TOURISM POLICY

OF THE CITY OF WARSAW

Tourism Policy of the City of Warsaw

is a document setting out the city's development within the framework of

#Warsaw2030
STRATEGY

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INTRODUCTION

As local authorities, we engage in the creation of the tourism policy because we appreciate the role of tourism in the development of the city of Warsaw. Tourism influences the employment rate, GDP, city budget revenue, the city's image and the openness of its residents. At the same time, we understand the role that we play in the development of the tourism function in relation to the management of the city's material and non-material resources, tourist promotion and organisation of tourist traffic, building infrastructure, control over the structure and volume of tourist supply and movement, conservation of precious resources and public space, as well as ensuring the security of residents and visitors of Warsaw.

Due to the role we play, we consider the necessity of creating the tourism policy as a sign of responsibility. We feel obliged to set the direction for development in relation to the functioning of tourism and the city's tourism marketing. Also, we want to suggest the values and directions that we plan to follow in the process of decision-making concerning tourism activities. We will encourage our partners from the public, private and social spheres to do the same. We are not addressing all of the specific matters related to tourism, but aim

to focus on the basic and priority aspects. We also take into account the impact of the pandemic, which paralysed tourist traffic around the world in 2020. Our goal is to ensure the sustainable and stable development of Warsaw's tourism, its socio-economic and spatial cohesion with other functions of the city, as well as improve the competitiveness of Warsaw on the European tourism market.

According to guidelines related to the structure and the scope of the documents programming the development of the city – resulting from "Standards for documents programming the development of the City of Warsaw", Annex to the Order No 1868/2017 of 5 December 2017 by the Mayor of Warsaw – "Tourism Policy" encompasses the city's approach to tourism and formulates the values and rules, which constitute the guidelines to be included in the programmes aimed at achieving operational objectives of the "#Warsaw2030 Strategy" with respect to tourism. The policy does not directly detail the strategic and operational objectives of the "Strategy" within the scope of the development of the tourism function, but is connected in a resultant sense to them.

The "#Warsaw2030 Strategy" defines Warsaw's development policy up to the year 2030, indicating its vision and specifying its dimensions. The "Tourism Policy" develops the values contained in the strategy and its vision, taking into account and using the identified development potential. The directions included in the "Tourism Policy" are coupled with the dimensions of the vision of Warsaw in 2030:

▍ active residents,

▍ friendly place,

▍ open metropolis.

Moreover, the content of the "Tourism Policy" is compliant with other strategic or diagnostic documents concerning Warsaw. This document also takes into consideration the legislative documents, as well as the international municipal policies defined in the "Urban Agenda for the EU" and the UN's "New Urban Agenda". We have been also inspired by a review of the strategies, municipal policies and development programmes of other world cities, capitals in particular, including London, New York, Brussels, Dublin, Zurich,

Stockholm, Prague, Helsinki, Athens, Oslo, Rome, Berlin, Vienna, Paris, Lisbon, Madrid and Amsterdam. Good practices of the last six cities helped formulate entries included in the "Tourism Policy of the City of Warsaw." The list of all of the source documents for the "Tourism Policy" can be found at the end of this document.

1. WARSAW'S TOURISM CONDITIONS

1.1 TOURISM AS ONE OF THE FUNCTIONS OF THE CITY

Warsaw has almost 2 million inhabitants[1]. However, the city serves various users. In addition to inhabitants, there are people commuting to work and school, same-day visitors and tourists. In 2019, the city noted more than 10 million tourist arrivals and more than twice as many same-day visitors[2]. Over the past few years, Warsaw has seen a noticeable increase in tourist traffic as a result of the growing importance of the capital as a global city[3] that connects Poland with the world, serving business, culture and sport. This dynamic is also due to Poland's economic growth and the year-on-year growth of tourist traffic recorded globally.

Even though Chopin Airport offered 130 regular destinations around the world in 2019[4], foreign tourist arrivals constituted only 28% of tourist traffic to Warsaw. The largest visitor arrivals were from the UK, Germany, Ukraine and the US. The average declared amount spent during their stay was PLN 1,571. Domestic tourist arrivals constituted 72% of all visits. On average, they spent PLN 453 during each visit to the Polish capital[5]. Foreign and domestic tourists alike generate a comparable income for the city's economy, since the expenses of the former group are a few times larger.

Tourism is an important branch of the Warsaw's economy. In 2016, over 70,000 people worked in the widely-defined tourism industry[6]. That means that one in 13 persons in Warsaw was employed in tourism[7]. In the previous years, tourism contributed 6% of Warsaw's GDP (in 2016, it was over PLN 15 billion[8]).

In 2019, Warsaw had over 50,000 bed places in tourist accommodation establishments[9]. On the Airbnb website, there were almost 7,000 rooms and apartments to rent within the sharing economy idea[10]. The development of tourist accommodation establishments in the districts of Warsaw is uneven. Most bed places are located in Śródmieście (35%), followed by Włochy (14%), Mokotów (10%) and Wola (10%) districts. The lowest development of tourist infrastructure measured in that manner can be found in Żoliborz, Targówek, Rembertów, Ursus – with a combined 1.1% of all bed places[11].

The meetings industry is a powerful factor in the development of tourist traffic. Taking into consideration the CIMI indicator (Competitiveness Index of Meetings Industry), Warsaw is Poland's most competitive city on the international meetings market[12]. In 2019, almost 16,000 meetings

(congresses, conferences, fairs, motivational events and others) took place, which means that there were, on average, over 40 meetings a day. They were attended by almost 2.8 million participants[13]. In the ICCA (International Congress and Convention Association) ranking[14], Warsaw placed 20th in Europe, and 34th worldwide in terms of the number of association meetings[15] organised in the city.

The effect of the COVID-19 pandemic, which in 2020 covered the entire world, will be a global decline in the dynamics of tourist traffic, which will also affect Warsaw. Its scale and duration will depend on the range and length of restrictions on tourism. However, the capital's position on the tourism market should ensure its relatively quick return to the indicators developed in recent years.

1.2 DETERMINANTS OF TOURISM DEVELOPMENT IN WORLD CITIES

At a time when increasing attention is being paid to the quality of life in the city, it is important to take into consideration various dimensions of the tourism function and its interactions with other spheres of metropolitan activities. As the analysis of the tourism development programming shows, in world cities, the tourism function is more and more often perceived in connection with other areas of activities in the city, such as leisure, culture and access to public space. Its development policy often encompasses efforts to balance the interests of different groups of city users.

Tourism can have a considerable impact on economic growth. However, this progress cannot happen at the expense of deterioration of quality of life for residents, especially, if the trends of sharing economy and locality are influencing the preferences and patterns of tourism consumption. Visitors often want to experience the city the same way as locals do – they want to stay, visit and dine in the same areas of the city as its residents. More and more often, the districts themselves are becoming independent tourist destinations that have their own brands, offers and specialisations which are integrated with the city's values. The grassroots activities of residents make districts unique. They know the attractions of the neighbourhood and its cultural identity better than anybody. Hence, in the future, the leisure offer targeted at tourists will be more often created by locals.

Tourists and residents both have similar needs when it comes to spending free time, so leisure and tourism in the cities are increasingly blending together. This is the reason why the development of tourism has to tackle the challenges posed by sustainable development.

Capital cities have strong and recognisable brands that allow them to attract visitors from around the world. Their offer automatically becomes the 'country in a nutshell' offer. These cities become tourist centres which distribute and support tourist flow in neighbouring areas. The capital aspect of the city stimulates development of business tourism, which is increasingly becoming an offer integrating business meetings with elements of culture and recreation ('bleisure').

A tourist visit in the city can be conflict-free, or destroy the city's balance. It all depends on the efficiency of the information flow and how different systems facilitate the smooth use of the city's offer. Implementing smart solutions, which will contribute to the harmony of the city, should be based on monitoring of the city's use and satisfaction of tourists and residents.

1.3 TOURISM POLICY IN THE DEVELOPMENT OF THE CITY OF WARSAW

The "Tourism Policy of the City of Warsaw" is a domain-specific policy. It indicates and defines the framework for the organisation of tourism development in Warsaw in relation to both the actions undertaken by local authorities and stemming from statutory obligations, as well as to marketing management and connections to the operational objectives of "#Warsaw2030 Strategy".

"Tourism Policy" offers a broader, outside view over the development of tourism in the context of the city's overall development. It connects public and market outlooks, which is characteristic for the entities in charge of tourism governance. "Tourism Policy" is an expression of municipal administration responsibility for the most socially valuable material and non-material resources, including the city's identity. They can be understood as the city's capital for creating an image of Warsaw as an attractive tourist destination.

In our opinion, Warsaw needs a tourism policy more than any other city in Poland. This results from the following conditions.

First of all, the dynamic development of Warsaw has caused the city to become a global city. Since other Polish cities have not reached such a high level of development, this situation is exceptional. On this level, Warsaw not only needs tourism development to be measured by the number of tourists or available bed places. Focusing exclusively on this aspect will make it impossible to fully use the city's potential. However, we see that it is crucial to fully harmonise tourism development with the overall development of the city. It is essential to find out which tourism functions can or should reinforce other city areas and potential, in what scope, and in what way. Hence, it is time to switch from a strictly pro-tourism way of thinking (the pro-tourism policy) to an integrated approach (tourism as a tool for the city's development).

Secondly, tourism, in contrast to other city functions that can become the subject of urban policies and programmes, is present in every sphere of life in Warsaw. Tourists are temporary inhabitants, while on the other hand, residents can be viewed in some way as tourists in their own city as well. This means that our view of tourism focuses at the same time on creating a leisure offer for residents. What is more, the tourist and recreational attractiveness of Warsaw depends mostly on the quality of facilities in the public space that we want to share and, at the same time, preserve. Here, we should also consider the offer of private entities, as well as engagement by resident individuals and associations, urban movements and neighbourly cooperation. We are convinced that the way Warsaw's tourist offer develops, which can be experienced by visitors and residents alike, is not decided in the City of Warsaw. It is rather an unfocused activity that shows the need for establishing common values and coordination of joint actions.

Thirdly, we treat tourism as a hospitable space and activity. Tourism is an open domain that contributes to initiating contacts with areas around the city. Warsaw and the Mazovian Voivodship constitute a tourist region in which the tourist and recreational traffic has three flows: outside of the city, into the city centre and in between the districts. We believe that Warsaw increases the tourist and recreational attractiveness of the metropolitan area, while, at the

same time, this area is a tool that helps to balance out the stream of tourists and broadens the city's offer. Moreover, we think that tourism, as an activity based on meetings of residents and visitors from around the world, can strengthen international relations and help in establishing Warsaw's global position.

Fourthly, even though the issue of an excessive increase in the supply and arrivals of visitors as a cause of social conflicts (overtourism) has been unseen or minimal so far, we consider monitoring of tourism development and its further progress with respect to the potential and needs of the city to be of utmost importance.

According to the conclusions of the "Diagnosis of the tourism status in the City of Warsaw in 2017", lack of a cohesive urban policy which would adjust the tourism function to the objectives of the "#Warsaw2030 Strategy" constitutes the main development problem of tourism. This document can be viewed as an answer to this challenge. We believe that using Warsaw's full potential when it comes to the tourism function requires an approach that links tourism development with other domain-specific policies and different levels of management: district, municipal, metropolitan and regional. Warsaw's tourism policy appears to be setting a framework for planning, defining the principles of common management of tourism and tourist promotion, developed in cooperation with the public, private and social partners, indicating the intensity and scope of authorities' engagement in tourism, monitoring its development and coordinating activities with partners. The approach to the organisation and development of tourism, as well as Warsaw's tourist promotion, should be sustainable and integrated with all aspects of the city's development: economic, social, natural, cultural and territorial.

2.TOURISM POLICY DIRECTIONS

The logic behind tourism policy in world cities is based on the integration of priorities in the development of tourism with the potential and challenges of the city as a whole. Hence, it serves as a tool in relation to tourism itself and connects to the three dimensions of its influence:

▌ as a tool for building the city's brand equity;

▌ as an area for the development of the city in the international dimension (the internationalisation of the city);

▌ as a tool for increasing the quality of life of residents.

The "Tourism Policy of the City of Warsaw" indicates the universal values and principles related to tourism, whose use, in practical measures pursued by the self-government of Warsaw in cooperation with residents and the industry, will allow for the optimal integration of tourism with the development of the city and will contribute to the strengthening of its pro-developmental effect in the three dimensions of its influence.

"Tourism Policy" defines 8 directions which indicate the ideal understanding of how tourism supports the development of the city. They stem from a comprehensive analysis of the inner potential and developmental conditions of the city included in the

"Diagnosis of the tourism status in the City of Warsaw in 2017", as well as from a wide analysis of the ways that tourism policies are formulated in other world cities, included in the "Report from the analysis of the role of tourism in the development of world cities". Their implementation should take place through further detailing pursued mainly within the particular programmes of the City of Warsaw, stemming from the operational objectives of the "#Warsaw2030 Strategy".

The directions do not constitute separate areas of decisions and activities, but are complementary, meaning they are connected in terms of content or implementation, which is illustrated by the figure on page 15.

In order to identify the connections between directions and the "#Warsaw2030 Strategy", each is accompanied by the corresponding operational objectives. The complementarity between the directions has also been indicated.
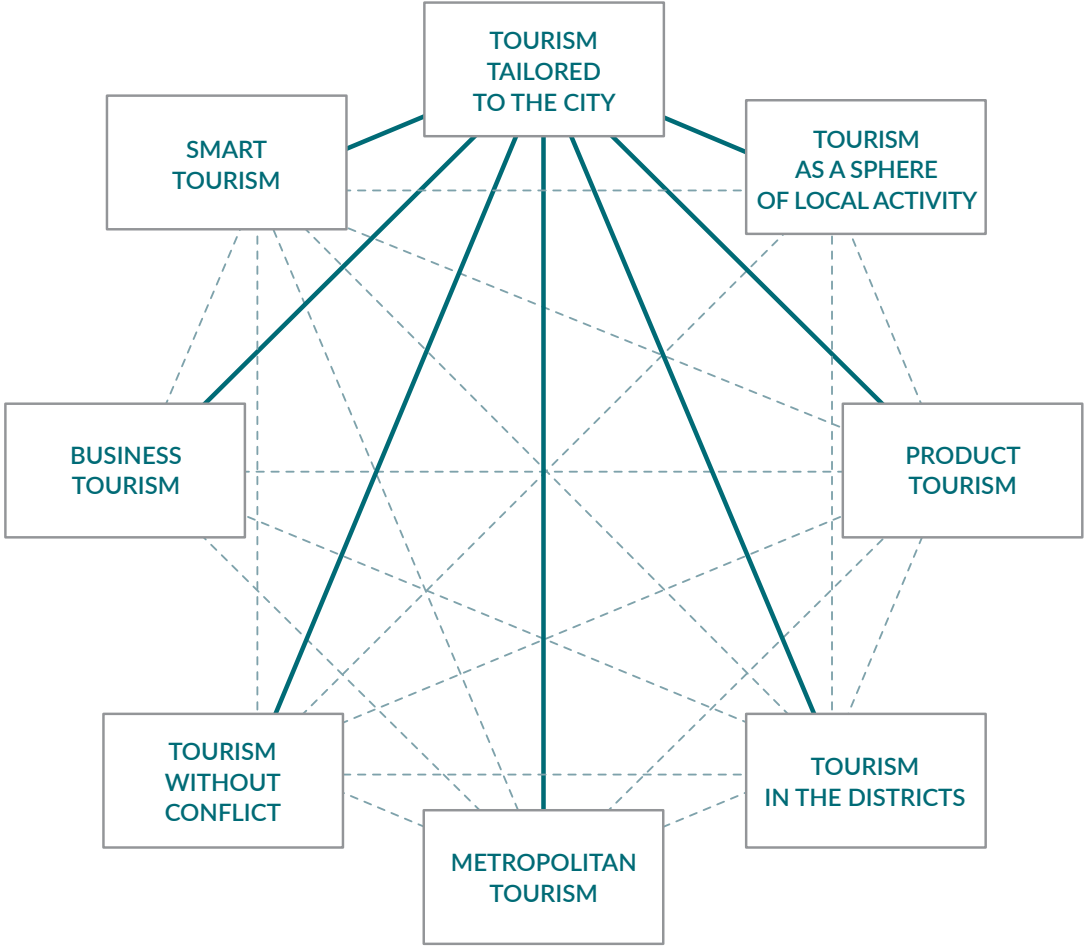
Source: own design

2.1 TOURISM TAILORED TO THE CITY

Warsaw belongs to the category of world cities. As the capital of a large European country, has a recognisable brand and position as a strong economic, business, science and culture centre, as well as an international transport node. Tourism contributed to this success, as confirmed by the results presented in chapter 1.1. Warsaw's position on the international and domestic tourism market means that a qualitative approach should become key in the development of tourism, which means integrating tourism with the city. The city and its inhabitants should not adjust to the tourism market, but rather the market should adjust to the city, its inhabitants and their needs. We believe tourism should positively affect the quality of life of the local community, economic prosperity and the innovation capital of the city. It should also take into consideration environment protection. It is tourism that should be tailored to the city, not the other way around. A positive relation between tourism and the city and the optimal use of Warsaw's tourist potential should have a positive impact on the city's development. Thus, it is important that

self-government supports tourist activities that will be accepted by inhabitants, initiated by them and understood as increasing the quality of using the city by all its users (inhabitants, visitors, people commuting to work/school). It is crucial to carry out tourist activities that will not throw residents and the city space off balance.

Warsaw's tourism capacity has not been reached – the city is capable of accepting more visitors than in 2019. Thus, a return to pre-pandemic COVID-19 indicators and a further increase in the overall number of tourists and same-day visitors is desirable. We should not be confined, however, to this understanding of Warsaw's tourism growth path, which identifies success with an increase in the basic indicators of tourist traffic volume and tourist accommodation, as this hinders our further actions. We consider ourselves responsible not for competing with other cities in terms of the number of tourists and same-day visitors, but for attracting such tourists that are 'compatible' with Warsaw and support its sustainable development.

It is also of considerable importance to support marketing communication with those recipients who are looking for experiences compatible with the real culture, social and economic potential and the identity of the city. It is substantial to attract conscious tourists that do not follow the masses and want to discover the real face of Warsaw and encourage them to come back to further discover the city. This means no longer supporting activities which target those who are attracted by the image created by commercial brokers on the global mass tourism market.

The basis for planning marketing activities should be a behavioural analysis of the recipients of the tourist offer. Hence, the choice of geographical markets should stem from behavioural segmentation. The tourist segments of Warsaw's visitors were defined in the "Diagnosis of the tourism status in the City of Warsaw in 2017". They were divided into two groups – domestic tourists and foreign tourists. Domestic tourist segments include:

- **occasional visitors:** they come from a big city with a specific purpose, a few times a year; they visit new attractions in the city (even if their stay is work-related); taking part in an event (for example, a concert, or sports event) may be the main purpose of their visit;

- **young cultural explorers:** they usually come with a group of friends or on a school trip; they visit the basic attractions, among others, 'Royal Warsaw'; they do not have an impact on the selection of visited attractions if they are a part of a school trip; if they come with friends, they search for cool culinary spots; in the evening, they visit clubs (or during the summer the banks of the Vistula River); they spend relatively little money;

- **pedagogues:** they come to show the capital city to kids and visit its attractions dedicated to children;

they sightsee the basic attractions of the city superficially.

Foreign tourist segments include:

- **hipsters:** they look for recommendations on social media; they visit briefly the basic attractions; they wander into outlying areas of the city that are interesting to them; they seek interesting culinary and entertainment spots and want to spend time with the locals;

- **individual cultural explorers:** they are accompanied by family or friends and are rarely alone; they are interested in high culture and original thematic museums; they appreciate the offer of shops and shopping malls; when their visit is work-related, they want to experience the city as much as time allows;

- **organised cultural explorers:** they come for the first time in an organised group; they visit the basic attractions; they are curious about how the city looks and how it functions every day; they follow the plan of the visit and independently get to know the city in the evening;

- **memory travellers:** representatives of older or younger generations that take part in a trip related to Jewish heritage; they come in an organised group; they visit other attractions not related to Judaism superficially;

- **sentimental Poles:** they come with a group of friends, family or alone; they are interested in high culture; they want to see what has changed since their last visit; they appreciate the offer of shops and shopping malls.

Due to dynamic social changes and consumer attitudes, the analysis of tourist segments visiting

Warsaw should be verified at least every five years, and an analysis of the geographical markets – every three years.

Segmentation of the city's visitors is one of the aspects of tourism that should be monitored systematically through the use of available public statistics sources and direct research. The research and analysis should also take into account the following:

▌ the state and dynamics of tourist potential: tourist accommodation, gastronomy infrastructure, availability and infrastructure of public transport, conference facilities, tourist attractions, cultural and recreational facilities;

▌ the level and dynamics of tourism demand: the number of tourists and same-day visitors, analysis of visitors in terms of behavioural, demographic, geographic and economic traits, expenses incurred by visitors, the intensity of the tourist flow in the city space;

▌ the impact of tourism on social relations: measurement of resident attitudes to tourists and the development of tourism;

▌ the impact of tourism on the Warsaw economy: tourist consumption, gross value added (GVA) and contribution of tourism to the GDP of the city, employment in tourism, investment expenditure, income and expenditure of the city's budget connected to tourism;

▌ marketing: measurement of Warsaw's image in the tourism dimension, segmentation of tourist offer recipients, analysis of the geographical markets from which visitors come, measurement of the efficiency of implemented promotion activities;

▌ development of the offer (products) – measurement of tourist satisfaction and the quality of the city's tourist offer, analysis of the level and dynamics of the potential of competitor cities;

▌ the state and dynamics of the meetings industry and its impact on the economy.

Due to tourism fragmentation and its impact on all of the aspects of the city's functioning, the process of obtaining the aforementioned data should be the responsibility of the self-government of Warsaw. The data should be made available as a public database. Each aspect of tourism monitoring should be carried out no less than every three years.

▌ **Direction complementary with all other directions.**

Connection to the operational objectives of the "#Warsaw2030 Strategy":
1.1. We care about each other
4.3. We attract talents and leaders

2.2   TOURISM AS A SPHERE OF LOCAL ACTIVITY

The needs and quality of life of local communities are more important to us than the needs and satisfaction of tourists. Tourists, however, should have the possibility to use the city, its available resources and space. Participation of residents in creating sustainable local tourist offers is also important. We see residents as local experts when it comes to use of the city's potential, leisure activities and inspiration for new forms of tourist activities.

Tourism in Warsaw should have a participatory character and encourage cooperation and reduce social exclusion. At the same time, tourism is a source of residents' tolerance and their local sense of identity. We believe that tourist activity can encourage inhabitants to take an active part in urban development initiatives and influence their social attitudes. It is essential that residents, through their representatives in social and urban movements, district and neighbourhood initiatives and other local associations, take part in consultations regarding new investments and initiatives connected to tourism. It is important

to encourage residents to undertake business activity in the sphere of tourism and thus engage in its development. Tourist activity (cultural, gastronomic or educational) may bring measurable economic benefits to residents and influence the innovativeness of the city's tourist offer.

From the point of view of the tourism policy, it is beneficial to support grassroots local initiatives based on creativity of active residents. Tourism constitutes a sphere that has the potential to shape local centres which will focus the social life of residents in the districts. It is important to encourage innovative offers that will strengthen the uniqueness of the city and a local sense of identity among its residents. We are against creating tourist enclaves in Warsaw, in which inhabitants are not welcomed. We support the idea of projects based on the principle of broad participation and equal access, regardless of age, gender, sexual orientation, descent, nationality, religion, opinions, wealth or health.

It is important to create institutional incentives for residents and entrepreneurs to engage in pro-tourism activities that are compatible with sustainable development and focused on:

▌ creating new sights and spaces that would allow tourists to meet local residents;

▌ creating attractions and spaces that would highlight the unique character, identity and history of local Warsaw (districts, streets, buildings);

▌ creating ways of spending free time based on the natural environment and creating pro-ecological solutions in the field of gastronomy, accommodation, transportation, cultural or educational services;

▌ creating programmes that would, for example, encourage the creation of bundle offers for tourists engaged in local issues, in the creation and animation of which local social activists and entrepreneurs are involved.

We believe that tourism should support the development of creative communities in the capital city, including their activities with respect to increasing the accessibility of these communities' offers for cultural and weekend tourists, as well as for educational and business tourism. In Warsaw, there are leading centres connected to the widely understood creative industry, namely architecture, design, modern art, theatre, film and audio-visual production. Most of these institutions and their related entities (including non-governmental institutions, universities, creative units) generate a high-quality, often unique to Poland and Europe, offer of cultural activities, shared also in 'open-mode'. They could become part of the offer and tourist image of Warsaw.

Integration and support of the marketing communication of an open cultural offer, created by dispersed public and private entities, will be pivotal in our support of the aforementioned activities. Examples include workshops for children and adults, film, photography and modern art festivals, as well as fashion fairs presenting young designers or series of open lectures, architectural walks, events and outdoor happenings. We will focus mostly on the development of an offer that will be strongly connected to the city's identity and complement the story of Polish heritage and the history of Warsaw.

▌ **Direction complementary with the following directions:**
Tourism tailored to the city, Product tourism, Tourism in the districts, Tourism without conflict, Smart tourism.

▌ **Connection to the operational objectives of the "#Warsaw2030 Strategy":**
1.1. We care about each other
1.2. We decide about our city together
2.2. We spend time actively in our neighbourhood
2.4. We act in the business-friendly environment
3.1. We benefit from an attractive public space
3.2. We live in a clean natural environment
4.1. We develop our creative potential
4.3. We attract talents and leaders

2.3 PRODUCT TOURISM

Visitors coming to a given place expect to be offered – in a form of specific market offer or a set of organised tips – ideas on how to spend time there and what attractions to visit. The proposal should match their expectations and needs. This is why the product areas should formulate the basis for development of the city's tourist offer and underlining its attractiveness in marketing communications.

Warsaw's product areas have been identified as part of the "Diagnosis of the tourism status in the City of Warsaw in 2017"[16]. According to the document, flagship thematic products which are most often a basic motivation for visiting Warsaw and constitute the city's biggest tourism potential, include:

▌ **Royal Warsaw** – product includes places, sights and events connected with the reign of Polish rulers,

▌ **Fighting Warsaw** – product includes places, sights and events connected with the Polish nation's fight for freedom and independence,

▌ **Warsaw Judaica** – product includes places, sights and events connected to the history and culture of the Jewish nation,

▌ **Chopin's Warsaw** – product that has a metropolitan character and includes places, sights and events connected with the life and work of Fryderyk Chopin,

▌ **MICE**[17] – includes widely understood infrastructure, service and intermediation in the field of the meetings industry, held at fair and conference venues,

▌ **city break formula** – offer for short tourist stays (from 2 to 5 days) which does not indicate specific tourist attractions and places; it can be diversified

depending on the tourist season or motives behind the visit.

Moreover, the following subsidiary products have been identified: Warsaw's Vistula River, Local vibes of Warsaw's Praga district, Cultural Warsaw, Culinary Warsaw, Warsaw for kids, Contemporary architecture and art, Socialist realism, Green Warsaw, Winter Warsaw, Shopping, Medical tourism, Sports Warsaw, Clubbing.

All product areas should be promoted within chosen tourist segments and on selected geographical markets. The key factor is to combine the right products with the needs of the segments and the specific feature of the markets. Warsaw's tourism product areas should be verified at least every three years. The verification should take into account the compatibility of the products with the brand identity of Warsaw, their uniqueness in comparison to competing cities, compatibility with current tourism trends, as well as their own complementarity. The selection of products to particular segments and geographical markets should be verified in partnership with the city's authorities and the local tourism industry every three years.

Product promotion should be compatible (and happen simultaneously) with the actions undertaken to communicate the brand of Warsaw. Communication of the brand should be focused on its four values: openness, diversity, activity and friendliness. This means an endeavour to shape Warsaw's image for everybody, providing space for activities and implementing plans, as well as a place that is inviting and attracting anyone who wants to live and develop here. What is more, Warsaw should be shown as a place with an abundance of events, where different styles, experiences and characters meet and where people's energy and potential motivate us to take action. Warsaw should

be a city where people are kind and friendly to one another and others. The city itself should adjust to the needs of residents. The content and form of the communication should be compatible with the document "Guidelines for communication of Warsaw's brand in terms of tourism".

The strong identification of the image of Warsaw with the image of Poland means that a substantial share of tourists visiting Warsaw take part in cultural events of national or world significance, such as exhibitions, concerts, plays, operas, Polish football matches, as well as scientific conferences and conventions. Judging from the way foreigners perceive Warsaw, it seems that Warsaw is the essence of Poland, since they identify it through the lens of Polish culture and history. They see their visit to Warsaw as a visit to Poland. Discovering the atmosphere and the character of the city, as well as the habits of the residents of Warsaw, is synonymous with getting to know Poles, Polish culture, traditions and cuisine. We will support the use of this convergence in tourism brand communication and we will seek to encourage Poles to visit Warsaw and experience the high-class national offer, as well as encourage foreign tourists to get to know Poland in a nutshell. It is important that the educational offer of Warsaw is not exclusively focused on learning about sites with historical or martyrological significance (included in the Royal Warsaw, Fighting Warsaw and Warsaw Judaica product areas), but also on culture and modern art, both in terms of exhibitions as well as performances.

Tourism marketing should be carried out with the assistance of an organisation that has the support of the local tourism industry, as it is crucial for the proper functioning of the city on the tourism market.

It is advisable to ensure training and marketing support that will enable tourist entrepreneurs to

develop and integrate their offers in relation to product areas recommended by the city. Creating networking standards for cooperation between entrepreneurs when it comes to co-authoring of the tourism product offer is also important.

Direction complementary with all other directions.

Connection to the operational objectives of the "#Warsaw2030 Strategy":
2.4. We act in the business-friendly environment
4.1. We develop our creative potential
4.3. We attract talents and leaders

2.4 TOURISM IN THE DISTRICTS

One of the crucial issues of the "Tourism Policy" is dispersing tourist traffic in the city. Our aim is to increase tourist activity in other districts of Warsaw, in order to avoid a flood of tourists in Śródmieście district. Getting to know the locality of particular districts is very attractive from the point of view of the tourist. However, the expansion of offers to other districts requires a balanced approach, as it is important for us to maintain positive relations between sharing the locality and the comfort of residents. Hence, it is necessary to concentrate on the development of all products based on the idea 'live like a local' that would be positively received by inhabitants of given districts or areas. This approach will develop the resident identification with their districts and pride in the place they live in.

Warsaw is a metropolitan city that cannot be discovered and experienced only through the most popular places and attractions. By visiting Łazienki Park, the Palace of Culture and Science, the Royal Castle or the National Museum, tourists will not see the full diversity of Warsaw. Spending time in the Museum of King Jan III's Palace at Wilanów or the Warsaw Rising Museum puts tourists on a kind of 'tourist island' that is not connected to the district it is located in. Creating and promoting the tourism product offer of Warsaw should take into account the specificity of the districts that make up the city.

Over time, it will be possible to promote the offers of districts with considerable potential as interesting tourist destinations. This is particularly possible among tourist segments that come back to Warsaw and already know the main attractions and flagship thematic products. Most districts have intriguing monuments, museums, recreational spaces, shopping malls, restaurants and host various cultural and sport events. They can bring a new value and together create a tourist mosaic no other city in Poland has. Taking into account the district tourist offer, we meet the expectations of tourists who seek locality, authenticity and diversity, who are focused on new

trends and want to live like the locals of the city they visit.

The development of tourism in the districts should be planned so as to connect tourist attractions constituting the nodes of tourist traffic (existent and planned) through attractive public spaces which, in the end, will increase the number of visited attractions and sights. It is important that the tourist potential of specific localisations be connected with the streets and squares that play service and commercial functions. It is crucial to develop infrastructure of green areas (for example walkways, benches and other street furniture such as roofed resting spots) and other spaces that receive a great deal of foot traffic and have recreational potential (for example clearances and gateways of buildings, shortcuts, courtyards). Moreover, signage of the public spaces in the districts should be implemented with respect to the highest standards, taking into consideration the needs of foreign tourists and people with disabilities (for example with visual or physical impairment).

The direction of district tourism means that the tourist offer of these areas should be created and promoted as a space of connected areas, but with specific identities. The actions undertaken should highlight and strengthen the uniqueness, character and atmosphere of the districts, as well as be compatible with the product areas of Warsaw.

At a city-wide level, as well as that of districts, it is important to make marketing tools and communications aimed at tourists more consistent. Marketing communications should underline the spatial diversity of Warsaw's tourist offer and its diversity in relation to the seasons, creating a pretext for sustainable visits to the city (longer, spatially-expanded and spread out over time). Hence, the economic benefits stemming from the development of the tourism function throughout the city will be much more evenly distributed.

Direction complementary with all other directions.

Connection to the operational objectives of the "#Warsaw2030 Strategy":
1.1. We care about each other
1.2. We decide about our city together
2.2. We spend time actively in our neighbourhood
3.1. We benefit from an attractive public space
3.3. We use a convenient transport system
4.3. We attract talents and leaders

2.5 METROPOLITAN TOURISM

While visiting the metropolitan cities, tourists need to have a coherent tourist experience, discovering both the attractions located in the city centre, as well as in suburban areas. Hence, tourism should be the engine that drives the integrated development of Warsaw and its metropolitan area.

For us, it is important to maintain the continuity of narration and thematic convergence of the Warsaw metropolis. Through the integration of marketing communications of offers located within and outside of the city, it is essential to highlight the attention given to ensuring richer experiences and higher satisfaction for tourists. In addition, we should strive to propose balanced visits with enriching excursions outside of the city, which will decrease the density of tourist traffic in the city centre and reduce inconvenience for residents and the natural environment of the city. By being open to cooperation with the metropolitan area, Warsaw will underline its role as a tourist leader that shares

the attractiveness and power of its brand on the domestic and foreign market.

We want to be open to cooperation in the development of the tourist offer and build systemic solutions everywhere that cooperation between local governments will contribute to creating added value for tourists. We want to specify common thematic areas, around which the tourist offer can be built, as well as potential forms of tourism to be developed, in cooperation with neighbouring municipalities, for which the city would not prepare the full product offer.

The product areas pinpointed in the "Diagnosis of the tourism status in the City of Warsaw in 2017" that go beyond the administrative boundary of the city (Chopin's Warsaw, Warsaw's Vistula River, Green Warsaw, Culinary Warsaw, Warsaw for kids) should constitute natural areas for joint activity and development of the network tourism products. Cooperation seems indispensable in

terms of the development of active and business tourism. Attractions such as the Zegrze Reservoir, Kampinos National Park, the Birthplace of Fryderyk Chopin and Park in Żelazowa Wola could enrich the tourist experience if they were added to Warsaw's tourist offer (for example, as part of active tourism or Chopin's Warsaw product). It will be necessary to cooperate within the scope of the coherent system of tourist information, as well as ensure transportation between tourist attractions.

Direction complementary with the following directions:
Tourism tailored to the city, Tourism in the districts, Product tourism, Tourism without conflict, Business tourism, Smart tourism.

Connection to the operational objectives of the "#Warsaw2030 Strategy":
3.1. We benefit from an attractive public space
3.3. We use a convenient transport system
4.3. We attract talents and leaders

Connection to the strategic objectives of "Development Strategy of Warsaw's Metropolitan Area to the year 2030":
Objective 0: Warsaw and its metropolitan area as a significant European metropolitan city
Objective 3: An integrated and attractive leisure offer which uses the natural, cultural and historical potential of Warsaw's metropolitan area

2.6 TOURISM WITHOUT CONFLICT

The development of tourism in Warsaw should strengthen the city's resilience in ecological, social, economic and infrastructural terms. This concerns dangers connected to the pressure created by the modern global external factors triggered by the tourist traffic and new tourist investments, as well as by the development of other urban functions. It is important to create safe, green, well-connected and high-quality public spaces, available for both residents and tourists. Streets, bike lanes, sidewalks, squares, boulevards, gardens and parks, due to their multiple functions, foster social interactions, connections, integration, intercultural dialogue, the health and well-being of the city's users, as well as good conditions for services and trade. They contribute to the conflict-free achievement of diversified objectives and meet the needs of all users.

Tourism in Warsaw should develop in consideration of the guidelines proposed in the climate change report published by the Intergovernmental Panel on Climate Change and agreement proposed by UN

Climate Change Conference in Paris in 2015[18]. This means that the solutions regarding localisation and creation of tourist attractions, tourist and recreational investments, transportation, organisation of tourist traffic and consumption of tourism products should, among others, reduce waste and CO_2 emissions, conserve water and support recycling. It will be important to encourage tourists and tourist service providers to engage in behaviours that reinforce the resilience of the city in ecological, social, infrastructural terms, for example, by reducing the use of disposable dishes and packaging, decreasing the use of water and energy, using public and alternative transportation, creating and using green areas, designing temporary recreational areas in neglected areas of the city (gaps in compact street development, degraded areas, etc.).

It is crucial to protect Warsaw from touristification – a domination of attractive areas by the tourism function, and also from the hypertrophy of tourism which results in an excessive increase of visitor supply,

exceeding acceptable capacity thresholds which leads to social conflicts. Tourism has to be developed and managed in a way that contributes to the minimalisation or prevention of conflicts and tensions between residents and visitors. In order to do this, it is necessary to create a set of indicators to monitor the development of tourism in districts and the city. It is important to analyse the flows of tourist traffic, the impact of tourism on the natural environment, the level of use of the public space and the scope of development of short-term tourist rental services, as well as residents satisfaction with living in the city and attitudes to tourists. If the city becomes flooded with tourists, the city space becomes unattractive, tourist satisfaction declines and above all, residents' quality of life decreases.

It is crucial to ensure safety for residents and tourists. Everybody that resides in Warsaw should feel safe, regardless of their language, race, cultural identity, religion, gender or sexual orientation. This is one of the basic needs of every person that ensures the comfortable use of the city's resources and eliminates anxiety and insecurity.

We believe the issue of conflict-free and safe development of tourist services and attractions offered in the evenings and at night is extremely important. This mainly concerns entertainment, cultural, culinary and transportation services. It is important that local authorities and partners creating the night economy cooperate in taking integrated action to harmonise the development of 'Warsaw by night' including promoting a balanced nightlife. Many European and world cities have appointed 'night mayors' for this aim. Furthermore, it is important to support resident activities aimed at regulating public order and safety at night time and the use of public space for commercial services in the form of social contracts.

Direction complementary with the following directions:
Tourism tailored to the city, Tourism as a sphere of local activity, Product tourism, Tourism in the districts, Metropolitan tourism, Smart tourism.

Connection to the operational objectives of the "#Warsaw2030 Strategy":
1.1. We care about each other
1.2. We decide about our city together
3.1. We benefit from an attractive public space
3.2. We live in a clean natural environment
3.3. We use a convenient transport system

2.7 BUSINESS TOURISM

The development of business tourism in Warsaw is favoured by the administrative potential of Warsaw as a capital city. It is also influenced by infrastructural (both transport, as well as conference, accommodation and culinary) and business potential (concentration of main headquarters of national corporations as well as head offices or regional branches of transnational corporations and companies running highly specialised business services). Warsaw, as a capital city, is a natural location in Poland for foreign meeting planners or principals of business events.

Business tourism supports the economy of Warsaw mostly in relation to high added value sectors, i.e. focused on providing high-quality services: political, administrative, cultural, scientific, educational, economic, financial, communicational and informational, as well as on institutional activity that represents management and control structures on an international scale. Business tourism facilitates

the economic growth of the city, is a medium for new economic ideas and innovations and helps to promote Warsaw's scientific, cultural and economic output worldwide. Therefore, in parallel to activities promoting Warsaw that are focused on buyers and participants in the meetings industry (i.e. participants of conferences and business events, individual tourists during work-related visits, exhibitors and fair visitors, as well as participants of incentive travel and corporate events), it is crucial to promote the city in order to obtain external capital, such as: new residents, intellectual capital in the form of students, cultural capital, direct foreign investments, open-nature innovations, as well as money from external investors.

A necessary condition for the effective functioning of Warsaw in the business tourism sector is the city's promotion on the international meetings market which should be run via an organisation that has the support of the local meetings industry.

It is crucial to support their actions when it comes to public diplomacy in order to obtain meetings and events of key international importance. We believe that the effective functioning of Warsaw on the international meetings market should be about increasing financial support for actions connected with the promotion of business tourism. Equally important is support for meeting planners in their pursuit to offer public services to participants of conferences and congresses.

The use of the logic of the world metropolis functioning is a necessary condition for business tourism development in Warsaw. This means that there is a need to decide on the strategic specialisations (industries and sectors) that correspond to Warsaw and upon which the city should build its competitive advantage on the world meetings market. Within these specialisations, it is crucial to support the marketing activities aimed at obtaining the most significant and prestigious congresses, conferences and other meetings and events. Due to specifics of the market, no more than three strategic specialisations should be chosen and maintained for at least 6 years, wherein, the continuous modification (change of one of the specialisations) is possible every three years. The choice of specialisations should be affected by agreements with local authorities, representatives of the Warsaw meetings industry and experts from the meetings market.

Creating a luxury sector of business tourism and encouraging meeting planners and participants of meetings and events to combine work-related stays with leisure tourism (the 'bleisure' segment) should be part of the development of business tourism in the metropolitan city of Warsaw. In this way, business tourists and their companions will be able to make relevant decisions regarding free time management, better adjusted to the current conditions in the city and their personal preferences. We want the modern tourist offer for business tourism to be created with engagement and partnership from social, industry and business organisations, both in relation to the administrative area of the city, as well as to the metropolitan area of Warsaw. Institutional clients should receive the support of organisations specialised in the promotion of the city on the international meetings market when it comes to attracting and running conferences and other business events in Warsaw.

The city's existing exhibition venues, conference centres and hotels with conference infrastructure allow us to organise events on various scales. We believe that further development of this kind of infrastructure will have a significant impact on the Warsaw meetings market. Inhibiting this development is the lack of a congress centre with a capacity of at least a few thousand[19]. Its construction would strengthen the potential of Warsaw by attracting talent, developing the innovative and creative potential of the city, and supporting cooperation within the science and business sectors, as well as generate innovation. The congress centre should have a conference-congress function (and have multi-functional rooms of various sizes), as well as serve as a fair, exhibition, concert, banquet and event facility. Its construction would allow the city to organise events on a larger scale as well as events which have been beyond Warsaw's capabilities in the past. What is more, such a centre could become Warsaw's showpiece on the international market.

Direction complementary with the following directions:
Tourism tailored to the city, Product tourism, Tourism in the districts, Metropolitan tourism, Smart tourism.

Connection to the operational objectives of the "#Warsaw2030 Strategy":
4.3. We attract talents and leaders
4.4. We inspire the world

Connection to the strategic objectives of "Development Strategy of Warsaw's Metropolitan Area to the year 2030":
Objective 0: Warsaw and its metropolitan area as a significant European metropolitan city

2.8 SMART TOURISM

Tourists, due to their need to acquire a lot of new information in a short time, are much more dependent on information and communication technologies than residents. We believe that the information needs of tourists and spatial dispersion of attractions and tourist supply constitute a great context and catalyst for urban development in the spirit of smart cities[20]. When planning tourism in this spirit, we should aim to utilise solutions stemming from digitalisation, innovative transportation technologies, social innovations and ecological energy. These actions will contribute to making Warsaw a city of friendly technologies, happy residents and tourists.

Smart, handy and open for dialogue – this is how we see the tourist offer of Warsaw. What does this mean?

A 'Smart' offer brings tourists the most up-to-date information about how to move around the city and use its cultural, culinary, recreational, accommodation, conference, fair and other offers. The information should be presented in the proper context and in real time. This should be based on data sources of the city (data stores, databases of IT systems, IoT devices) as well as external sources (institutional, private and civic) which describe the current state of the city and how it functions. A tourist with access to the aforementioned information will be better integrated with his or her surroundings within the city space and enjoy more advantageous and conscious interactions.

A 'Handy' offer refers to the offers of the city in relation to its space and attractions. They should be available to all in the most intuitive way, well-marked and accessible to those with disabilities and visitors from other countries or cultural areas. Their functions should be easily readable and adjusted to the needs of diversified users. It is important to provide tourists a comfortable urban space that will encourage them and allow them to use the tools and applications facilitating their experience

with Warsaw. With the use of digitalisation and augmented and virtual reality, it will be possible to overcome language or culture barriers and make it more attractive to get to know the city through buildings and spaces which are not (yet) in existence. The physical space should be integrated with the online one thanks to Internet of Things (IoT) solutions. Placing IoT devices in the urban space (for example, elements of small architecture) will enrich the tourist experience. These devices will become a medium for additional content about the city and sending contextual information to recipients, directing them and monitoring tourist flows. This approach will make everything convenient to use in real time by every user.

'Open for dialogue'. Tourists should have many possibilities to share their opinions and leave a 'tangible footprint' of their visit, for example, via chosen social media or through multimedia devices found in the urban environment (for example, touch screens, info-kiosks). Digital information gathered in this way is easily processed and data analysis can serve to improve city services and heighten the attractiveness of the city's tourist offer.

Thanks to the use of the smart tourism, visitors will be able to easily access necessary information about public (incl. green) transportation, the current cultural offer or public services (be it health establishments or public toilets). Contextual information will appear in an automatic and natural way. With the integration of information and communication technologies, the tourist experience will be enriched by elements offered by a given neighbourhood, as well as the whole city, but grouped according to user interests. During their visit to Warsaw, tourists will be able to make more precise decisions on the basis of current conditions in the city and their personal preferences. An intelligent tourist offer for Warsaw should arise through

engagement and partnership with local authorities and their surroundings, including both individual and institutional parties.

Direction complementary with all other directions.

Connection to the operational objectives of the "#Warsaw2030 Strategy":
2.2. We spend time actively in our neighbourhood
3.1. We benefit from an attractive public space
3.2. We live in a clean natural environment
3.3. We use a convenient transport system
4.3. We attract talents and leaders

3. IMPLEMENTATION OF THE TOURISM POLICY'S PROVISIONS

The local government, specifically the district offices, the organisational units of the city and all residents will be involved in the implementation of the "Tourism Policy of the City of Warsaw" document. The "Tourism Policy" is not of executive character. As we have frequently stated, the provisions included in its directions refer to tourism as a tool or even a catalyst that increases the quality of life in the city. Implementation of the postulates of tourism's functioning in Warsaw, described in the "Tourism Policy" directions shall not be possible without the cooperation of the City of Warsaw with the entire tourism industry, as well as between individual entities of this industry.

On the basis of an analysis of the operational objectives of the "#Warsaw2030 Strategy", we pinpoint 10 objectives connected to tourism. It will have a substantial impact on the implementation of the objectives "3.1 – We benefit from an attractive public space" and "4.3 – We attract talents and leaders" and the established level of the implementation indicators. Consideration of the recommendations stemming from the "Tourism Policy" (outlined below in 3.1) in the provisions connected to specific operational objectives will impact the enrichment and supplementation of these objectives, while maintaining its assumptions. Every effort to implement programmes of the "#Warsaw2030 Strategy" requires fully acquainting yourself with the directions of the "Tourism Policy"

and consequent recommendations when work begins. Only their inclusion at the programme level will secure the proper development of the city with respect for the issues of its residents, tourists and same-day visitors.

It is recommended to invite a unit responsible for tourism in the City of Warsaw to take part in the process of creating programmes as an office providing support for tourism-related issues within the scope of the "Tourism Policy".

The implementation of the "Tourism Policy", including drafting programmes in relation to the specific operational objectives of the "Strategy" that take into account the directions of the "Tourism Policy", will require cooperation of the units responsible for the development of tourism in Warsaw. Cooperation and coordination should take place, most importantly, in the following areas:

▌ marketing communication of Warsaw on the domestic and global tourism market,

▌ developing the meetings industry of the capital, including the promotion of the city on the global meetings and events market,

▌ including social partners and residents in the tourism development and promotion system of Warsaw,

- implementation of the cooperation and communication system on the Warsaw tourism market,

- introducing smart solutions in favour of tourism development,

- developing Warsaw's tourism products,

- developing the metropolitan tourist offer,

- an integrated monitoring system of the sustainable tourism function.

"Tourism Policy of the City of Warsaw" has to be evaluated. The first evaluation should take place no later than 5 years after the document's entry into force. The evaluation has to take into consideration the state of implementation of the programmes, provisions of which are based on the policy, as well as the results of tourism monitoring from the given period, which was discussed in chapter 2.1. The findings of the evaluation should be used for a potential update of the document.

3.1 RECOMMENDATIONS FOR THE EXECUTIVE PROGRAMMES OF THE "#WARSAW2030 STRATEGY"

Consideration of the provisions of the "Tourism Policy" will take place mostly through their inclusion in future programmes addressing the particular operational objectives of the "#Warsaw2030 Strategy". Below are the recommendations for the executive programmes of the "Strategy", which stem from the policy. They will serve the departments of the City of Warsaw in the development of assumptions and actions to be planned within specific programmes. The guidelines included in the recommendations should always be consulted with a unit responsible for tourism in the City of Warsaw.

TABLE 1. RECOMMENDATIONS FOR EXECUTIVE PROGRAMMES OF THE "#WARSAW2030 STRATEGY"

Operational objective of the "#Warsaw2030 Strategy"	Recommendations resulting from the provisions of directions in the "Tourism Policy"
1.1. We care about each other	• **Tourism as a sphere of local activity:** To strengthen resident identification with the place in which they live and increase concern for one's surroundings and other people, it is recommended to build tourist offers that will be based on the unique character of places and the grassroots activity of Warsaw's residents.
1.2. We decide about our city together	• **Tourism as a sphere of local activity, Tourism in the districts:** Strengthening of resident interest and their real impact on city issues by consulting with them new investments and initiatives that concern tourism. • **Tourism without conflict:** Taking into account the inclusion of residents in actions that benefit the local community, there should be encouragement for them to sign different forms of social contracts that would regulate conditions for order and public safety at night, as well as regulate the use of public space for commercial services.
2.2. We spend time actively in our neighbourhood	• **Tourism as a sphere of local activity:** Increasing the possibility of spending leisure time in the vicinity of the living place by allowing residents to create local tourist offers. • **Tourism in the districts:** Increasing the possibility of spending leisure time in the vicinity of the living places through promotional support of the cultural, recreational and entertainment offers of the districts, which would highlight and strengthen their uniqueness, character and atmosphere. • **Smart tourism:** Improvement of the accessibility to attractive leisure opportunities with the use of tools and apps, the most up-to-date information about how to move around the city and use its cultural, culinary, recreational and other offers.

Operational objective of the "#Warsaw2030 Strategy"	Recommendations resulting from the provisions of directions in the "Tourism Policy"
2.4. We act in the business-friendly environment	• **Product tourism:** To create a business-friendly environment, there should be assurance for training and marketing support that will facilitate the development and integration of offers within tourism product areas recommended by the city.

3.1. We benefit from an attractive public space	• **Tourism as a sphere of local activity:** In order to increase the attractiveness and usefulness of the space, it is recommended to provide institutional incentives for residents and entrepreneurs to create new tourist spaces that will allow tourists to meet with residents, as well as areas which would highlight the uniqueness, identity and history of local Warsaw.
	• **Tourism in the districts:** In order to increase the usability, networking and attractiveness of public spaces, there should be:
	  • an introduction of systemic solutions regarding connections between sights that constitute nodes for tourist flow, through attractive public spaces;
	  • signposting of public spaces in the districts, with a focus on the specific needs of foreign tourists and people with disabilities.
	• **Metropolitan tourism:** In order to increase the usability, networking and attractiveness of public spaces, the recommendation is to integrate Warsaw with its metropolitan area through coherent spatial solutions (including the tourist information system).
	• **Smart tourism:** The usefulness of the public space should be improved by the development of digitalisation of the space and the use of augmented and virtual reality which, through tools and apps, facilitates the tourist experience of Warsaw.

3.2. We live in a clean natural environment	• **Tourism as a sphere of local activity:** Taking into account concerns about natural heritage, there should be a system of institutional incentives for pro-tourism actions taken by residents and entrepreneurs, focused on the development of new forms of leisure using pro-ecological solutions.
	• **Tourism without conflict:** The quality of the natural environment should be increased by:
	  • encouraging tourists and tourist service providers to engage in behaviours that strengthen the city's resilience when it comes to ecological, social and infrastructural dimensions;
	  • using and encouraging the use of ecological solutions in terms of location and ways of creating tourist attractions, tourist and recreational investments, transportation, organisation of tourist flow and consumption of tourism products;
	  • creating indicators used to study the impact of tourism on the natural environment.
	• **Smart tourism:** In order to improve air quality, solutions should be used in the spirit of smart cities that will facilitate the use of ecological transportation for tourists and residents.

Operational objective of the "#Warsaw2030 Strategy"	Recommendations resulting from the provisions of directions in the "Tourism Policy"
3.3. We use a convenient transport system	• **Metropolitan tourism:** In order to increase the quality of transportation in the metropolitan area, there should be support for integration of transportation services between Warsaw and neighbouring municipalities, which would ensure a connection between attractive tourist sights and areas of high natural value. • **Tourism without conflict, Tourism in the districts:** In order to increase the quality of transportation within the city, public spaces and attractions which tourists use should be properly connected. • **Smart tourism:** For the skilful management of mobility by city users, including tourists, there is a need for solutions in the spirit of smart cities that facilitate the use of public transportation and ecological transportation.
4.1. We develop our creative potential	• **Tourism as a sphere of local activity, Tourism in the districts:** Development of creative approaches by residents, promoting fulfilment through a creative process in business, culture and social activity by encouraging them to co-create local tourist offers, including tourism products based on the idea 'live like a local'. • **Product tourism:** Acquiring new knowledge and finding fulfilment through a creative process in culture should be accompanied by a wide educational offer in Warsaw, focused not only on introducing sites and locations with historical and martyrological significance, but also those related to culture and modern art, both of an exhibition and performative character.
4.3. We attract talents and leaders	• **Tourism tailored to the city:** Shaping Warsaw's image as an attractive place for living and fulfilling creative ambitions should stem from attracting conscious tourists that use the city in a way that allows for its sustainable development. • **Tourism as a sphere of local activity:** Ensuring conditions for attracting people and projects that enrich the creative potential of the city should take place through support for the development of creative communities in the city and their promotion, including increasing the availability of their offer for tourists. • **Product tourism:** Building Warsaw's brand as a place that attracts talent and leaders should be supported by marketing activities related to tourism and based on tourism product areas. • **Tourism in the districts:** Shaping the image of Warsaw as an attractive place for artists or students interested in locality, authenticity and diversity should be supported by the development and promotion of products based on the idea 'live like a local'.

Operational objective of the "#Warsaw2030 Strategy"	Recommendations resulting from the provisions of directions in the "Tourism Policy"
	• **Metropolitan tourism:** Shaping the image of Warsaw as an attractive place for living through creation of the leisure offer in cooperation with neighbouring municipalities and Mazovian Voivodship. • **Business tourism:** In order to shape Warsaw's image as a place of business meetings, it will be necessary to: • select strategic specialisations to build a competitive advantage on the world meetings market; • carry out marketing and public diplomacy activities aimed at obtaining the most important meetings and events; • take action in order to develop the conference and congress infrastructure. • **Smart tourism:** Complex adaptational support for talented people living in Warsaw and arriving foreigners should take place through the implementation of solutions in the spirit of smart cities which will deliver the most up-to-date information about how to move around the city and use its cultural, culinary, recreational, accommodation and other offers.
4.4. We inspire the world	• **Business tourism:** In order to facilitate international relations of Warsaw's scientists, entrepreneurs, social activists and creative communities, business tourism should be developed; it serves as a medium for new economic ideas and innovations and contributes to the promotion of Warsaw's scientific, cultural and economic advances around the world.

3.2 IMPLEMENTING BODIES OF THE DIRECTIONS OF TOURISM POLICY

Implementation of the directions included in the „Tourism Policy" will require the involvement of the City of Warsaw (departments and district offices) and units of the City of Warsaw, as well as external entities, such as tourism organisations, entrepreneurs and NGOs. The key implementing bodies of each of the policy directions are presented below.

TABLE 2. THE KEY IMPLEMENTING BODIES OF THE "TOURISM POLICY" DIRECTIONS

Direction	Key internal implementing bodies	Key external implementing bodies
Tourism tailored to the city	• departments of the City of Warsaw responsible for: • strengthening local communities • development of civic society • communication and promotion policy • unit of the City of Warsaw responsible for tourism	• local tourism organisations • regional tourism organisation • resident initiatives
Tourism as a sphere of local activity	• district offices of the City of Warsaw • departments of the City of Warsaw responsible for: • strengthening local communities • development of civic society • economic policy • spatial planning policy • cultural policy • communication and promotion policy • unit of the City of Warsaw responsible for tourism	• resident initiatives • non-governmental organisations • entrepreneurs • creative sector • higher education institutions • cultural institutions
Product tourism	• departments of the City of Warsaw responsible for: • communication and promotion policy • cultural policy • sports policy • historical preservation policy • educational policy • economic policy • unit of the City of Warsaw responsible for tourism	• local tourism organisations • regional tourism organisation • tourism industry • non-governmental organisations • cultural institutions
Tourism in the districts	• district offices of the City of Warsaw • departments of the City of Warsaw responsible for: • spatial planning policy • mobility policy • environmental policy • spatial information • communication and promotion policy	• resident initiatives • non-governmental organisations • local tourism organisations • tourism industry • cultural institutions

Direction	Key internal implementing bodies	Key external implementing bodies
	• cultural policy • unit of the City of Warsaw responsible for tourism	

Metropolitan tourism	• departments of the City of Warsaw responsible for:
	  • mobility policy
	  • spatial information
	  • cultural policy
	• unit of the City of Warsaw responsible for tourism
		• regional tourism organisation
		• local tourism organisations
		• local government institutions within the Warsaw Metropolitan Area
		• the Marshal Office of the Mazovian Voivodship
		• tourism industry
		• cultural institutions
		• non-governmental organisations

Tourism without conflict	• departments of the City of Warsaw responsible for:
	  • spatial policy
	  • mobility policy
	  • environmental policy
	  • safety policy
	  • strengthening local communities
	  • economic policy
	  • communication and promotion policy
	• unit of the City of Warsaw responsible for tourism
		• local tourism organisations
		• tourism industry
		• entrepreneurs
		• resident initiatives
		• non-governmental organisations

Business tourism	• departments of the City of Warsaw responsible for:
	  • economic policy
	  • communication and promotion policy
	  • cultural policy
		• convention bureau
		• tourism industry
		• higher education institutions
		• research and development institutions
		• business environment institutions
		• cultural institutions
		• resident initiatives

Smart tourism	• departments of the City of Warsaw responsible for:
	  • digitalisation of the city
	  • mobility policy
	  • spatial information
	  • spatial policy
	  • communication and promotion policy
	• unit of the City of Warsaw responsible for tourism
		• local tourism organisations
		• entrepreneurs
		• tourism industry
		• non-governmental organisations
		• higher education institutions
		• research and development institutions

LIST OF SOURCE DOCUMENTS

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[2] "Estimated volume of tourist traffic to Warsaw in 2019"/"Szacunek przyjazdowego ruchu turystycznego do Warszawy w 2019 roku", Dziedzic E., Warsaw 2020

[3] World cities are defined as centres whose economies are based mostly on providing advanced services based on data collection and flow, such as financial, legal, accounting, insurance, IT, marketing and public relations services, as well as on media support, education, health care and tourism, with a focus on business tourism (Hall, 1997). Among the four focus areas of advanced services in these cities, which enter into synergistic relations, we include: financial and business services, management and control services, culture and creative industries and tourism (Hall, 2001).

Global cities are characterised by their network connectivity, understood as their integration with the city's network (Taylor, 2009) and measured by the appearance of four key advanced services for business: accounting, promotion, financial (including banking and insurance), legal and economic consultancy. The most prestigious hierarchy of cities is "The World According to GaWC" ranking published by the Globalization and World Cities Research Network (https://www.lboro.ac.uk/gawc/gawcworlds.html). It is based on distinguishing five categories: alpha cities (seen as global), beta cities, gamma cities, high potential cities and cities with sufficient potential in the international arena. The order in each of these categories determines their classification. In the newest ranking (13 November 2018), Warsaw was recognised as an alpha city. Sources: Hall, P. (1997), "Megacities, World Cities and Global Cities", The Megacities Foundation, Rotterdam, Retrieved from http://www.megacities.nl/lecture_1/lecture.html (date of access: 7.03.2014); Hall, P. (2001), "Global city-regions in the twenty-first century", in: A. J. Scott (ed.), "Global City-Regions: Trends, Theory, Policy", Oxford University Press, Oxford, 59-77; Taylor, P. J. (2009) "Measuring the World City Network: New Results and Developments", GaWC Research Bulletin, 300, http://www lboro.ac.uk/gawc/rb/rb300.html (date of access: 10.01.2014)

[4] https://www.lotnisko-chopina.pl/pl/aktualnosci-i-wydarzenia/0/975/szczegoly.html

[5] "Estimated volume of tourist traffic to Warsaw in 2019"/"Szacunek przyjazdowego ruchu turystycznego do Warszawy w 2019 r.", Dziedzic E., Warsaw 2020; "Report on the survey of tourists visiting Warsaw in 2019"/"Raport z badania opinii turystów odwiedzających Warszawę w 2019 r.", Danae, Warsaw 2020

[6] "Diagnosis of the tourism status in the City of Warsaw in 2017", Best Place – Europejski Instytut Marketingu Miejsc, Warsaw 2017

[7] Calculated on the basis of Central Statistical Office (GUS) data from 2016.

[8] "Diagnosis of the tourism status in the City of Warsaw in 2017", Best Place – Europejski Instytut Marketingu Miejsc, Warsaw 2017

[9] Own analysis on the basis of data from Warsaw Tourist Office, City of Warsaw and Ministry of Sport and Tourism

[10] https://www.airdna.co/vacation-rental-data/app/pl/default/warsaw/overview

[11] Own analysis on the basis of "Tourism in the City of Warsaw in 2019"/"Turystyka w m.st. Warszawie w 2019 r.", Urząd Statystyczny w Warszawie, Warsaw 2020

[12] "Poland Meetings and Events Industry Report 2018", Polish Tourism Organisation, Warsaw 2018

[13] Warsaw Tourism Organization - Warsaw Convention Bureau

[14] "2019 ICCA Statistics Report. Country & City Rankings", International Congress and Convention Association, 2020

[15] Meetings which take place on a regular basis, involve more than 50 participants and migrate between at least three countries.

[16] The selected product areas are the result of the analysis of the city's potential tourism products, which took into account: the indicator of compliance with the identity of the Warsaw brand, trends, uniqueness and the degree of use of the city's potential; their potential commercialisation in the offers of foreign tour operators on geographical markets; adjustment to the behavioural segments; the degree of product complementarity; priority on geographical markets and are the result of the ADL strategic analysis.

[17] An acronym of Meetings, Incentives, Congresses and Exhibitions that describes the segments included in the meetings industry.

[18] www.ipcc.ch/report/sr15/; https://ec.europa.eu/clima/policies/international/negotiations/paris_en

[19] "Congress centre in Warsaw – consulatations with the local meetings industry. Research Report"/„Centrum kongresowe w Warszawie – konsultacja z lokalną branżą spotkań. Raport z badania", Urząd m.st. Warszawy, Warsaw 2015

[20] A smart city is a city managed in an intelligent way, using digital and telecommunications technologies to increase networks and services efficiency, in order to improve the quality of resident life and sustainable development ("#Warsaw2030 Strategy", 2018).

Photos: City of Warsaw

CITY OF WARSAW