of office furniture

Proposed entry:

Organization and Operation of the Activity and Entrepreneurship Support Center - equipping the place with necessary infrastructure - purchase of office furniture, office equipment, equipment, development of a website

Substantiation:

In connection with the establishment of the Activity and Entrepreneurship Support Center and the Municipal Career Office, it is necessary to equip the facility with office equipment, in accordance with the construction project, which includes the planned relaxation and integration zone. Additionally, due to the desire to reach a wide range of recipients, it seems necessary to create a website that will serve to provide information about the activities included in Local Development Programs No. 6 and 7. Furthermore, it will serve the integration and networking of three sectors of socio-economic activity in the online space, including the development of the local labor market and education.

APPROVED/ NOT APPROVED

.....
Signature of the requestor Date

.....
Date and signature of the supervisor

SAMPLE CHANGE REGISTER IN THE PROJECT

No.	Date of Submission	Requestor	Description of Change	Internal Decision -Maker	Internal Status	Date of Decision	External Status	Date of Change
1.	16.07.22	Marek Nowak	Item 66 in the budget: Software Purchase - Change in expenditure type from investment to non-investment	Jacek Duda	Approved	20.07.23	Approved	-
2.	17.07.22	Joanna Wilk	Item 16 in the budget: Swimming pool construction project - VAT non-eligibility	Jacek Duda	Approved	20.07.23	Approved	28.07.23
3.	18.07.22	Maria Radke	Merging positions 18 and 19 in the project budget into one	Jacek Duda	Not approved	20.07.23	N/A	N/A

NAME

MAILING LIST OF POTENTIAL CONTRACTORS

PREMISE AND SITUATION DESCRIPTION

The key to success in carrying out public tasks contracted externally is selecting the right contractor. Although the rules for selecting such a contractor are defined in the law, particularly in Public Procurement Law, the process itself is also situated within a certain social reality. Firstly, the significant investment activity of local governments in recent times has led to a limited availability of contractors, both in terms of design and construction works. This is crucial because the project duration is limited, leaving little room for repeated procurement procedures. On the other hand, it is beneficial to work with a known company with whom some experience has already been gained. Above all, the condition for submitting an offer in a procurement procedure is the potential bidder's knowledge of the procedure.

Is there anything else that can be done to increase the likelihood of selecting the best task performer?

FUNCTIONING DESCRIPTION

The answer to this question is simple and drawn from basic marketing techniques. A mailing list, as mentioned, in business marketing allows an entrepreneur to maintain a relationship with a customer who often returns to a trusted product. In the reality of public administration and the process of selecting a contractor, a similar solution can be used, with roles somewhat reversed. The contracting authority builds a list of trusted contractors and informs them about ongoing procurement procedures so that a potential contractor, especially in situations of inadequate supply, does not miss out on the

**FUNCTIONING
DESCRIPTION**

procedure. Of course, the procedure is entirely open to other bidders who meet the specified conditions, thus enhancing competition and positively influencing the quality and price relationship.

BENEFITS

- Increased likelihood of awarding a public contract
- Opportunity to collaborate with a proven contractor

**RESOURCES
NECESSARY
FOR
IMPLEMENTA-
TION**

- Municipal employees
- E-tools for contacting bidders

