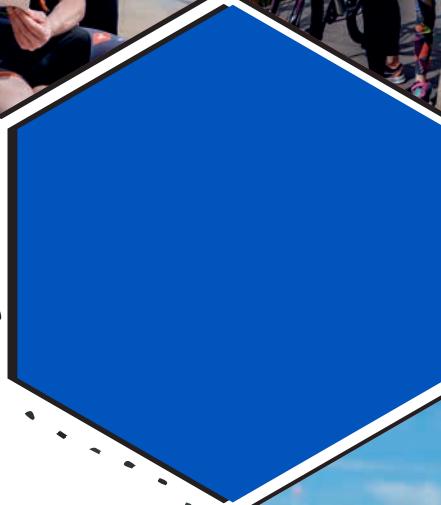


Reinforcing a city perspective to heritage

Integrated Action Plan



KAIRÓS, Heritage as Urban Regeneration

Kairós is an URBACT Action Planning Network led by Mula (ES) and joined by Šibenik (HR) Ukmergė (LT) Cesena (IT) Heraklion (EL) Belene (BG) and Malbork (PL). It has focused on expanding the role of cultural heritage as a driver for sustainable urban development and regeneration. **Kairós** has worked at two levels. Locally, each network city has co-produced an Integrated Action Plan along with a group of selected stakeholders. Internationally, a learning and exchange itinerary was rolled out, including baseline study, thematic workshops, study visits and peer-reviews.

URBACT is a European programme promoting sustainable urban development. URBACT's mission is to enable cities to work together to develop solutions to major urban challenges, reaffirming their key role in facing increasingly complex societal changes.

Kairós is a word in ancient Greek meaning the right time for moving into action.

Table of contents:

1. Foreword	3
2. Introduction	4
3. Diagnosis	4
3.1. Image of the city	5
3.2. Problems and potentials of the city's development in the dimension relating to cultural heritage	21
3.3. SWOT analysis.....	27
3.4 Challenges of Malbork's development based on the potential of cultural heritage.....	30
4. Mission, vision, goals	32
4.1. Expected results of the planned activities	35
5. Ideas for action	37
6. Implementation system	40
6.1. Risk analysis	41
6.3. Timetable and financial framework	43
7. Annex 1 to the IAP	46

1. Foreword



The year 2022 marks the 25th anniversary of the inclusion of the Teutonic Castle in Malbork on the prestigious UNESCO World Heritage List. We are proud that our city can boast a monument of this stature. In many years of promotional activities, we try to communicate to tourists that Malbork is not just a castle.

Every city changes over the years, and the primary goal should be to manage this change

in such a way that it respects its cultural heritage. The history of Malbork goes back to the Middle Ages and we try to expose and convey this fact to the youngest inhabitants. During educational classes, workshops we present how the city and the lives of its inhabitants looked like at the beginning of its existence. We try to make history scroll during everyday life. We stress our deep roots when implementing projects.

The URBACT Local Group working under the KAIROS project has developed many interesting initiatives. Some of them at the beginning seemed almost impossible to implement, but after deeper analysis and exhaustive discussions together, it turned out that barriers can be overcome and almost any project can be brought to the stage of feasibility, both in terms of content and finance.

The implementation of the KAIROS project is the first experience of the Malbork local government in the URBACT program. Had it not been for Malbork's participation in the Polish Ministry of Development's Partnership Cities Initiative (Revitalization Network) project, and at the same time the support offered by the URBACT Program's National Contact Point, we probably would never have dared to take part in such an advanced project. KAIROS translates from Greek to favorable moment, a moment of decision-making and action. For all of us involved in the implementation of the project, it was the perfect time - a time for creative meetings, generating ideas, consulting with residents and setting new development goals for the city.

Mayor of the City of Malbork
Marek Charzewski

2. Introduction

The KAIROS thematic network aims to develop integrated management strategies and innovative methods, instruments, policies and action programs as "good practices" in achieving the right balance between the preservation of cultural heritage and the sustainable urban development of the City of Malbork.

The result of the work of the Heritage as an Opportunity (KAIROS) network will be the development by each partner city of its own Local Action Plan, which should be prepared in close cooperation with local stakeholders in each partner city.

KAIROS is a partnership project led by the city of Mula, Spain. It will be implemented between 2020 and 2022.

Through the project, cities can exchange experiences, using tools and learning methods in line with URBACT methodology. Partner cities form URBACT Local Groups, which co-design Integrated Action Plans for future implementation.

Malbork is the only medium-sized city from Poland to receive funding and participate in the international project together with the other 6 cities from Europe. Project partners include the cities of Belene (Bulgaria), Cesena (Italy), Malbork (Poland), Heraklion (Greece), Šibenik (Croatia), and Ukmergė (Lithuania).

Within the framework of the project, a Local Urbact Group has begun work in Malbork. The interdisciplinary team consisting of representatives of public institutions, NGOs and local leaders was divided into several smaller thematic groups: (1) culture and leisure, cultural heritage, (2) economy and urban planning, (3) environment and climate, and (4) social integration.

The Local Urbact Group, with expert support, will be tasked with developing an integrated action plan, or framework for strategic development in the area of cultural heritage. This is to be a modern document, keeping up with the needs of the modern world. Therefore, for the first time in considering the future of Malbork, climate issues will be taken into account, but also social inclusion.

The idea behind the project is the concept of stitching together the City of Malbork in a revitalization effort. Comprehensive revitalization focuses mainly on connecting the most attractive part of the city, where the Malbork castle is located, with the downtown part - the heart of the revitalization area, which is equally attractive but severely neglected, as the city has been divided in urban terms by national road 22.

The URBACT project is planning activities aimed at strengthening the cultural heritage of historic cities by developing strategies for the development of small and medium-sized European cities for integration and socio-economic cohesion and sustainable development. The main motivation for Malbork to participate in the project is to develop development directions that take into account the use of cultural heritage as a driving force. The developed development directions will be implemented in the city's strategic documents and successively implemented.

3. Diagnosis

3.1. Image of the city

LOCATION

The city of Malbork is located in the eastern part of Pomorskie Voivodeship, in Malbork County on the Nogat River. It neighbors the rural municipalities of Malbork County: the municipality of Malbork, which surrounds almost the entire city, and the municipality of Stare Pole, for a small section along the eastern border of the city. Malbork is a medium-sized city with about 35,500 residents.

In the space of the Pomeranian Voivodeship, Malbork is counted among the subregional measures, being a strong service center of supra-local character. It forms special functional relationships with its immediate surroundings, in particular the Rural Municipality of Malbork, manifested by the phenomenon of suburbanization.

Functionally, it also forms links with the municipalities of Malbork and Sztum counties, creating the so-called bipolar system Municipal Functional Area Malbork-Sztum.

Malbork, due to its role in the settlement system, its location, including the course of the country's important transportation routes, and its cultural heritage, has several leading functions. It is a tourist center of international importance, an important transportation hub of national and regional importance, a significant center of processing industry and a center for supra-municipal services.

Malbork is located in Żuławy, one of two functional areas of supra-regional importance in Pomorskie Voivodeship listed in the Pomorskie Voivodeship Spatial Development Plan. The basis for determining the boundaries of the Żuławy region was the area of municipalities that have cooperated under the Żuławy Functional Area agreement. These are municipalities located in two voivodeships: Pomorskie and Warmińsko-Mazurskie, including in the Pomorskie

Voivodeship the cities of Gdańsk, Krynica Morska, Malbork, Pruszcz Gdański, urban-rural municipalities: Nowy Dwór Gdański, Nowy Staw, and rural municipalities: Cedry Wielkie, Lichnowy, Malbork, Miłoradz, Ostaszewo, Pruszcz Gdański, Pszczółki, Stare Pole, Stegna, Suchy Dąb and Sztutowo.

Map 1 The area of the Zulawy Wislane



Source: https://pl.wikipedia.org/wiki/%C5%BBu%C5%82awy_Wi%C5%9Blane

Important transportation routes run through Malbork:

- railroad line No. 9 (Warsaw East - Gdańsk Główny)
- Railroad line no. 204 (Malbork - Braniewo),

as well as the so-called Vistula-Sea corridor, including:

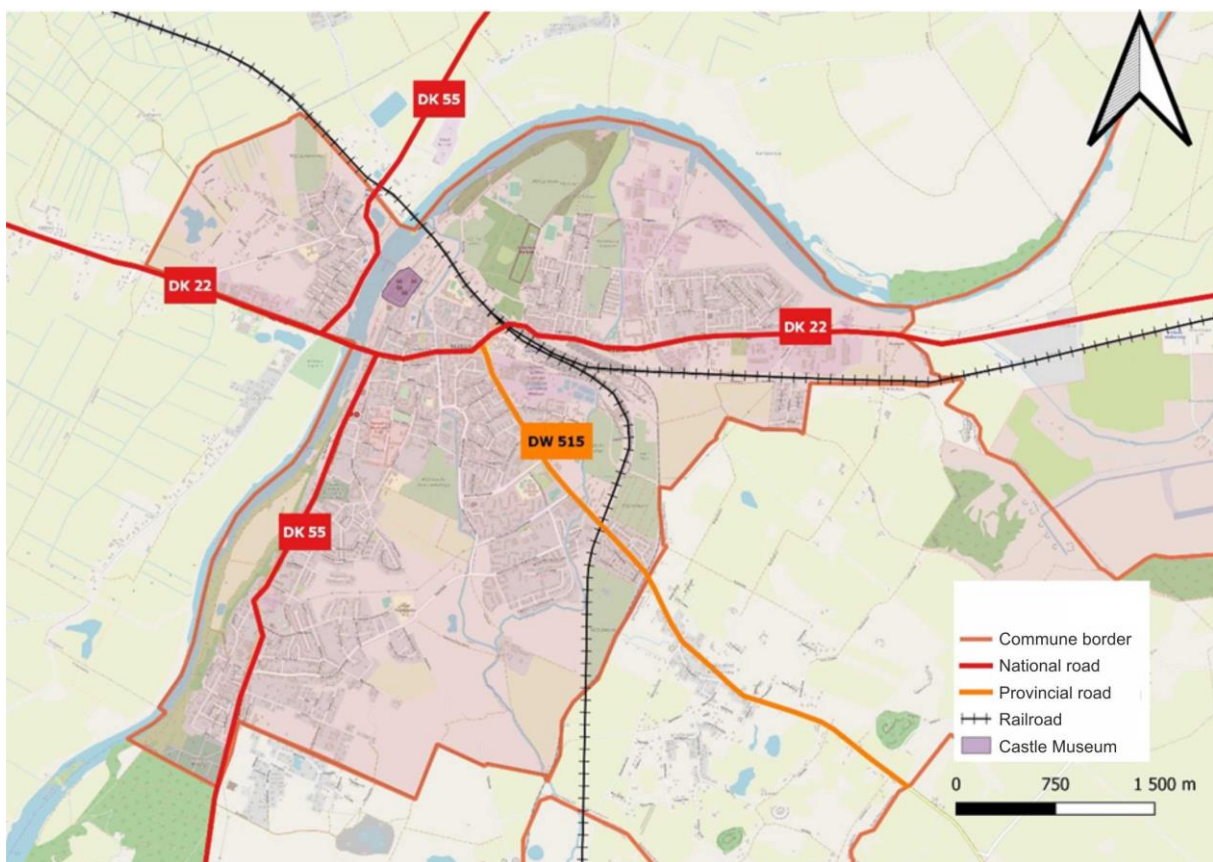
- road No. A1 (section: Rusocin-Toruń),
- Road No. 91 (section: Gdańsk-Toruń),

- railroad line No. 9 (section: Gdańsk Główny - Prabuty),
- railroad line No. 131 (section: Tczew- Smętowo),
- Railroad line No. 207 (section: Malbork - Kwidzyn - Gardeja),

Vistula River, and the systems of the national transmission network for electricity, gas and petroleum products, as well as the southern corridor, including:

- road No. 22 (section: Elbląg - Malbork - Tczew - Starogard Gdański - Chojnice - Człuchów)
- railroad line No. 203 (section: Tczew - Starogard Gdański - Chojnice - Człuchów).

Map 2: Malbork's transportation system



Source: own elaboration

HISTORICAL OUTLINE OF MALBORK

The city of Marienburg received its incorporation document in 1286, and is also associated with the mighty medieval Teutonic fortress dominating the city space and the Zulawy River.

A town was formed on the high ground overlooking the river, south of the castle, on which the town hall and St. John's parish were later built. The main street was transformed into the Market Square around which the buildings have characteristic High and Low arcades and a system of defensive walls with St. Mary's and Pottery gates, protecting the residential buildings. Malbork was ruled successively by: Teutonic Knights until 1466, Poles until 1772, Prussians and then Germans until 1945 and Poles again.

In the first half of the 19th century, Malbork was one of many typical Prussian towns that were not very rich. Its economic situation improved only with the construction of an iron railroad connecting East Prussia with Berlin. In the second half of the 19th century, the first modern municipal facilities were established in the city: gasworks (1867), telegraph (1876), post office (1893), telephone exchange (1899), waterworks and sewage system (1906), hydroelectric power plant on the Nogat River (1909).

Modernism in Malbork is the result of changes that can be observed moving through some of the streets. In the late 19th and early 20th centuries, a large number of residential houses, tenement houses, single-family houses and luxury villas were built. After World War I, there was a need to build houses for displaced persons from the so-called "Polish corridor." Housing construction was carried out by the city and various building cooperatives.

In the southern part of the city, a clerical quarter is created. After the former fortifications are leveled, two- and three-story townhouses are being built, with a style reminiscent of modernism. Such houses were built on Szkolna (17 Marca), Mlynska (Zeromski), Junkierska (Grunwaldzka), Brzozowa (Jagiellońska), Heineła (Kasprowicz) streets. These streets, built up with sequences of tenement houses of interesting style and decorative ornamentation, with large apartments, were intended for representatives of the middle classes, officials and intelligentsia. These were usually multi-family houses, referring in architecture to Art Nouveau motifs, with beautiful staircases, high apartments. They often had stores on the first floor.

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Photo 1.A Modernist townhouse in Malbork, 17 Marca Street, restored in the neo-baroque style



Source: <https://visitmalbork.pl/4829,SZLAKIEM-MALBORSKICH-KAMIENIC.html>

Since the 19th century, the city's cultural heritage has been a boost to tourism. The magnet attracting tourists from the farthest corners of Germany and Europe was, of course, the castle. Since 1882 it had been systematically rebuilt under the direction of engineer Konrad Steinbrecht (1849-1923). The city had several hotels and youth hostels, numerous cafes and beer bars. An excellent attempt to interest tourists in the city was the theater festival held in the Market Square in 1928-37 and the City Museum, established in 1925. An interesting attraction was also a landscaped park and "Preußenbad" - a modern bathing area at the foot of a high escarpment on the Nogat River.

A very important and at the same time underestimated historical fact of Malbork is the development of the 19th century. Malbork's Old Town, which flourished over the century and shaped today's Malbork. From the middle of the 19th century there was a development of rail transportation, and after 1870 the huge money from the French contribution meant that Malbork was once again considered one of the most important points on the map of Prussia. After 1870, many industrial plants were established, such as the Loeser & Wolf cigar factory,

Adolf Daum's malting plant, a gasworks and one of the region's largest sugar refineries. The city's development continued southward, beyond the former Sztum Suburb, and eastward, toward the train station. More settlements were added to the city's administrative boundaries, such as Piaski, Wielbark and Kaldowo.

Although Malbork did not suffer during the First World War, the situation was different as a result of the warfare in 1945. Nearly 80 percent of the Old Town's buildings were destroyed. The eastern parts of the castle complex were also severely damaged. On March 8, the Germans retreating from the castle blew up the bridges over the Nogat River.

The end of the 1940s was a period when the remains of the buildings in the Old Town were systematically demolished. Bricks were donated for the reconstruction of Warsaw. This planned action resulted in the fact that in the early 1950s no building remained in the Old Town, except for the medieval parish church, the City Hall, two gates and fragments of the defensive walls. In 1962-68, a "Housing Estate of the 20th Anniversary of the People's Republic of Poland" was built here. The city thus lost its historic center. The investment that changed the traffic system and the appearance of the downtown became the construction of Rodła Avenue, which is a fragment of the national road No. 22 cutting through the city. On January 1, 1961, the Malbork Castle Museum was established, coordinating the work on the reconstruction of the destroyed fortress, which continues to this day. In 1977, the first eleven-story skyscrapers appeared in Malbork outside the former Old Town, which also correspond with the buildings in the Old Town with their modernist blocks.

Today, the potential of Malbork's cultural heritage is a differentiator on an international scale, which is reflected in strategic plans at the regional level. The Spatial Development Plan for the Pomeranian Voivodeship points to Malbork as the second location besides Gdańsk as a major center for animating cultural events and presenting historical heritage of European significance, including by shaping a comprehensive cultural offer on the basis of the cultural heritage of Malbork Castle and the summer residence of the Grand Master of the Teutonic Order in Sztum.

The main monument of Malbork, with which the city's name is associated, is the Teutonic Castle complex, a UNESCO World Heritage Site. This complex has influenced the character of the city and shaped its cultural landscape for centuries. It is an object of outstanding cultural value (currently this role is played by the Castle Museum), covered by all possible forms of legal protection of national and international significance.

In addition, an important potential of the city's cultural heritage is formed by the architecture of the turn of the 19th and 20th centuries, despite much destruction after World War II, including public buildings such as the medieval Town Hall. The potential is supplemented by the city's historic foundations from the period of its medieval incorporation, churches, including the Fara (including the Church of St. John the Baptist), works of defensive construction dating from the Middle Ages and modern times, including towers and gates.

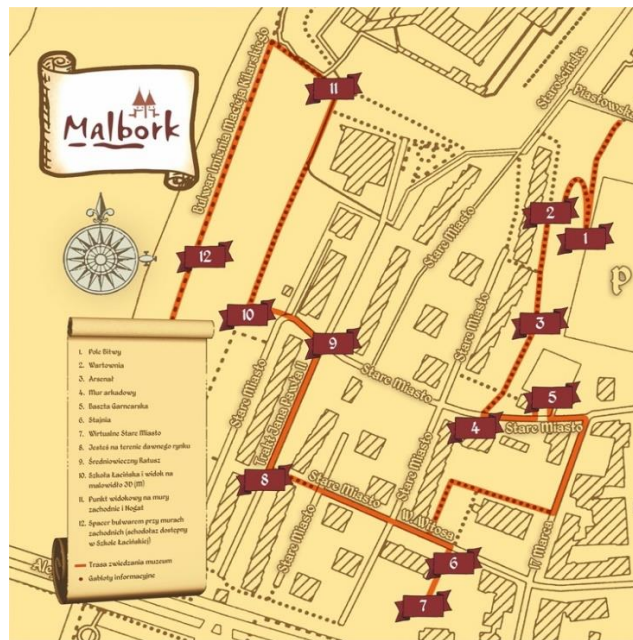
Within the city limits of Malbork there are 1,064 items listed in the Municipal Register of Monuments of the City of Malbork. The decisions are divided into five subgroups:

- Historic areas - 8 items
- Objects of architecture and construction - 996 items
- Monuments of technology, engineering objects - 26 items
- Compositions of high greenery (including historic cemeteries) - 24 items
- Memorials (plaques, obelisks, monuments) - 7 items

Decisions on the inclusion of the area in the register of monuments of Pomorskie Voivodeship were issued between 1949 and 2009. Three decisions are immovable monuments that are urban layouts (i.e., constitute historic areas), the others are works of architecture and construction and objects of technology. On the other hand, four of them concern historical building complexes, which include more than one historical object, these are: 1/ Teutonic castle complex 2/ City fortifications 3/ Post office complex 4/ Railway station complex Other entries refer to individual objects. This means that 51 decisions cover many more objects than the number of entry decisions themselves.

Among the important elements of historical infrastructure that should not be forgotten are the city's defensive walls on the basis of which the Outer Museum of Fortifications was established. The walls are a natural object along which visitors can continue their encounter with medieval monuments. Visitors are "guided" through the museum via infokiosks by Marianek, Malbork's mascot.

Map 3. Tourist map of the Outer Museum of Fortifications in Malbork



Source: <https://visitmalbork.pl/4399,ZEWNETRZNE-MUZEUM FORTYFIKACJI.html>

The cultural dimension in Malbork is formed by a number of entities, institutions and social organizations, as well as people associated with culture. The cultural dimension strongly influences the way the city functions, which is related, among other things, to the presence of the Castle within the city, which is a distinctive feature on an international scale. Today, the castle is the home of a living museum center, attracting more than half a million tourists from all over the world each year. It is a meeting place for people of science and culture, journalists and politicians, and is the setting for newly made films and concerts that often take place.

MALBORK CASTLE AND CULTURAL EVENTS

The Castle Museum, which is a central institution reporting directly to the Ministry of Culture and National Heritage in Warsaw. It is a multi-departmental museum of the historical-artistic type, the organization of which has been subordinated mainly to matters of reconstruction, development and proper maintenance of the castle. Parallel to this work, the museum also conducts scientific activities in the field of archaeology of Lower Powisle and the history of art and culture of Royal Prussia based on its collections. The collection, preservation, scientific elaboration and making available works of ancient and contemporary art are other important tasks of the Malbork institution.



Source: materials of the City Hall of Malbork

Malbork's heritage potential related to its history is exhibited and exploited in the range of events that are held in the city every year. These include, in particular, events of national scope, which attract tourists to Malbork from all over the country and abroad.

One of the most famous medieval culture festivals is the "Siege of Malbork," referring to the events that followed the Battle of Grunwald in 1410. During this time, Malbork hosts tournaments, numerous demonstrations, and the city is filled with culture and art from the medieval period. The event culminates in a nighttime re-enactment of the siege of the castle. Another important cultural event of supra-local scope in Malbork, is "Magical Malbork." The streets of the city center and the vicinity of Malbork Castle are left in command of street performers, acrobats, musicians and actors. This is accompanied by evening concerts, fireworks displays, and evening and night laser and videomapping shows along with pyrotechnic effects.

Malbork's cultural heritage permeates many other issues in the functioning of the city's socio-cultural activities. One example is the "Castle Triathlon Malbork" event. In this case, the

triathlon route combines the potential of the city and its immediate surroundings. The athletes' struggles begin with a swimming stage in the Nogat River, which flows at the foot of the castle, then they have a cycling route, which runs entirely through the Żuławy Wiślane area. At the end, the only cross-country route in the world, which runs through the museum grounds, awaited them.

Malbork's cultural heritage is linked to its location in the Żuławy Wiślane area. As a member of the Żuławy Loop, the city of Malbork promotes its water tourism offer. Its location on the Nogat River is conducive to the development of a water tourism offer. The city develops infrastructure that enables people to learn about the culture and heritage of Żuławy Wiślane, in particular by creating, among other things, sailing and canoe marinas, bicycle paths, rest areas - in cooperation with local government partners.

There are 3 local government cultural institutions in the city:

- Malbork Cultural and Education Center,
- Malbork City Museum,
- City Public Library.

LATIN SCHOOL AND MCKiE

The Malbork Center for Culture and Education (MCKiE) is the organizer of many regional, provincial and national events, some of which are organized periodically. Since 2004, the University of the Third Age (U3W) has been operating at the MCKiE, offering seniors a variety of proposals for spending time in larger or smaller groups.

The Malbork Center for Culture and Education began operations on January 1, 2012, as the formal and legal heir to the Municipal Cultural Center in Malbork, established in 1975. The history of the institution's activities spans more than 40 years. Activities conducted on a daily basis in four locations:

- Old Town Hall (previously, for many years, an educational unit operated in this building - Youth Cultural Center "Town Hall", whose tasks and employees were incorporated into the structures of the Municipal House of Culture at the end of 2011),
- premises in the building at 18 Slavic Square, where Radio Malbork has been operating since mid-2011,
- Latin School in the Old Town, opened at the end of 2014 (located in a rebuilt historical building originally built in 1352 by Grand Master Winrich von Kniprode, located on the Old Town's riverbank escarpment),

- Jerusalem Hospital, which has been the headquarters of the ICCC since 2015 (The Jerusalem Hospital building is a two-story building dating back to the 16th century; in 2006 the first work on the reconstruction of the building began, continuing in several stages until 2011. In March 2011, the building was handed over to the Municipal Cultural Center).

In its facilities, the MCKiE conducts art education classes, crafts workshops, science classes, music classes, sightseeing, a program of classes for senior citizens, organizes exhibitions, meetings and conferences, and broadcasts a radio program. The area of activity of the ICCE is also urban space - squares, neighborhoods and streets, where larger and smaller outdoor events, meetings with residents are carried out.

The Latin School, according to historical publications, was established in 1352 and in 1899 was hit by a serious fire and destroyed. On the other hand, already in 1900 it was rebuilt as a warehouse, and in this condition it survived until the end of 1945, when it was again destroyed by warfare. According to Mr. Jack Albrecht, the history and purpose of the building is not necessarily up to date, and scholarly publications may not very accurately indicate the historical scope of the present building. Which gives it a somewhat more mysterious character. Today the Latin School is a professionally rebuilt building of high standard with a cultural and educational purpose. It is the center of many interesting events and forms of education that have become a permanent part of the city's repertoire and the needs of its residents.

Photo 3. Latin School in Malbork



Source: <https://visitmalbork.pl/>

MUSEUM OF THE CITY OF MALBORK

The Museum of the City of Malbork was established on January 1, 2018 on the basis of archival collections donated to the city by its former residents and stored in Hamburg. The institution undertakes activities in the field of promoting common cultural heritage, historical education, and collecting and preserving collections. A late 19th-century villa at 54 Tadeusza Kosciuszki Street has been designated as the Museum's headquarters.

The Museum was established as a self-governing cultural institution with clearly defined goals of protecting and disseminating history, culture of the city and region, as well as securing and developing museum collections, historical education including promotion of Malbork. The first major task carried out by the museum is the development of the archive donated to the city by the Heimatkreisarchiv Marienburg/Westpreußen in Hamburg. Thanks to cooperation with the archive maintained by former residents of Malbork, a rich collection of memorabilia, photographs, documents and books has returned to the city, providing a broad view of our common history. All of the museum's collections are compiled by socially cooperating individuals and associations, and it is thanks to their involvement that we can expand our knowledge of the city and work on creating our first permanent exhibition.

Photo 4: Malbork City Museum



Source: <https://visitmalbork.pl/>

MUNICIPAL PUBLIC LIBRARY IN MALBORK

The Municipal Public Library of Malbork's resources include the Main Library and the Mediatheque Branch at the Latin School. As of the end of 2020, there are a total of 59,881 books in the MBP. The book collection is systematically supplemented and reviewed.

The statutory tasks of the Municipal Public Library in Malbork include:

- collection, processing of library materials
- making collections available to the public and on the spot
- providing information, bibliographic and library services
- promotion of valuable writing, dissemination of culture.

The Adult Branch conducts so-called "home lending", allowing chronically ill, disabled, lonely and elderly people to have contact with books. Readers are visited by a librarian, providing literature taking into account individual tastes and interests.

The media room prepares and conducts reading education activities for children and young people. The offer is directed both towards individual readers, for whom meetings are organized in the library, as well as to kindergarten, school and community groups, which the staff hosts or visits. The mediatheque also conducts information activities. Readers have at their disposal both a rich book collection, newspapers and computer stations with free Internet access.

We inform about organized events (author meetings, quizzes, competitions) through the library website, Facebook social profile, press, city websites, announcements.

In 2014, the Children and Youth Branch and the Popular Science Reading Room found a new place in the renovated Latin School. In 2017, the two units were merged and a Mediatheque was created, which continues to operate in the Latin School.

The activities of cultural institutions are supplemented by projects that are often co-financed from the city budget. A number of activities in the city are carried out by the Department of Education, Culture and Sports of the Malbork City Hall. In order to build partnerships and develop an annual model of local cooperation between public administration and non-governmental organizations, each year the City Council adopts by resolution the "Program of cooperation with non-governmental organizations and organizations conducting public benefit activities." In practical operation, it is the basic criterion for evaluating the applications of entities applying for grants from the city budget.

In addition, since 2011. The Municipality of Malbork, as part of the inauguration of the cultural year, organizes a ceremony to present the awards of the Mayor of the City of Malbork in the field of culture for achievements in the previous year.

THE NOGAT RIVER AND MALBORK'S ENVIRONMENTAL RESOURCES

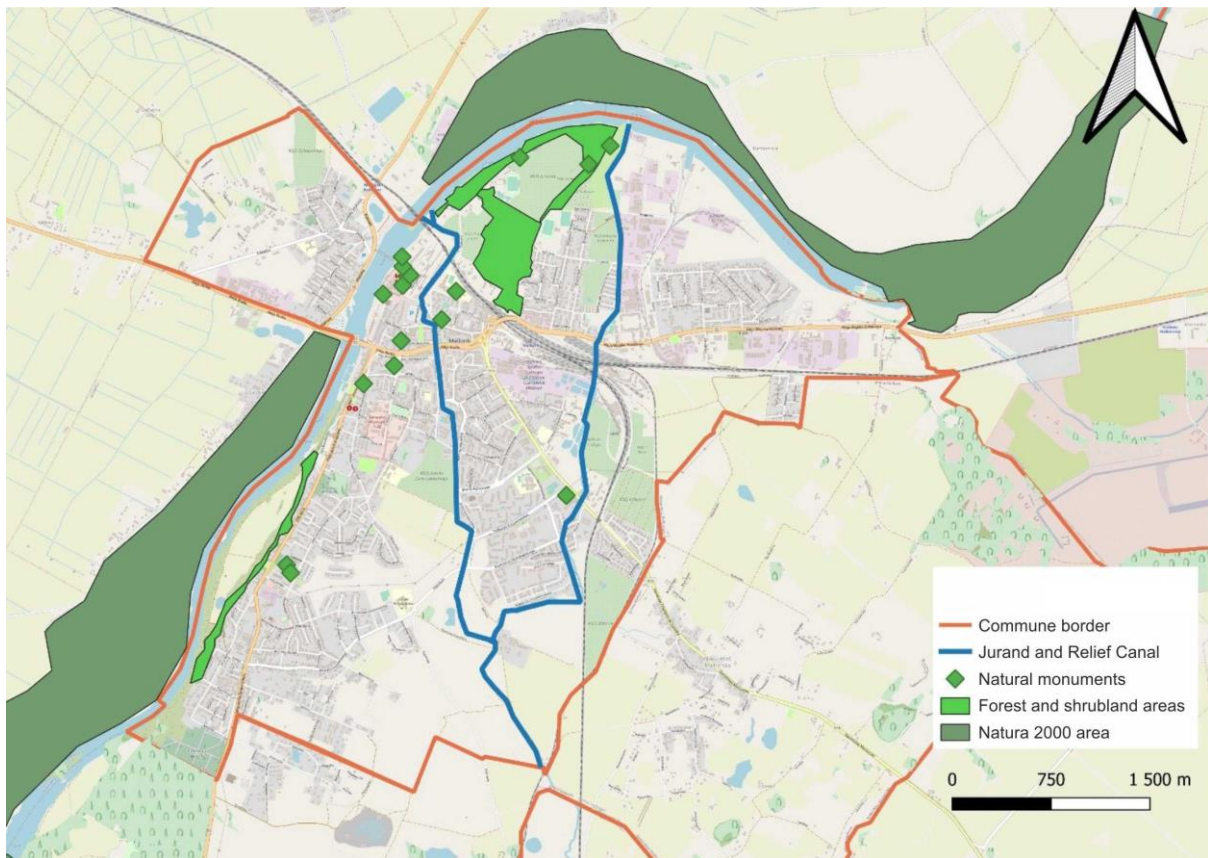
Malbork's environmental resources are:

- The Nogat River with its coastal greenery, escarpments and the area of the inter-villages, constituting an international ecological corridor, as well as the areas in the immediate vicinity of the south-western border of the city (the inter-villages of the Nogat River) under the legal protection of Natura 2000 "Lower Vistula PLH220033";
- ponds in the Wielbark area with the surrounding greenery;
- Jurand Canal and Ulga Canal with accompanying greenery, park greenery and cemetery greenery.

The city's green areas cover about 140 hectares. They consist of: generally accessible areas, serving residents for recreational, leisure and educational purposes - parks, squares, neighborhood greens; special-purpose greenery: allotment and teaching gardens, municipal cemetery, war cemeteries.

An important element of Malbork's natural environment is the water system. The primary river for the area in question is the Nogat River, which is the eastern estuary arm of the Vistula and the western and northern administrative boundary of the City of Malbork. There is also the Młynówka Malborska (Jurand's Canal), i.e. a water channel with a length of 4.8 km within the city. Another important watercourse of the city's water system is the Ulga Canal, the urban section of which is 4.75 km long. The basic hydrographic network mentioned above is supplemented by small watercourses and small reservoirs located within the city, including ponds in the Kaldowo district, which are remnants of clay mining pits.

Map 4. Natural system of the city of Malbork



Source: own elaboration

ECONOMIC DIMENSION OF MALBORK AT THE TURN OF THE CENTURY:

In the economic dimension, Malbork was already an important and wealthy point on the map of Europe at the time since the 15th century. From 1466, when Malbork was already under Polish rule, it returned to prosperity, mainly thanks to its participation in the Polish grain and timber trade, the development of crafts and significant income from the Zulawy estates. For lack of space within the circle of medieval walls, people began to settle outside them, and four suburbs developed as a result. A hundred and fifty years of relative peace, interrupted briefly in the 1620s by religious and social movements, were followed by Swedish invasions, which did not spare the city. The city did not have much economic importance in the 17th and 18th centuries, and this changed only in 1772, when the city passed into Prussian hands. The period of the Napoleonic wars brought enormous burdens to Malbork, in the form of several rounds

of contributions, forced labor to rebuild 17th-century fortifications from the Swedish wars, quartering and ordinary soldier looting; Napoleon himself stopped in Malbork several times, his troops marched through here for the tragic Moscow expedition and returned broken, attacked by Cossacks who entered the city in 1813. At the turn of the 19th and 20th centuries, evidence of Malbork's economic boom was the emergence of various factories, including an agricultural machinery factory, a tobacco factory, a rubber factory, a condensed milk factory, a sugar factory, a malt house and a brickyard. In the era of economic transition after 1990, most of these factories ceased their production or changed their purpose - a new economic era took place.

As of today, Malbork is economically inferior to Gdańsk, but the economic initiative continues and strengthens with each passing year. On June 21, 2021, Malbork celebrated Entrepreneur's Day for the first time, which was publicized nationwide by the Association of Polish Cities. It was a very important economic event that is expected to become a permanent fixture in the calendar of the coming years.

In the context of statistics indicating the juxtaposition of businesses in Malbork, the numbers were as follows:

At the end of 2020, there were 4570 business entities operating here
4402, or 96.32 percent, were microenterprises, employing up to 9 people
123, or 2.69 percent, were small businesses, employing up to 10 to 49 people
40, or 0.88 percent, are medium-sized enterprises, employing 50 to 249 people
5, or 0.11 percent, are large enterprises, employing 250 to 999 people.

It is perfectly clear how big a group micro-enterprises are. For the moment, Malbork's strategy in the search for investors is focused on finding medium-sized investors first, in order to diversify the risk of personnel fluctuation. On the other hand, when the above goal is realized, efforts will be intensified on complementing the offer in the form of large employers. The following data shows, dynamic is the growth of registered economic activity, but this is one of many indicators that determine the economic situation of the region.

Number of Economic Activities registered over 4 years:

2018 - There were 3180 companies (for the whole year),
2019 - 3206 companies, or 18 more (for the whole year),
2020 - 3319 companies, or 113 arrived (for the whole year),
2021 - 3367 companies, or 48 arrived (after 1 half year).

Malbork City Hall analyzed local taxes for business in 14 local governments. Among them are municipalities in Malbork County, but also the cities of Tczew, Kwidzyn, Sztum, Elblag, Gdynia, Sopot and Gdansk. In 2020. Malbork was the cheapest city in terms of the tax rate on land used for business. When comparing the tax burden for buildings used for businesses, it ranked second. This is a big advantage for entrepreneurs, who are most often guided by the following microeconomic factors: purchasing power, unemployment level, proximity to universities, population density, commuting time to the nearest large urban locations (logistics).

According to official data, as many as 38 percent of all jobs in Malbork are created by micro and small companies. Their successes translate into revenues to the city coffers. There is no denying that 27 percent of income tax is paid by these entrepreneurs.

THE DOMINANT INDUSTRIES THAT ARE DEVELOPING IN THE CITY

An analysis of businesses by class of activity makes it possible to determine the dominant industries in the area. In 2021, the largest number of entities in Malbork were engaged in wholesale and retail trade, repair of motor vehicles, including motorcycles (19%), followed by construction (15%), real estate activities (11%) manufacturing (9%). Also noteworthy is the share of professional, scientific and technical activities (7%) and health care and social assistance (7%).

CONCLUSIONS

Malbork is a historically dynamic City with beautiful traditions. Situated on the Nogat River, which in its early days contributed significantly to Malbork's economic success. Whereas today, the perfectly preserved Malbork Castle is a showpiece of the city and an important attraction around which Malbork can build its offer and image. Systematically arriving tourists in the summer are increasingly demanding and hungry for new attractions, and want to maximize their experience. Now Malbork faces the challenge of how to animate the lives of its residents while leveraging its strengths to grow faster.

3.2 Problems and potentials of the city's development in the dimension relating to cultural heritage

PERCEPTION OF MALBORK

Malbork is perceived by people both associated with the city and outsiders through the prism of its most important heritage site, which is Malbork Castle. The city is well-known nationally,



visited by a large number of tourists throughout the year. At the same time, Malbork's potential is not only the Castle. The diagnosis points to numerous resources, including historic buildings, cultural events, initiatives referring to the dimension of history, numerous institutions operating directly or indirectly in close contact with cultural heritage. The city's potential for the development of the tourist function is strengthened by its location, including good transportation accessibility, its surroundings and its natural potential, related in particular to the river system, including its location on the Nogat River. The above facts indicate that the orientation of the city's development to the development of tourism, in which cultural heritage can be the main focus, should be doomed to success. Unfortunately, these determinants of development have not yet grown to such proportions as to be noticeable with such a significant marketing product as Malbork Castle. Not all events are interconnected and most of them are in the growth phase, so the workshop defined the overarching problem of the city's development in terms of cultural heritage.

INSUFFICIENT ECONOMIC DYNAMICS

Malbork is a space where the dynamics of economic development was noticeably lower compared to the phenomena observed in the region (Gdańsk, Gdynia, Sopot). This can be seen, among other things, in the data on the number of business entities, depopulation of the city, the amount of average wages, or changes in the number of entities of various industries in the REGON register. Tri-City cities have greater power to attract both residents and investors, which is quite a challenge for Malbork. Of course, recent years for both the country and the city should be assessed unequivocally positively, but nevertheless the overarching problem indicates that Malbork could develop even faster, especially in the tourist dimension. It is worth noting that the city has a number of developmental assets, including the aforementioned Castle, location, not bad road infrastructure and railroad connections. It is close to Gdansk and the Baltic Sea Coast. The city is investing in the revitalization of its space, which contributes greatly to changing its image. Cultural heritage plays an important role in the city's revitalization, which the city is trying to highlight and incorporate into the social dimension, examples of which include the Pressure Tower and the rebuilt Latin School. A number of cultural institutions and community organizations are thriving in the city. At the same time, the city's revitalization issues are a multi-year undertaking, when one considers the scale of destruction and transformation that has affected the city in recent decades.

The city's qualities are related to its location in a space of high natural values. The Nogat River, which forms the natural boundary of the city, is also an important place for nature conservation (Natura 2000) and shapes the city's landscape. There are a lot of green areas in Malbork and the city is investing in their development.

Revitalization activities relating to both the social and infrastructural dimensions respond to the needs of residents, but also aim to unite and strengthen the activities of all social groups located in Malbork. Responsibility for activities animating society in Malbork is spread among NGOs and the City's Social Policy. Due to COVID-19, companies implementing mass event activities will not be party to revitalization activities for some extended period of time as they were before the pandemic.

DIMENSION OF URBAN SPACE

Environmental problems affecting the city are primarily related to air quality and noise. This is related, among other things, to the transportation function. The city center is crossed by important transportation routes, including national roads 22 and 55 and the railroad line. Rodła Avenue, which is the main transit route through Malbork, has divided the city space. This division is not conducive to social integration. Air quality problems are also related to the way homes are heated. Key to solving the aforementioned problems will be, among other things, the construction of a city bypass, which will relieve the traffic system in the center, and the implementation of support programs for modernization and replacement of heat sources, such as through programs like Clean Air. In the perspective of several / several years, the city is able to solve the above-mentioned problems. At the same time, it will be important to increase the environmental awareness of residents. Climate change is forcing solutions that will promote water retention. The city is seeing decreasing water levels, which can negatively affect nature in the city.

An important dimension of Malbork's functioning is communication, both in supra-local and urban terms. The city is a compact and compact space, but at the same time it has numerous spatial barriers that impede internal communication. Opportunities to increase spatial and thus social cohesion should be seen in solutions based on bicycle and pedestrian connections. Strengthening the accessibility of selected city spaces for residents will allow better use of individual, functional parts of the city, including those that offer leisure activities for residents. Important places for residents' daily activities include areas on the Nogat River and green areas in the northern part of the city.

Malbork's assets in the residential sphere are its compact nature and the good level of public services the city offers. The city's proximity to major urban centers and good transportation links predispose it to the development of residential functions. The problem, however, may be awareness of the city's attractiveness in the eyes of residents. The image is influenced, among other things, by the quality of the labor market and, to a lesser extent, by the quality of housing space, security, environmental quality. The latter assets should be strengthened and promoted by the city, especially in relation to residents. The city has a well-developed sports and recreational base, green areas, leisure activities on the Nogat River, bicycle paths are being created. Sports clubs are active in Malbork. An important role in the activity of residents is played by cultural institutions, including the Castle Museum, which conducts activities in the field of cultural, historical education. The city still has free spaces and resources that can be developed and modernized to develop recreational and cultural offerings. Identification of these opportunities should be carried out in cooperation with residents and their expectations. This includes the needs of youth, seniors or other social groups. The city has invested in developing its educational base. It is also a place of education for students from neighboring localities. The strengths of education in the city are the ability to use the institutional potential of culture. Schools actively participate in the organization of city events. An important role in cooperation with the education dimension is played by the Malbork Cultural Center and the Malbork City Museum. Non-governmental organizations are also active in this field. Civic leaders, including guides affiliated with PTTK (e.g., through guided walks), also participate in historical and cultural education.

SOCIAL DIMENSION

In the social dimension, an important challenge of the city is to adapt social policies to the needs of an aging population. The city has experienced institutions and projects for the needs of the elderly. Examples include the Community Self-Help Center, the University of the Third Age, among others. The expectations of seniors are related to a number of issues of city functioning. In addition to health care, they are related to daily activities. It is important for seniors to increase the accessibility of urban space, such as through adequate infrastructure in green areas. At the same time, attention should be paid to the need for greater activation of senior communities, including involvement in participatory activities, due to the observed claimant attitude. It is worth noting that among seniors there are still very active people with a lot of knowledge and social competence.

In the social dimension, a Local URBACT Group was established in Malbork, it is an interdisciplinary team composed of representatives of public institutions, NGOs and local leaders. The Local Urbact Group was divided into several smaller thematic groups:

Graphic 1.Division into thematic subgroups of the Local URBACT Group in Malbork.



Source: own compilation based on data from LGU Malbork

The idea behind the project is the concept of stitching together the City of Malbork through revitalization efforts. Comprehensive revitalization focuses mainly on connecting the most attractive part of the city, where the Malbork castle is located, with the downtown part, which is the heart of the revitalization area, equally attractive but severely neglected, as the city has been divided in urban terms by national road No. 22.

Community-oriented activities aim to strengthen the local identity of residents and cultural heritage. Malbork Castle is a strong marketing marker, but Malbork's cultural identity is an equally broad and important issue.

An important project for Malbork is: "Malbork on "+" Revitalization of Malbork's historic downtown." The project includes, people from the revitalization area of Malbork, specialized support, counseling, yard work. Also implemented were classes in the development of so-called key competencies, which strengthen family ties. The project prepared premises and conditions for the implementation of social activities. Classes were held in two, more than 100-year-old buildings. The first of them (a former evangelical chapel), was adapted to carry out

the tasks of a day support center in the formula of care and specialized work, with a view to children aged 7-12 years.

The second building is a water tower dating from 1905. The four-story building has also been adapted into a day support facility, with a spot for streetworkers and "partyworkers," as well as a club for young people aged 13 to 19. On the top level is a vantage point from which one can admire the Zulawy River. Both facilities are adapted for people with disabilities. The partner of the project is the Polish Scouting Association, Gdansk Scouting Department.

The activity of social organizations should be evaluated in a positive way. About 1/3 of them are active organizations, at the same time with different profiles of activity. At the same time, the assessments from the qualitative research point to existing problems. First of all, social organizations in Malbork know each other poorly, which means that they may compete with each other if duplicated and implement similar activities. The city lacks solutions to foster the integration of social organizations or a facilitator of cooperation between them. This makes incomplete use of the effects of synergy, complementarity, mutual learning. This can also lead to the dispersion of activities related to, for example, the organization of events, promotional, informational activities relating to cultural heritage. Thus, it seems that the key issue for better use of the city's social potential may be its integration and broader inclusion in decision-making processes (development of public participation). Demographic changes and unfavorable phenomena related to the outflow of young people force redefinition of social policy with issues relevant to young people.

ECONOMIC AND TOURISM DIMENSION

Problems of economic development in the city are related, among other things, to the availability of investment land and issues of personnel availability for the labor market. The city's advantage as a place to live is its proximity to spaces of economic activity, such as in the Tczew district.

Malbork makes moderate use of its potential for the development of service and tourism functions. This is evident, among other things, in the number of places and accommodations provided. In addition, qualitative studies indicate a deficit of catering, entertainment services. These problems relate directly to the main problem, namely the use of the city's tourist asset. Low demand for local services is a barrier to the development of ideas and businesses of local entrepreneurs. A major problem is the seasonality of tourism and vulnerability to crises of the likes of COVID-19, as there is a lack of solutions that integrate activities and ideas for the city's

tourism development. Among other things, there is a lack of a local tourism organization. The city has many important resources, including institutions that contribute and can contribute to the creation of ideas for tourism development. However, this requires the integration of their activities, such as through a jointly created tourism development strategy. Tourism development is fostered by the enrichment of society and the trend of seeking experiences, such as those related to culinary tourism. Tourism development, according to the opinion of leaders, should be based on Malbork's connectivity with its surroundings, especially Żuławy. In this case, low identity in terms of the region is a barrier. The pace of cooperation and organization of activities is not adapted to Malbork's needs. Also directly in the city, despite numerous institutional and social potentials important for tourism development, the level or organization of cooperation does not meet the needs.

A stronger focus on tourism development seems natural and logical, if one also takes into account the range of interventions and investments implemented by the City of Malbork to date. Among others, it is worth mentioning the comprehensive revitalization, which includes issues of improving the aesthetics of urban space, creating new spaces for physical, social, cultural activities. The city is oriented towards the implementation of supra-local solutions, such as those related to cooperation within the Żuławy Loop (development of water tourism), creation of a network of roads and bicycle paths. Opportunities to strengthen the city's tourist function, including the creation of an offer to keep tourists in the city, should be sought both in the space of the city itself and its neighborhood. Malbork should be positioned and promoted as a place that offers far more attractions and experiences than one day. It is necessary to create the development of the space of the city as a "place to stay", a kind of tourist resort, which, in addition to experiences, offers comprehensive services, such as accommodation, food and the opportunity to rest after an active day. Positioning the city as a residence and accommodation space will promote the development of other forms of tourism, such as business tourism.

According to the opinion of the leaders, the city should strive to develop its specific image - based on connectivity with cultural and historical heritage. The initiative of Malbork's Marianek knights was well received. This activity should be continued and strengthened with similar initiatives. Ultimately, Malbork, in its role as a residence and tourist destination, should "sell" its image using local and organic products. In this way, a chain of economic ties would be created, providing an opportunity for the development of entrepreneurship. The city's

advantage in this regard is the very large scale of tourist traffic, which actually means a large number of potential customers.

An important issue for strengthening the potential for the development of tourism-related services in the city is the way not only to "consume" the offer (one-day tourists prevail), but also the way tourists move within the city. At present, the existing spatial barriers and parking policy significantly hinder the "directing" of tourists, who mainly come to the Castle, to other parts of the city.

According to leaders in Malbork, business cooperation is severely limited, despite the fact that there is an Economic Council in the city. This is an important advisory body for city policy in supporting economic development. According to the leaders, efforts should be made to strengthen cooperation among entrepreneurs. It is particularly important to identify a leader of this cooperation or people who will moderate it. This is because it is important to recognize common interests and create an atmosphere conducive to cooperation. The dimension of entrepreneurial cooperation could be directed to the issues of developing local and organic products and sales networks, which will be consistent with the city's brand and identity. The city should be an initiator, a moderator of cooperation in this regard.

Malbork should invest in professional promotion, especially in social media. Above all, there is a lack of information about what the city itself offers, but also its surroundings. There is a lack of major nationwide or regional campaigns. Marketing of Malbork should be based on a defined brand, of which cultural heritage should be an important part. Promotional activities should be coordinated and implemented in a repetitive manner. Promotion should take into account the needs of keeping tourists in the city and directing them to other parts of the city. It is worth exploring the possibility of anchoring the city's tourist offer and the surrounding area in larger products and promotional campaigns.

3.3. SWOT analysis

Table 1. SWOT analysis

ANALYSIS OF STRENGTHS AND WEAKNESSES

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. The Malbork Castle - as a force for attracting tourist traffic 2. Heterogeneity of tourist services offered by City entities 3. The Nogat River as a potential for tourism and communication 4. Close location within the Tri-City and Elbląg 5. Majority of the city on the right bank of the Nogat River 6. Social dimension as a potential of Malbork 	<ol style="list-style-type: none"> 1. The tourist offer outside Malbork Castle is too poorly communicated and is in a growth phase to break through with such a strong and stable product as Malbork Castle. 2. Insufficient economic dynamism 3. Too much attraction power of the Tricity 4. Dividing Malbork by the national road No. 22 5. Lack of cooperation and communication and too slow a pace of cooperation between 3rd sector organizations in Malbork. 6. Low rate of offering tourism services by private entities. 7. low activity of the Economic Council.
Opportunities	Threats
<ol style="list-style-type: none"> 1. Strengthening the residential function of Malbork as a bedroom community for the Tri-City. 2. Shaping the tourist offer in Malbork and its surroundings on the basis of increased interest in culinary tourism, local, ecological, regional products, growing demand for close contact with nature, slow tourism. 	<ol style="list-style-type: none"> 1. Outflow of young people, the offer of larger cities is more attractive 2. Aging of the population

3. Making use of the strengths of Malbork's Right Bank and the Nogat River

3.4 Challenges of Malbork's development based on the potential of cultural heritage

A synthesis of development phenomena and factors, including problems, barriers and potentials of Malbork in relation to the use of cultural heritage is included in the form of a SWOT analysis and developed in the form of development challenges. The development challenges are a synthetic summary of the diagnosis and at the same time are characterized by a look into the future. They integrate SWOT development factors, i.e. strengths and opportunities, treating them as development potentials and weaknesses and threats as development barriers. The development challenges also indicate what kind of transformation results should be expected in the future.

Summary key facts about Malbork

Malbork is perceived by people both associated with the city, as well as outsiders, through the prism of its most important heritage site, which is, of course, Malbork Castle.

The city is well-known nationally, visited by a large number of tourists throughout the year. At the same time, Malbork's potential is not only the Castle.

The diagnosis points to numerous resources, including historic buildings, cultural events, initiatives referring to the dimension of history, numerous institutions operating directly or indirectly in close contact with cultural heritage.

The city's potential for the development of economic functions, including tourism, is strengthened by its location, including good transportation accessibility, its surroundings and its natural potential, related in particular to the river system, including its location on the Nogat River.

The above facts indicate that the city's development orientation based on heritage resources should be doomed to success. Unfortunately, these determinants of development have not yet been properly linked together.

Overarching problem:

"Lack of efficiency for the full use of the potential of cultural heritage in the socio-economic development of Malbork"

Developing the overarching problem, the following lower-level problems can be identified:

1. Moderate use of cultural heritage potential for economic development.

- **Malbork has all the assets to be an economic center in the long term, based on the potential of cultural heritage.** The city's main potential is based on the Malbork Castle heritage site, which is unique in the country and the world. At the same time, Malbork is not only the Castle. The city has a particularly rich and valuable resource of heritage sites, a unique history, experienced and substantive cultural institutions. This potential in a practical sense is reinforced by its location and transportation accessibility, its natural advantages, its proximity to a number of other tourist attractions. The city has been orienting itself for a long time to increase its tourist attractiveness, including revitalizing the city space, developing and offer of leisure and active tourism (e.g. on the Nogat River). Issues of tourism development of the city based on cultural heritage should be treated as strategic for the future development of the city, invest in moderation and professional tourism promotion.

2. Low level of creation of social and cultural development of residents by cultural heritage in relation to its resources.

- **Malbork's cultural heritage strongly permeates a number of aspects of the city's functioning.** Malbork is primarily associated by residents and visitors with its cultural heritage, particularly the Castle. The city has numerous and substantive cultural institutions and social organizations that work for the benefit of the city and its residents, referring to cultural heritage. The high saturation and wide range of activities directed to residents is a distinguishing feature of the city, shaping the quality of life to a large extent. Cultural heritage is not only an organized cultural offer, but also the urban space into which historical and monumental objects and nature are integrated. This creates a peculiar atmosphere of the city, and in the functional arrangement affects the quality of the city space. The city systematically invests in the development of space, and cultural

heritage is given priority, which is evident in the strategic documents of the city and the functional area, including the revitalization program. The dimension of cultural heritage, due to its scale and importance, should be used in the implementation of social policy goals, especially those aimed at strengthening social ties, social cohesion, and for the integration and construction of the city's identity.

- **The diagnosis and, above all, the qualitative research indicate the presence of numerous institutional and social potentials, but at the same time a low level of cooperation and coordination of many activities and initiatives.** Thus, there is little use of synergies, ideas, mutual learning, building competitive advantages. Dimensions of cooperation and dialogue concern both institutions, including those related to culture, entrepreneurs, social organizations, in addition to the participation of residents. There is a lack of solutions to foster the integration of activities, including facilitators who will objectively support the implementation of joint activities, recognize the benefits of cooperation and skillfully communicate them to partners. In this way, it will be possible to make more effective use of the cities' assets and resources.

3. The unfinished and incomplete process of developing Malbork's spatial and social cohesion.

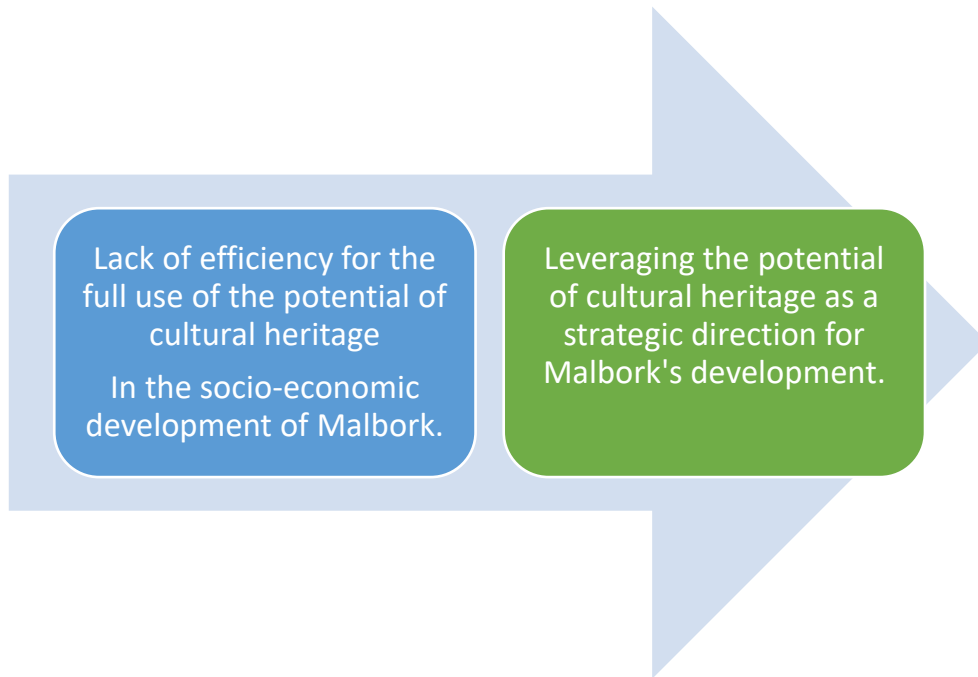
- The city's space is characterized by a spatial structure that has been established for several decades, which is difficult to change and adapt in the short term to the vision of a spatially and socially integrated city. It is also burdened by the significant scale of the overall project and budgetary constraints. At the same time, cultural heritage potential should be treated in the long term as a permanent resource, inseparable from the city's space and community. The city strives to compose cultural heritage assets in the spatial layout. These activities should be continued, primarily with a view to striving to improve aesthetics, spatial coherence, socio-functional connectivity of the city and strengthen the city's competitiveness for economic activities and residential functions.

4. Mission, vision, goals

The action plan is based on the mission, vision and goals. The development of the goals are the priorities. The structure is hierarchical, while its important feature is complementarity. The postulates for the development of Malbork in the field relating to cultural heritage were built on the basis of the aspirations indicated in the diagnosis and defined in the development challenges.

The first element of the Action Plan is the mission statement, which actually defines the overarching goal. The mission was defined in relation to the overarching problem, which is: **Lack of effectiveness for the full utilization of the potential of cultural heritage in the socio-economic development of Malbork.** The mission identifies the need to orient the city's development policy towards the use of cultural

Figure 1The overarching problem and mission



While the mission in the structure of the Integrated Action Plan has a timeless, cross-cutting character, indicating how to treat development issues based on the potential of cultural heritage, the vision is an element of the plan that already has a dimension relating to the product view. This is because it delineates the stage of conduct and action, even if it refers to the distant future in time. In shaping the vision of the City of Malbork in relation to the use of cultural heritage in its socio-economic and spatial development, working with the leaders at the workshop, it was determined that the content of the vision would refer to a period in the range of 3-5 years in the future.

A vision for Malbork in 3-5 years

Malbork is a city where everyone actively participates in social life, which fosters the development of the local economy.

Malbork is steadily strengthening its tourism brand, building on its cultural and natural heritage.

A developed range of services encourages "deeper and fuller" exploration of the city.

Developing the postulatory structure of the Integrated Action Plan are the strategic goals. The strategic goals define the most important aspirations of the city's managers, and follow directly from the vision. They refer to the socio-ecological, economic and institutional dimensions.

Table 2.Strategic objectives

Strategic objectives		
<p>Objective 1. To focus Malbork's economic development on Cultural Heritage.</p>	<p>Objective 2. Develop Malbork's social capital and local identity.</p>	<p>Objective 3. Improving the quality of public spaces (in terms of expanding the offer of leisure time activities).</p>

Cel 1. Objective 1. To focus Malbork's economic development on Cultural Heritage

This will be achieved through, among other things:

- Professionalization and strengthening of efforts to shape the tourist function of the city, for which cultural heritage is the most important element.
- Creation of efficient institutional structures capable of moderating many development processes involving a wide circle of partners (stakeholders).

- Building a network of cooperation with local community leaders, as well as mechanisms to support their activity and mitigate potential conflicts.

Cel 2.Objective 2. Develop Malbork's social capital and local identity.

The realization of this goal will be achieved through, among other things:

- Developing a partnership model of city management, taking into account the extensive use of various tools of public participation, especially with regard to young people, who will decide the future of the city to the greatest extent.
- Disseminating knowledge about the value of Malbork's cultural heritage among the residents, using innovative and engaging methods and long-term activities.

Objective 3. Improving the quality of public spaces (in terms of expanding the offer of leisure time activities).

The realization of this will be achieved through, among other things:

- Strengthening the city's spatial cohesion based on zero-emission solutions, including a network of bicycle paths and pedestrian routes, as well as modifying the parking policy, which will be aimed at retaining and drawing tourists into the urban space, which will develop to increase the area of attractive leisure (including recreational) zones.
- Shaping the image of Malbork as a city that is comfortable and attractive to live in (location and efficient transportation to the metropolis, compact nature, good availability of public services, etc.).
- Building the environmental awareness of residents and entrepreneurs conducive to the implementation of projects aimed at improving biodiversity and better adaptation to climate change.

4.1. Expected results of the planned activities

Cele	Efekty	Miara sukcesu
<p>CS1 Focusing Malbork's economic development on Cultural Heritage.</p>	<p>Strengthening the economic involvement of Malbork residents in building the tourist offer.</p>	<p>Increase in tax revenues in Malbork's budget.</p>

<p>CS2 Development of Malbork's Social Capital and Local Identity</p>	<p>Strengthening the proficiency and effectiveness of residents' action for the development of the city.</p>	<p>Increase in the number of Cultural events and grassroots initiatives implemented by and for residents.</p>
<p>CS3 Improving the quality of public spaces (in terms of expanding leisure activities).</p>	<p>Implementation of events that directly and indirectly strengthen the tourist position of Malbork.</p>	<p>Lengthening the stay of tourists in the Malbork area. (Tourist traffic survey)</p>

Strengthening the local identity of the residents of Malbork and the surrounding area will have positive social, and economic effects in the future.

- Economic development strengthened by relationships developed on the basis of regional identity

The unification of society into larger groups and organizations for the implementation of joint economic activities based on local traditions will enable residents to become wealthier while supporting the development and competitiveness of Malbork on a national and regional scale.

Graphics 1. Relationships of cooperation between the three levels



"Investments" in residents can be directly referred to the activities contained in the fiches describing specific projects. Their task is to support activities in education and to "kick-start"

society. Strengthening the city's identity will increase its tourist heterogeneity, and this will translate into strengthening the local community, for example, through greater income to household budgets, which will consequently be reflected in Malbork's financial situation.

- Strong commitment to and promotion of local traditions

The proposed projects (included in the fiches) are directly anchored in the local identity, and tie them emotionally to Malbork. Strengthening local identity is expected to directly result primarily in:

- reducing the outflow of older youth from the city,
- the strengthening of residents' ties to Malbork, which is expected to directly translate into an increase in their investment in their place of residence,
- residents' understanding of the strategic actions taken in the city and their expected effects.

The use of appropriate communication with residents and tourists can translate into success. Taking advantage of the tourist potential in the form of a very high tourist popularity and appropriate messages directed to tourists can bring concrete results.

Thanks to this factor, it is possible to start building a diverse offer, aimed at completely different social groups than tourists,. Interesting initiatives included in the project fiches are ecological projects.

5. Ideas for action

The thematic scope of projects has been grouped into categories, which are presented below. On the other hand, the most important criterion verifying the participation of a fiche in a project is its feasibility. All fiches are prepared so that their participation maximizes the benefits of the region while minimizing operational activities. The scope of the fiches is consistent with the idea: "solutions that are simple to implement and effective".

The projects are in line with the theme of the previous project "Stitching up the City" The scope of the Fiche refers to the overall policy called - "Malbork for dimension - lined with unity".

All of the Fiches are in line with the activity: Strengthening Local Identity - .The Fiches are divided into categories and sub-categories (see Figure 2).

Figure 2.Division of projects into categories

strengthening local identity



Table 3. Matrix of projects and strategic objectives

	Projects	Focusing Malbork's economic development on Cultural Heritage	Development of Social Capital and Local Identity of Malbork	Improving the quality of public spaces (in terms of expanding the offer of spending free time)
		Cel 1	Cel 2	Cel 3
Lp.	List of Basic Ideas			
1	Residents of Malbork write cultural fairy tales	X	X	
2	Open Culture Zone (combined with live history lessons)		X	
3	BOOKCROSING - Develops Residents		X	
4	Green Squares		X	X
5	Social development of the Marianka concept	X	X	X
6	Creation of joint packages of promotional materials for the cultural heritage of Malbork	X		X
7	NOGATU Festival	X	X	
8	School of Local Leaders – The Key to Career	X	X	

Lp.	List of Backup Ideas
1	Knights' School

2	Malbork E-Sport Arena
3	Bike rental as a way to culture
4	Walruses and Saunas against the background of the Medieval Castle in Malbork
5	Become a Grand Master
6	Ecological Malbork
7	Education as a reinforcement of dying professions
8	Organizing the parking policy in Malbork
9	Culinary Fights
10	Living History Lessons
11	Educational Materials in the form of a Case Study for Teachers and Students all over Europe
12	Conducting a survey of Local Identity among the inhabitants of Malbork
13	Nogat over the centuries
14	Permanent exhibition of the history of Malbork
15	Organization of live walks with a guide around Malbork
16	Creation and exhibition of monographs of the history of Malbork
17	Cluster of Entrepreneurs by the power of Malbork
18	Culture Empowering Artists
19	Element of Tradition
20	Residents Discussion Platform

6. Implementation system

Team

Within the framework of the Integrated Action Plan, a steering team will be established, consisting of representatives of the City Hall and persons appointed by the various institutions cooperating with the City and involved in the implementation process of the projects. This team will be established on the basis of an order of the Mayor of the City of Malbork. It will be headed by a coordinator. The steering team will meet as needed, at least once a month. In order to verify progress, an annual evaluation of each project will be carried out no later than May of

the following year, in order to be able to plan the following year's relevant activities and corresponding funds in the City budget.

Project teams of several people will be identified for each project. They will be responsible for day-to-day tasks related to the implementation of the projects, as well as reporting on the progress of work and identified problems (risks). Individuals heading these teams will be part of the ZPD steering team.

Budget

Budget management in projects will be monitored by the management team and coordinators. Changes will be made depending on the situation.

However, some safety buffers are assumed, which should be possible in shifting funds in the context of individual projects.

All projects selected for implementation should be considered as one organism composed of smaller operational activities. When the market situation and the needs of the population force a change in some of the projects, some of them will reduce their scope and others will increase. With such management, there will be an opportunity to strengthen projects whose potential has increased, as well as to reduce the scopes or costs of other projects planned in the IAP.

6.1 Risk analysis

An important element in risk analysis is project teams

Risk analysis is rated on a point scale from 1 to 10, where 1 is minimal risk occurrence and 10 is very high risk occurrence.

RISK: Inappropriate team selected for the project.

Degree of risk occurrence: Rated at 6 points.

Risk Description

Some members of the team, stop working towards the realization of their responsibilities towards the projects or do not put enough work into the implementation or their motivation is reduced.

Elimination of risk

Activities to motivate and "build" project teams, as well as to prepare a list of qualified people who could replace existing team members with relative ease.

RISK: Insufficient time to implement the project.

Degree of risk: Rated at 4 points.

Risk Description:

Project teams are not properly prepared to carry out their assigned tasks.

Risk Elimination:

Daily monitoring of project status and operational activities, and training support for teams.

RISK: Force majeure in the form of another pandemic or natural disaster.

Degree of risk: Rated at 5 points.

Risk Description:

Occurrence of force majeure

Elimination of risk:

In the context of the occurrence of a pandemic, contingency scenarios can be prepared for the implementation of individual projects. In the context of natural disasters, contingency dates can be set to postpone events to a better time.

6.2 Timetable and financial framework

Table 1. Deadlines for the commencement of projects.

Lp.	Basic List of Flashcards	Deadlines
1	Residents of Malbork write cultural fairy tales	Year-round project – the possibility of maintaining as a permanent source of income
2	Open Culture Zone (combined with live history lessons)	Seasonal project implemented in the warm months of the year – repeatable project
3	BOOKCROSING - Develops Residents	Year-round project with intensity in the warm months of the year – repeatable project
4	Green Squares	Seasonal project implemented in the warm months of the year - repetitive project
5	Social development of the Marianka concept	Year-round project – the possibility of maintaining as a permanent source of income
6	Creation of joint packages of promotional materials for the cultural heritage of Malbork	Project to be implemented preferably in the months preceding the tourist season – repetitive project
7	Nogat Festival	Seasonal project implemented in the warm months of the year – repeatable project
8	School of Local Leaders – The Key to Career	Year-round project with intensity in the warm months of the year – repeatable project

The start-up dates for the implementation of individual projects are not rigidly inscribed. All projects can be repeated every year or are economic activities so it would be unreasonable to terminate them despite positive economic signals.

The scopes of detailed schedules from selected events will be prepared depending on the needs and course of implementation of individual activities. The project team of the authorities will decide on taking fiches for implementation and their scope.

Table 2. Budgets of individual projects.

	List of basic ideas	Project Budget
1	Residents of Malbork write cultural fairy tales	10 000
2	Open Culture Zone (combined with live history lessons)	50 000
3	BOOKCROSING - Develops Residents	30 000
4	Green Squares	10 000
5	Social development of the Marianka concept	40 000
6	Creation of joint packages of promotional materials for the cultural heritage of Malbork	30 000
7	Nogat Festival	70 000
8	School of Local Leaders – The Key to Career	20 000
Lp.	List of additional ideas	Project Budget
1	Knights' School	15 000
2	Malbork E-Sport Arena	25 000
3	Bike rental as a way to culture	30 000
4	Walruses and Saunas against the background of the Medieval Castle in Malbork	40 000
5	Become a Grand Master	20 000
6	Ecological Malbork	20 000
7	Education as a reinforcement of dying professions	20 000
8	Organizing the parking policy in Malbork	10 000

9	Culinary Fights	20 000
10	Living History Lessons	10 000
11	Educational Materials in the form of a Case Study for Teachers and Students all over Europe	10 000
12	Conducting a survey of Local Identity among the inhabitants of Malbork	50 000
13	Nogat over the centuries	80 000
14	Permanent exhibition of the history of Malbork	200 000
15	Organization of live walks with a guide around Malbork	10 000
16	Creation and exhibition of monographs of the history of Malbork	350 000
17	Cluster of Entrepreneurs by the power of Malbork	10 000
18	Culture Empowering Artists	20 000
19	Element of Tradition	50 000
20	Residents Discussion Platform	5 000

The budget of the projects on the basic list is 260,000 PLN and may change gently in the context of the global economic situation. The steering team will make a decision in this regard. On the other hand, the budget of the backup project list is PLN 1,275,000. Some of the tasks are designed to generate revenue, which may reduce the value of the project budget in the long run.

BASIC LIST OF IDEAS**Project Title No. 1****Residents of Malbork write cultural fairy tales****Project Type PROMOTION OF CULTURAL HERITAGE****1 Target financing: Self-financing project****Investment
Amount:****10 000 zł****2 Investment readiness****Low / Medium / High**

1	2	3	4	5	6	7	8	9	10
x	x	x	x	x	x	x	x		

3 Organizer / Responsibility**Municipal Library / Association of Seniors / University of the Third Age
/NGO/Malbork Centre for Culture and Education****4 Commercialization level****Low / Medium / High /**

1	2	3	4	5	6	7	8	9	10
x	x	x	x	x	x				

5 External support**Malbork City Hall / Electronic Publishers / Thematic Distributors / Project co-
financed from the EU****6 To Whom is the design flashcard addressed:**

In this project, two groups of recipients can be distinguished:

The first group are Active Seniors, who will use their intellectual potential and will create stories and legends based on Marians and other invented creatures for the needs of Malbork.

The second group of recipients are all people who will receive fairy tales, legends and stories about Malbork, this group can be called as potential future tourists of Malbork. These are the inhabitants of Polish. If the fairy tales are translated into other languages, it will also be possible to expand the range of promotion.

7 Duration of the project:

The project will last 4 months.

The project can be repeated next year.

Start and end date of the project:

Start: 2022

8 Description of the project and activities.

Active seniors project for Cultural Identity.

The aim of the project will be to create by seniors a range of products for children in the form of fairy tales in the subject of local legends and / or the Marian Saga.

The aim of the project will be to publish fairy tales, as well as their promotion in the country.

One of the promotional activities will be reading fragments of fairy tales or the whole on the air of Radio Malbork or placing them on the Internet.

Fairy tales can be placed in the form of MP3.

In addition, a whole range of complementary and substitution products is to be created in the form of: Coloring Books, Books, Radio Plays, Separate Thematic Stories.

Most of the products are commercial and some will be free in the form of several fairy tale radio plays in the form of mp3.

The most popularly sold stories will have their own series and thanks to this the project will be able to systematically grow and create its local product in the future.

Ideally, it would be ideal to create Fairy Tales based on, for example, Marians or other characteristic characters.

The key element of the project will be the sale of fairy tales, which can be done in several ways:

- signing contracts with distributors
- self-sale through online channels.
- signing contracts with the publishing house
- through portals

9 Threats in the project.

Threats in the project may be primarily:

Too little creative potential of residents, active seniors

Corrective actions:

- Introduction to the project of creative animators, story telling specialists
- Introduction of a Creative Manager who will take care of the final quality of the product.

Low quality of graphic design

Corrective actions:

- Choosing the right artists to prepare the graphic design in the age category: "fairy tales for children"

Project Title No. 2

Open Culture Zone (combined with live history lessons)

Project Type PROMOTING CULTURAL HERITAGE BY STRENGTHENING ECONOMIC VALUE

1 Target financing: Draft budget

Investment Amount:	50 000 zł
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2 Investment readiness

Low / Medium / High									
1	2	3	4	5	6	7	8	9	10
X	X	X	X	X	X	X			

3 Organizer / Responsibility

Culture and Education Centre/ NGO

4 Commercialization level

Low / Medium / High

1	2	3	4	5	6	7	8	9	10
x	x								

5 External support

Malbork City Hall

6 To Whom is the design flashcard addressed:

The flashcard is mainly addressed to people living in Malbork, as well as residents of its surroundings.

The project also has an impact on the perception of Malbork by Tourists. Showing the city as an active community that actually animates life and provides intellectual stimuli for its residents and tourists, and most importantly creates a unique mood.

The project is addressed to: Residents and Tourists with an equal emphasis on both groups.

7 Duration of the project:

The project will last about 4 weeks

Start and end date of the project:

Start: 2022/2023

8 Description of the project and activities.

The Open Culture Zones project aims to strengthen local identity through cultural activities involving the inhabitants of Malbork.

The activities of the Open Culture Zones include, among others:

- Concerts of Local Performers
- Vocal Group Concerts

- Songs of associated participants in Local Action Groups
- Manual artwork
- Works with the Camera
- Theatre Arts
- Tourist Route "City Walls"

And many activities submitted by residents to open culture zones.

Cultural activities are aimed at animating the life of residents and tourists currently staying in Malbork.

Every year, the repertoire is slightly modified in order to diversify and give a chance to new interesting cultural projects. Every year, residents can influence and choose their projects to be implemented.

9 Threats in the project.

Threats in the project may be primarily:

Too much dispersion of events in time and place

Corrective action:

Activities should be scheduled and managed according to the project method.

Too poor promotion of the event

Corrective action:

- Building relationships with potential participants at least 1 month before the event.
- Increasing the size of the advertising budget for this event in Social Media and Radio
- Introduction of competitions to increase interest in the event.

Project Title No. 3

BOOKCROSING - Develops Residents

Project Type PROMOTION OF CULTURAL HERITAGE THROUGH CULTURE

1 Target financing:

Draft budget

Investment

20 000 zł

Amount:

2 Investment readiness

Low / Medium / High										
1	2	3	4	5	6	7	8	9	10	
x	x	x	x							

3 Organizer / Responsibility

Malbork City Hall

4 Commercialization level

Low / Medium / High										
1	2	3	4	5	6	7	8	9	10	
x										

5 External support

Centre for Culture and Education

6 To Whom is the design flashcard addressed:

The flashcard is mainly addressed to people living in Malbork.

The project is mainly aimed at increasing the activity of reading in Malbork among the residents.

7 Duration of the project:

The project will last about 12 months.

Start and end date of the project:

Start: 2022/2023

8 Description of the project and activities.

The project will involve the preparation of places and forms of book presentation for the idea of bookcrossing. That is, sharing your favorite books free of charge between readers.

The project assumes the involvement of residents to donate their books free of charge to share with other residents.

Stage 1. Collection and Segregation.

The books will be collected at one point in Malbork for a designated period of time, and then they will be sorted and divided into distribution points.

Stage 2. Distribution and Exchange of repertoire

The books will be distributed in the urban space and can be used free of charge.

Exchange points:

In the project, there are several points with books as year-round points, but also seasonal points will appear.

Seasonal points will appear on summer days, while permanent year-round distribution points will be located in the areas of public institutions with the possibility of access for all. (the goal is to protect books from moisture).

The project will also involve communities in the form of a competition among children and young people on the presentation and arrangement of bookshelves in public space.

On the other hand, an additional strengthening element will be the launch of local entrepreneurs who would like to create such points in their areas.

A very important element will be the placement of all points on the map of Malbork and the promotion of book exchange.

9 Threats in the project.

Threats in the project may be primarily:

Too much resistance of residents to the project.

Corrective action:

- Introduction of additional incentives in the form of prizes and competitions
- Engaging children in reading
- Introduce an action with the slogan: "Reading pays off"

Too poor promotion of the event

Corrective action:

- Building relationships with potential participants before and during the event. For example, by introducing competitions involving the sharing of photos of books that residents read.
- Increasing the size of the advertising budget for this event in Social Media and Radio, systematically.

- Introduction of competitions increasing interest in the event, e.g.: ELEMENTS OF THE GAME
- Involvement of young people and entrepreneurs to actively participate in reading.

Project Title No. 4

Green Squares

Project Type **PROMOTION OF CULTURAL HERITAGE THROUGH SOCIAL AWARENESS**

1 Target financing: Draft budget

Investment amount: **10 000 zł**

2 Investment readiness

Low / Medium / High									
1	2	3	4	5	6	7	8	9	10
x	x	x	x	x	x				

3 Organizer / Responsibility

Malbork City Hall

4 Commercialization level

Low / Medium / High /									
1	2	3	4	5	6	7	8	9	10
x									

5 External support

NGO/Centre for Culture and Education

6 To Whom is the design flashcard addressed:

The project is addressed primarily to the residents of Malbork.

The indirect project will affect both the residents and the overall image of the city and its tourist attractiveness.

7 Duration of the project:

The project will last for 1-3 days.

Over the summer months.

Start and end date of the project:

Start: 2022/2023

8 Description of the project and activities.

The Green Squares project in Malbork will consist in the designation by the City of four or five squares for mini city gardens.

The aim of the project will be to involve the local community and apply for the Project.

The project will strengthen the Tradition of Local Identity by involving residents in the creation of urban space using green gardens.

Green affects:

- Positive moods of residents
- Eliminates "hot zones" in the city
- Lowers the temperature and introduces more air humidity
- Improves air quality in the region
- improves the overall image of the city of Malbork.

9 Threats in the project.

Threats in the project may be primarily:

Too little involvement of residents

Corrective actions:

- Dissemination of activities among the School of the second century, pensioners and pensioners
- Dissemination of the competition among young people in schools with a biological profile – involvement of a teacher in biology
- Dissemination of knowledge among working people – in order to financially support the project and the possibility of maintaining tradition.

Project Title No. 5

Social development of the Marianka concept

Project Type **PROMOTION OF CULTURAL HERITAGE THROUGH TOURISM**

1 Target financing: **Draft budget**

Investment amount: **10 000 zł**

2 Investment readiness

Low / Medium / High									
1	2	3	4	5	6	7	8	9	10
x	x	x	x	x	x	x	x		

3 Organizer / Responsibility

Malbork City Hall

4 Commercialization level

Low / Medium / High									
1	2	3	4	5	6	7	8	9	10
x	x	x	x	x	x	x	x	x	

5 External support

Malbork City Museum / Centre for Culture and Education

6 To Whom is the design flashcard addressed:

This project is addressed mainly to tourists with particular emphasis on families with children. Of course, the inhabitants of Malbork can actively participate in creating places where Marians could stand and what story to tell.

7 Duration of the project:

The project will last 24 months

Start and end date of the project:

Start: 2022/2023

8 Description of the project and activities.

Organization of annual competitions regarding the location and features of new figurines of Malbork Marians. Stimulating social debate on the uniqueness and identity of the city.

The project consists of 4 stages:

Stage 1. Launching a social debate on the new features of Marianek figurines

Stage 2. Preparation of strategic documentation entitled: Development of the City of Malbork based on Marianki.

Stage 3. Launch of recruitment for Entrepreneurs and institutions to deploy Marians in Malbork.

Stage 4. Implementation of the strategy related to the sale and preparation of promotional materials related to Marianki:

- Plaster figurines
- Key chains / Calendars / Amulets
- Map of the marians' distribution with their brief description
- Marian attributes (sword / Shield / Book / Bread / etc.)
- Marian pennant /
- T-shirts with Marians
- Isotonic water with Marians (can)

Evaluation:

Preparation of interesting stories and legends based on Marian Figurines.

Systematic creation of new events based on Marian women. Creating Story Telling based on Marian women.

This project is part of tourism, which is addressed not only to adults, but above all to children. Marianek figurines are a magical trail of imagination for children who discover the secrets of Malbork.

Along the trail of figurines it is advisable to create a treasure map or other events marked on the map with Marian Figurines. It is a perfect harmony and a combination of the pleasure of visiting historic Malbork and an interesting adventure for children.

The project aims, among other things, to involve local entrepreneurs and institutions in the purchase of Marianek's placement in Malbork. It may be necessary to expand to sponsors towards richer regions of Pomerania.

Ultimately, the project will consist in the fastest possible development of the Marianków infrastructure in Malbork in accordance with standards and image procedures.

9 Threats in the project.

Threats in the project may be primarily:

Too little interest among residents.

Corrective action:

Motivators for residents will be included in the walks in such a way as to encourage them to participate. For example: bread tastings in local bakeries and coffee tastings and participation in candy workshops.

Too poor promotion of the event

Corrective action:

- Building relationships with potential participants at least 1 month before the event.
- Increasing the size of the advertising budget for this event in Social Media and Radio
- Introduction of competitions to increase interest in the event.

Project Title No. 6

Creation of joint packages of promotional materials for the cultural heritage of Malbork

Project Type PROMOTION OF THE CULTURAL HERITAGE OF MALBORK

1 Target financing: Draft budget

Investment amount: 15 000 zł

2 Investment readiness

Low / Medium / High									
1	2	3	4	5	6	7	8	9	10
x	x	x	x						

3 Organizer / Responsibility

Malbork City Hall

4 Commercialization level

Low / Medium / High /									
1	2	3	4	5	6	7	8	9	10
x									

5 External support

PTTK / Centre for Culture and Education / OSIR / Youth Council / Malbork City Museum / Malbork Culture and Education Centre

6 To Whom is the design flashcard addressed:

The flashcard is addressed to the Employees of the City Hall, who are responsible for preparing a comprehensive offer of the City of Malbork.

Supporting entities will also be all other organizations that will take direct and indirect part in the promotion of the City of Malbork.

7 Duration of the project:

The project will last for 24 months.

Start and end date of the project:

Start: 2023/2024

8 Description of the project and activities.

Creation of common tools for the promotion of several cultural facilities / institutions, along with the organization of distribution channels. Evaluation of the effects of action.

The project will also involve the creation and preparation of professional advertising materials for attractions and events carried out in Malbork.

The project will be a comprehensive strategic document in the preparation of a media plan in relation to all promotional activities carried out by Malbork.

The media plan will include the name of the promotional event, the date of its completion, as well as the date of commencement of the promotion and the selection of promotional tools along with their budget.

The entity preparing the documentation must be selected on the basis of the announcement of a competition / tender and should demonstrate experience in the implementation of marketing strategies for the local government.

9 Threats in the project.

Threats in the project may be primarily:

Too little experience of the organization preparing the documentation

Corrective action:

The need to indicate experience in the preparation of marketing documentation and building media plans based on the indicated events.

Project Title No. 7

NOGATU Festival

Project Type PROMOTION OF CULTURAL HERITAGE THROUGH TOURISM

1 Target financing: Draft budget

Investment	70 000 zł
Amount:	

2 Investment readiness

Low / Medium / High									
1	2	3	4	5	6	7	8	9	10
x	x	x							

3 Organizer / Responsibility

Culture and Education Centre /NGO/ Malbork City Hall

4 Commercialization level

Low / Medium / High

1	2	3	4	5	6	7	8	9	10
x	x	x							

5 External support

Malbork City Hall

6 To Whom is the design flashcard addressed:

This project is addressed to Residents and Tourists at the same time.

7 Duration of the project:

The project will last for 1-3 days. (Friday, Saturday, Sunday)

Start and end date of the project:

Start: 2022/2023/2024

8 Description of the project and activities.

Organization of a 1-3-day event, including a rally along the Nogat waterway, along with an evening integration and cultural event in the Malbork space.

Integration event for residents and tourists making the NOGATU waterway famous.

During the event, apart from traditional concerts near the river and the culinary part, you can combine with, among others:

- an exhibition of historical sketches and photographs as in the past residents used to use NOGAT
- the possibility of renting boats and kayaks to celebrate the Nogat goods on their own

- an environmental exhibition indicating which vegetation and animals inhabit the river and its vicinity.

- rent a Gondola with a Gondolier on the Nogata near the Castle.

- Moving on Dragon Boats.

The project is also to correspond with the opening of the Boulevard in Malbork and the Sailing Season.

The project aims to celebrate the NOGATU waterway and promote ecological tourism around it.

9 Threats in the project.

Threats in the project may be primarily:

Too little interest among residents.

Corrective action:

Included motivators for Tourists and Residents in such a way as to encourage them to participate, e.g.:

- Competitions with prizes

Too poor promotion of the event

Corrective action:

- Building relationships with potential participants at least 1 month before the event.

- Increasing the size of the advertising budget for this event in Social Media and Radio

- Introduction of competitions to increase interest in the event.

Project Title No. 8

School of Local Leaders – The Key to Career

Project Type	SOCIAL AWARENESS – STRENGTHENING THE ECONOMIC VALUE OF THE REGION
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1 Target financing:

Draft budget

Investment amount:

20 000 zł

2 Investment readiness

Low / Medium / High

	1	2	3	4	5	6	7	8	9	10
	x	x	x							

3 Organizer / Responsibility

Youth City Council

4 Commercialization level

Low / Medium / High

	1	2	3	4	5	6	7	8	9	10
	x	x	x							

5 External support

Malbork City Hall

6 To Whom is the design flashcard addressed:

This project is addressed to Entrepreneurs who operate in Malbork and those who plan to create jobs in Malbork.

The idea of the project is to directly indicate the directions of development by entrepreneurs and prepare those interested to participate in the development of the local economic market.

7 Duration of the project:

The project will last for 3 months a year.

Systematically renewed every year.

Start and end date of the project:

Start: 2023/2024

8 Description of the project and activities.

The project will consist in the creation of the Malbork School for Leaders and including the Business Lodge of local entrepreneurs.

The School for Leaders project will be responsible for giving adults and older youth new professional qualifications that increase their chances on the labor market and opportunities to run their own businesses.

The project will cooperate with the Local Economic Council of entrepreneurs from Malbork to maintain communication and respond to the staffing needs of local entrepreneurs not only for statistical needs.

The School for Leaders is primarily an opportunity to organize and implement certified professions and new skills:

The project assumes the staging of:

Stage 1. Meetings of Entrepreneurs with Interested Persons ready to take part in the Project.

Stage 2. Grouping of Interested Parties thematically:

- Small entrepreneurs
- Subcontractors
- Employees (or division into occupations)

Stage 3. Choosing a possible career and education path. Including participation in educational courses strengthening the competences of participants. Necessary Career Advisors and Recruiters from Companies.

The project assumes the organization of such courses and trainings also based on government-subsidized institutions, e.g.: free high schools and post-secondary schools, which, if appropriate groups were created, could carry out classes for the inhabitants of Malbork. Of course, the founder of the training could be Entrepreneurs who would like to participate in the employment of potential interested parties.

The project aims to permanently include the School of Local Leaders in the Malbork calendar as an element of supporting entrepreneurship in Malbork.

The project assumes the organization of such courses and trainings also based on government-subsidized institutions, e.g.: free high schools and post-secondary schools, which, if appropriate groups were created, could carry out classes for the

inhabitants of Malbork. Of course, the founder of the training could be Entrepreneurs who would like to participate in the employment of potential interested parties. The project aims to permanently include the School of Local Leaders in the Malbork calendar as an element of supporting entrepreneurship in Malbork.

9 Threats in the project.

Threats in the project may be primarily:

Too little interest among residents.

Corrective action:

Motivators for residents will be included in the walks in such a way as to encourage them to participate:

- Refreshments
- Job offers and Cooperation with Entrepreneurs
- Career Path for Applicants

Too poor promotion of the event

Corrective action:

- Building relationships with potential participants at least 1 month before the event.
- Increasing the size of the advertising budget for this event in Social Media and Radio
- Introduction of competitions to increase interest in the event.

LIST OF ADDITIONAL IDEAS

Project Title No. 1

Knights' School

Project Type **PROMOTION OF CULTURAL HERITAGE**

1 Target financing: Draft budget

Investment amount:	15 000 zł
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2 Investment readiness

Low / Medium / High

	1	2	3	4	5	6	7	8	9	10
	x	x	x	x	x					

3 Organizer / Responsibility

Centre for Culture and Education Latin School

4 Commercialization level

Low / Medium / High /

	1	2	3	4	5	6	7	8	9	10
	x	x	x	x	x	x	x			

5 External support

Malbork City Hall

6 To Whom is the design flashcard addressed:

This project is mainly addressed to young people from all over the Polish and in the future to prepare an offer in German for young people from Germany and other countries. It is crucial to cooperate with universities and secondary schools by presenting them with the offer of the Knights' School.

7 Duration of the project:

The project consists of 2 stages:

Stage 1 Preparation of the Offer: delivery time from 2 to 4 months.

Stage 2 Promotion and Service: continuous

Start and end date of the project:

Start: 2023/2024

8 Description of the project and activities.

Stage. 1

The Knights' School is a strongly developmental project that aims to strengthen the Cult Identity of Malbork by implementing trips for students from Polish and abroad.

The subject of the project is the creation and implementation of the offer of the "Knights' School" with the program:

For schools from the region and Polish a 2-3 day plan for children and youth,

For visitors from abroad with a 4-5 day program, addressed to young people.

Age and quantity groups will be adjusted to the organizational possibilities, but they assume overnight stays, meals and a program of didactic classes and knights' workshops.

The project fits perfectly into the Urban Development Strategy of the Malbork Functional Area in terms of human capital.

- "Functioning of organizations and culture-forming centers: regional teams, cultural animators,

- Cyclical cultural, tourist and sports events of a nationwide dimension – open-air painting, festivals and concerts, water races, sports runs."

The project assumes self-financing or even the possibility of collecting an additional budget for the statutory purposes of the Knights' School. The project is to be an Urban Product and its goal within 5 years is to remain the best educational project in the Green School Cultural Educational Event category in Poland and Europe.

Stage 2.

Project Promotion and Tour Group Service

An important aspect after the preparation of the offer will be the promotion of the Knights' School through cooperation with universities and secondary schools from the Polish areas. After developing ideal programs of classes, the offer can be prepared for foreign schools.

9 Threats in the project.

Threats in the project may be primarily:

Too poorly animated offer of the Knights' School

Corrective actions:

- The program and the quality of individual days should be designed with the utmost attention to arousing emotions among young people.
- The program should strongly involve young people to participate in knights' workshops together
- During the program, after the workshop, it should leave the participants some physical souvenir not only a photo on the wall of the Knights' School.
- Systematic evaluation of the project in terms of needs and signals coming from the environment.
- Variety of places where Classes and Workshops of the Knights' School could take place.
- Necessarily enter the Malbork Castle.

Project Title No. 2

Malbork E-Sport Arena

Project Type PROMOTION OF CULTURAL HERITAGE THROUGH MODERNITY

1 Target financing: Draft budget

Investment Amount:	25 000 zł
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2 Investment readiness

Low / Medium / High										
1	2	3	4	5	6	7	8	9	10	
x	x	x								

3 Organizer / Responsibility

Centre for Culture and Education Latin School

4 Commercialization level

Low / Medium / High /										
1	2	3	4	5	6	7	8	9	10	
x	x	x								

5 External support

Cooperation with youth / sponsors / E-Sport Associations

6 To Whom is the design flashcard addressed:

This project is addressed mainly to older and younger young people who are passionate about computer games.

Of course, it may happen that older players and admirers of this form of free time will appear.

7 Duration of the project:

The project consists of 2 stages:

Stage 1 Preparation: delivery time from 3 to 8 months.

Step 2 Use: Continuous

Start and end date of the project:

Stage 1 2023/2024

8 Description of the project and activities.

Stage 1 . Preparation

The project assumes the selection of a space for children and young people, where e-sports competitions will be able to systematically take place (which attract interesting sponsors), but also a mini café combined with a bar with hot snacks.

The biggest element connecting E-Sports with the Cultural Heritage of Malbork will be the E-Sport Arena Logotype and the nomenclature associated with Knights' Tournaments and Knights' Walk Arenas.

Stage 2. Using

The use of places to play e-sports should be free of charge, assuming that there will be a café with snacks, it is also considered to charge in the form of a subscription or temporary stay.

The project assumes establishing cooperation with ESPORTS ASSOCIACION POLSKA in order to organize the league of the Pomeranian Voivodeship or organize local competitions. The project is to create a modern culture of E-SPORT among children of young people and refer to the Cultural Heritage of Malbork.

Esports competitions most often include the following Game titles, which partially resemble Knight's Fights and Fight Strategies:

- League of Legends.
- Dota 2.
- StarCraft 2.
- FIFA (football)

The project requires cooperation with project sponsors who will equip at least 10 stations for the game, or systematic expansion of the Position Base.

It is also possible to finance in the form of leasing or credit and repayment of the installment through the organization of competitions and the stay of participants in the MALBORK E-SPORT ARENA.

9 Threats in the project.

Threats in the project may be primarily:

Misunderstanding of the project in the eyes of parents

Corrective actions:

- Informing the public what Arena Walk is and why It protects children from the negative effects of gaming
- Informing the public and participants that children and young people play socially responsible games.
- Creating educational videos of events showing the positive effects of playing games.

Project Title No. 3

Bike rental as a way to culture

Project Type PROMOTION OF CULTURAL HERITAGE THROUGH MODERNITY

1 Target financing: Self-financing project

Investment Amount:	30 000 zł
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2 Investment readiness									
Low / Medium / High									
1	2	3	4	5	6	7	8	9	10
x	x	x	x	x	x	x			

3 Organizer / Responsibility									
OSiR / Malbork City Hall									
4 Commercialization level									
Low / Medium / High /									
1	2	3	4	5	6	7	8	9	10
x	x								

5 External support									
Malbork City Hall /NGO/ OSIR									

6 To Whom is the design flashcard addressed									
The main recipient are primarily tourists who decide to use renting bicycles for recreational purposes.									

7 Duration of the project:									
The project is permanent, it will start in the winter season of 2023 and will be launched before the summer season in April 2024.									
Start and end date of the project:									
Start: 2023/2024									

8 Description of the project and activities.

Stage 1.

Preparation of a map of cycling routes and paths, i.e. a comprehensive bicycle offer strengthening the values of the region.

It is planned to delineate and describe:

- demanding tourist routes
- tourist routes for families with children
- historical family routes
- historical routes for adults
- demanding routes

Stage 1 will focus on the following operational activities:

- Preparation and promotion of existing cycling routes and publication of existing cycling routes in the region.
- implementation of small bicycle infrastructure projects. Marking routes, safety suggestions, marking bicycle routes in forest and park areas, delineating electronic routes on map applications.

Stage 2.

It will consist in preparing a professional bicycle rental offer for tourists visiting Malbork. It will be a City rental with about 50 to 150 bikes for adults and teenagers. The rental will be paid. Prices for tourists are about 30 PLN per day. (from 9:00 to 18:00).

Operating activities related to the rental are as follows:

- Selection of a place for bike rental and a mini bicycle workshop.
- Purchase of bicycles / new or used from foreign rentals.
- Seasonal employment of a person dealing with the service and rental of bicycles.
- Launch of cooperation between Hotels in Malbork and the Municipal Rental.

Additional action:

Using the potential of the National Bicycle Route, which passes through Malbork and the surrounding area.

Creating a cycling community and building products around this community is aimed at making it possible to fully use the potential of Malbork in the cycling season, i.e. from spring to the first snowfall..

9 Threats in the project.

Threats in the project may be primarily:

Negative comments from drivers and residents due to increased bicycle traffic in the summer season.

Corrective actions:

- Conducting social campaigns informing about road safety, especially in the context of cyclists.
- Introduction of billboards informing drivers about increased bicycle traffic in the summer season.
- Distribution to cyclists - reflective bands and vests, especially for the youngest at the time of renting bicycles.
- Renting bicycles for children only with a helmet.

Project Title No. 4

Walruses and Saunas against the background of the Medieval Castle in Malbork

Project Type PROMOTION OF CULTURAL HERITAGE THROUGH SPORT

1 Target financing:

Draft budget

Investment amount:

40 000 zł

2 Investment readiness

Low / Medium / High									
1	2	3	4	5	6	7	8	9	10
x	x	x	x	x	x	x			

3 Organizer / Responsibility

OSIR / Malbork City Hall

4 Commercialization level

Low / Medium / High /									
1	2	3	4	5	6	7	8	9	10
x	x								

5	External support
Malbork City Hall	
6	To Whom is the design flashcard addressed:
<p>The main recipients are primarily tourists who decide to use the outdoor saunas and jacuzzi and at the same time the possibility of morsing in Nogat.</p>	
7	Duration of the project:
<p>The project will last for 3 weekend days. (Friday, Saturday, Sunday) The project can be repeated in 2024 and subsequent years.</p>	
Start and end date of the project:	
Start: weekend 02.2023	
8	Description of the project and activities.
<p>The project assumes the preparation of the National Congress of Walruses and the rental by interested parties of portable sauna devices (sauna, jacuzzi) outdoors against the background of the Malbork Castle.</p> <p>The aim of the project is to maintain tourist traffic in winter by creating such events. The National Congress of Walruses is a 3-day program (Friday, Saturday, Sunday) The schedule provides for a number of descents to the Nogat for Walruses, but it is also an ideal place to combine this day with the organization of the promotion of a healthy lifestyle and the role of Saunas and Jacuzzis in human life, and all this under the patronage of the Polish Sauna Association.</p> <p>The event can be self-financing if the organizer takes care of the gastronomic (outdoor) setting and the possibility of tourists renting an outdoor sauna or jacuzzi. This project is to fit particularly into the possibility of showing Malbork from a completely different perspective. Where tourists by the moonlight on a winter day will be able to enjoy a glass of local liquor while relaxing in the outdoor jacuzzi or sauna.</p> <p>The event is to build the Cultural Identity of the City of Malbork through events near the Malbork Castle and the name of the event.</p> <p>The event may be available only to vaccinated people.</p>	

9 Threats in the project.

Threats in the project may be primarily:

Too little interest in participating in this type of event.

Corrective actions:

- Strengthening the promotion of this event on the Internet and on the radio and on the websites.
- Introduction of barrel reservations and registrations for such an event.

Project Title No. 5

Become a Grand Master

Project Type **PROMOTION OF CULTURAL HERITAGE THROUGH SPORT**

1 Target financing: Draft budget

Investment Amount:	20 000 zł
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2 Investment readiness

Low / Medium / High									
1	2	3	4	5	6	7	8	9	10
x	x	x	x						

3 Organizer / Responsibility

Museum of the City of Malbork

4 Commercialization level

Low / Medium / High /									
1	2	3	4	5	6	7	8	9	10
x	x	x							

5 External support

Malbork City Hall

6 To Whom is the design flashcard addressed:

The main recipients are primarily two groups:

- Children and youth of Malbork, and
- Entrepreneurs

This task is aimed at stimulating the professional activity of entrepreneurs through the exchange of information and the creation of relationships.

7 Duration of the project:

The project will last for 4 months.

The project to be repeated in 2024 and subsequent years.

Start and end date of the project:

Start: 05.2023 - 09.2023

8 Description of the project and activities.

The aim of the project is to strongly inscribe such sports initiatives that could be firmly entrenched in the lives of the inhabitants of Malbork and the surrounding area.

The sports disciplines on which Malbork focuses are primarily those that will be able to first use the potential of sports infrastructure, and these are:

- Football for all ages
- Field hockey
- Ice hockey
- Skating and rollerblading, in particular
- RunMagedon for Malbork

The project assumes the selection of a specific Calendar of Sports Competitions regarding the above sports disciplines. As part of these activities, groups of professions will be held for:

- children (specific age groups)
- entrepreneurs (creation of a league of entrepreneurs)

The project aims to create a Group of Sports Events operating under the slogan "BECOME A GREAT MASTER" corresponding to the Cultural Identity of Malbork.

It is advisable to acquire sponsors or charge for entry fees for sports competitions.

9 Threats in the project.

Threats in the project may be primarily:

Too little interest in participating in sports competitions.

Corrective actions:

- Strengthening the promotion of events in social media and radio
- adding more motivators for potential participants of the competition, e.g.: Prizes, cups, fame (publication of winnings in local media newspaper, websites of the City Hall).

Too few people supporting the organization of sports competitions.

Corrective actions:

- Early invitation to support volunteers
- Involvement of entrepreneurs in the organization of individual sports events.

Project Title No. 6

Ecological Malbork

Project Type PROMOTION OF CULTURAL HERITAGE THROUGH ECOLOGY

1 Target financing: Draft budget

Investment amount: 20 000 zł

2 Investment readiness

Low / Medium / High										
1	2	3	4	5	6	7	8	9	10	
x	x									

3 Organizer / Responsibility

Centre for Culture and Education Latin School

4 Commercialization level

Low / Medium / High /									
1	2	3	4	5	6	7	8	9	10
x	x								

5 External support

Malbork City Hall

6 To Whom is the design flashcard addressed:

Due to the large variety and extensive structure of the Flashcard, each activity is characterized by a different target group:

Action 1.

The recipient of this activity will be children in schools who will be equipped with professional knowledge in the field of ecology. Children from schools from Malbork.

Action 2.

The beneficiaries of this action are adult residents of Malbork and the surrounding area. In total, the prepared footage may ultimately have much larger ranges, but ultimately the target group is the Inhabitants of Malbork.

Action 3.

The target group of the activity related to the preparation of Malbork for the SLOW CITY Certification are the inhabitants of Malbork.

Action 4.

The main recipients of this activity are residents of Malbork aged 15 and over.

Action 5.

Similarly as above, the recipient of this action are the Inhabitants of Malbork.

7 Duration of the project:

The project will last for 4 months

Start and end date of the project:

Start: 05.2023 - 09.2023

8 Description of the project and activities.

The aim of the Project is to promote ecological behavior among the inhabitants of Malbork, which is why the Ecological Malbork project will consist of several activities.

Activities in this project are of the nature of building the Malbork Identity through activities related to caring for the environment. All activity against the environment has a negative impact, among others, on architecture, which is a fundamental element of the Malbork Identity.

Action 1.

Action 1. Education for schools and adults in the field of ecology and waste segregation. Especially the impact on us as residents and the consequences of consuming microplastics.

Educational Activities should be strengthened by a message in the form of:

- instructional videos available on the Internet,
- engaging famous people from Malbork and the surrounding area,
- engaging local entrepreneurs in the form of short video materials, how they care about the environment (e.g. segregating waste, creating something from waste, selling waste themselves), etc.

Action 2.

A series of online and stationary, short lectures on burning garbage and health consequences. Educational Activity addressed to adults. Organizing and inviting residents to the Fair of ecological heating systems for houses.

Action 3.

Action 3. Preparation of the Operational Strategy for Malbork in order to obtain the SLOW CITY Certification.

Action 4.

Temporary actions concerning waste segregation. (Plastic Bottles, Aluminum, Batteries, Magazines) The action is to consist in the temporary collection of

ecological waste properly prepared by the collectors. In this way, the raw material will be ready for resale.

For the collected products, you can offer residents a fee at the purchase price. The project may be partially funded.

Action 5.

Ecological Picnic - Organization of an Ecological Picnic aimed at strengthening ecological activities among the inhabitants of Malbork.

Ecological Activities should have a special resonance in the context of the impact of pro-ecological behavior on the condition of Malbork's monuments and their degradation. (both direct and indirect). This may be manifested by air quality, acceleration of natural erosion of monuments or inadequate collection of waste or the use of improper materials of construction chemicals.

The project assumes cooperation with all organizations involved in ecological projects, both entrepreneurs and organizations, especially with the Żuławy Cooperative.

9 Threats in the project.

Threats in a project can relate to the following areas:

Action 1.

Lack of involvement of the leaders in the animation of activities for children and youth.

Corrective actions:

- Introduction of interactive educational methods that involve children and young people more in the implementation of projects.

Action 2.

Poor quality of video materials and instructional videos and lack of idea for prepared materials.

Corrective actions:

- engage local artists
- engage social media specialists
- produce trial video materials and follow the comments of Internet users.

Action 3.

Lack of staff from the Malbork City Hall to conduct this project.

Corrective actions:

- Introduction of volunteers to the project who will be able to set the pace of the project.

Action 4.

Lack of space for storage and organization of the waste collection site during temporary actions.

Corrective actions:

- Organizing quick collections to collection points or places of storage of waste until the end of the action.

Action 5.

Too little attendance at the ecological picnic.

Corrective actions:

- Introduction of a promotional campaign among residents in advance.
- Launch of promotional activities in Social Media and radio
- Introduction of competitions and other motivators to the ecological picnic program.

Project Title No. 7

Education as a reinforcement of dying professions

Project Type **PROMOTION OF CULTURAL HERITAGE**

1 Target financing: **Draft budget**

Investment amount: **30 000 zł**

2 Investment readiness

Low / Medium / High									
1	2	3	4	5	6	7	8	9	10
x	x	x	x	x	x				

3 Organizer / Responsibility

Museum of the City of Malbork

4 Commercialization level

Low / Medium / High /										
1	2	3	4	5	6	7	8	9	10	
x	x	x	x	x						

5 External support

Malbork City Hall

6 To Whom is the design flashcard addressed:

The main recipient of the project will be Tourists who generate the most traffic during the summer. However, in the off-season period, promotional activities for residents will be strengthened.

7 Duration of the project:

The project will last for 9 months.

Start and end date of the project:

Start: 03.2024, Exhibition public: 09.2024

8 Description of the project and its activities.

The aim of the Project is to strengthen the image of Malbork as a City dynamically responding to the Cultural Needs of the Region and the Country.

The project will carry out up-and-you-go and educational activities in the field of Local Dying Professions.

Activities will be carried out using the following tools:

- Preparation of an electronic publication about the Dying Professions
- Exhibition of Objects related to the Dying Professions (as part of the exhibition at the Museum)
- Preparation of an exhibition of tools presenting how individual professions were performed and their daily use.
- Preparation of several radio broadcasts devoted to the most interesting dying professions.

- Preparation of a competition for Internet users, consisting in placing a photograph of a tool and asking the question: "What was the purpose of the tool placed on the photograph?"

The exhibition at the Museum is commercial and will have a positive impact on the Museum's financial result. It can be said that the project will be profitable.

9 Threats in the project

Threats in the project may be primarily:

Too intense low attendance for the developed exhibition.

Corrective actions:

- Launch of promotional activities strengthening the message to residents and tourists (social media / radio / billboards)

Project Title No. 8

Organizing the parking policy in Malbork

Project Type PROMOTION OF CULTURAL HERITAGE

1 Target financing: Draft budget

Investment Amount:	10 000 zł
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2 Investment readiness

Low / Medium / High									
1	2	3	4	5	6	7	8	9	10
x	x								

3 Organizer / Responsibility

Malbork City Hall

4 Commercialization level

Low / Medium / High /

	1	2	3	4	5	6	7	8	9	10
	x	x								

5 External support

Malbork City Hall

6 To Whom is the design flashcard addressed:

The recipients of the project will be two social groups, mainly they can be described as Drivers.

- Residents who, thanks to the improvement of the parking vision of the city of Malbork, will be able to better organize their daily affairs at a time when the city is full of tourists.
- Tourists who come will be able to enjoy sightseeing - get to know the city and at the same time calmly park in a guarded space or simply indicated for parking.

7 Duration of the project:

The project will last for 9 months.

Start and end date of the project:

Start: 03.2024, End: 11.2024

8 Description of the project and activities.

The aim of the Project will be, among others, to prepare a map of potential supervised and free car parks and to select the concept of their implementation. The culmination of the project will be the development of a comprehensive parking policy in Malbork.

Supervised car parks should be paid for and offer residents and tourists safety in leaving their vehicles.

Free car parks should also be available to residents and tourists.

An important aspect should be the marking of parking lots.

The aim of the Project will also be to properly take care of the marking of parking spaces in Malbork and suggest significant infrastructural changes.

The project is to be partially financed from one or two supervised paid car parks.

The project of preparing documentation and parking strategy for the City of Malbork is not profitable, but its implementation will become a very profitable part in the perspective of even 1 tourist season.

The project corresponds to the Cultural Identity of Malbork, because - the impact of individual investments, including parking lots, may be important for the perception of monuments and the entire city of Malbork, which constitute the foundation of Identity.

9 Threats in the project.

Threats in the project may be primarily:

Too intense "negative" reaction of residents to the results of the development of documentation

Corrective actions:

- Introduction of multidimensional public consultations.
- Presenting and informing about works related to the study of vehicle traffic in Malbork during the tourist season.
- Maintaining two-way communication with residents during the project's creation.

Project Title No. 9

Culinary Fights

Project Type	PROMOTION OF CULTURAL HERITAGE THROUGH CULINARY TRADITIONS
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1 Target financing:

Draft budget

Investment amount:

20 000 zł

2 Investment readiness

Low / Medium / High										
1	2	3	4	5	6	7	8	9	10	
x	x	x	x							

3 Organizer / Responsibility

Centre for Culture and Education Latin School

4 Commercialization level

Low / Medium / High /

1	2	3	4	5	6	7	8	9	10
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x									
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5 External support

Malbork City Hall

6 To Whom is the design flashcard addressed:

The recipients of the project will be several social groups:

- Residents and tourists currently staying in Malbork, because they will be able to directly participate and follow the live events
- E-Tourists because film and electronic materials will be placed on the Internet and will promote the event even after its completion.

7 Duration of the project:

The project will last for 1 day.

Over the summer months.

Start and end date of the project:

Start: 06.2023, End: 08.2023

8 Description of the project and activities.

The Culinary Fights project assumes the implementation of fights in the preparation of dishes for the Residents.

Famous figures from the world of media and / or local will be selected for the Fight and will compete in the preparation of 3 dishes.

- breakfast - Saturday morning
- Lunch - Saturday afternoon
- Dinner - Final Saturday evening.

About 5-6 chefs will join the competition, who will prepare their dishes near the Malbork Castle. after preparation, the inhabitants of Malbork will be invited to a free tasting and voting.

Residents will vote after tasting, throwing the appropriate number of chips into the ballot box.

A necessary element of the project will be its film documentation, which is to build a much stronger message in social media after its implementation.

The project will refer to the identity of the Local Residents through the preparation of culinary dishes referring to the traditions of the region.

9 Threats in the project.

Threats in the project may be primarily:

Too few spectators and tasters.

Corrective actions:

- Strengthening promotional activities before the event at least 1 month in advance.

An inexperienced group of filmmakers who will prepare footage of the preparation of dishes given in a modern form.

Corrective actions:

- Choose filmmakers with experience who will be able to capture Emotions in Cooking against the background of Malbork with their film materials.

Project Title No. 10

Living History Lessons

Project Type **PROMOTION OF CULTURAL HERITAGE THROUGH SOCIAL AWARENESS**

1 Target financing: Draft budget

Investment amount: **10 000 zł**

2 Investment readiness

Low / Medium / High

1	2	3	4	5	6	7	8	9	10
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x	x	x								
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3 Organizer / Responsibility
Youth Council of Malbork

4 Commercialization level

Low / Medium / High /									
1	2	3	4	5	6	7	8	9	10
x									

5 External support
School Heads

6 To Whom is the design flashcard addressed:
 The project is addressed primarily to the youth of Malbork schools but also to the youth of schools from the Pomeranian Voivodeship.
 Indirectly, the project is to cover as many people as possible and show Malbork as a city open to social and cultural initiatives and at the same time a historically rich city.

7 Duration of the project:
The project will last for 1 month.
 Performances of the History Lessons will take place for 2 weeks, while in a predetermined schedule.
Start and end date of the project:
Start: 04.2023, End: 10.2023

8 Description of the project and activities.

The project involves the preparation by high school students of a short film about how they spend their free time and how they would like to spend it. The films after the competition will be contrasted with the sketches of how free time was once spent throughout history. This can be done through the Exhibition of Enlarged Sketches and Photographs combined with screenshots from camera shots.

The project is addressed to communities from all over the province, all films are to reach the organizer of the competition with a short description of the film and signed regulations of the company competition.

The competition should be comprehensively prepared in terms of motivators for young people and mentors.

Mentor – the teacher should also participate in the award as well as the students who created it.

In this project, the sponsor of the prizes will be important, in the form of Gadgets, e.g. Power banks or other gadgets for phones. Prizes can be combined, for example, with some City attractions. E.g.: Entrance pass to the Castle or other.

All companies should be presented to the jury in the competition and placed on one of the video portals, e.g.: VIMEO / DAILYMOTION / YT / FB / to promote young talents. Viewers should also be invited to vote. Therefore, you can choose the JURI Award and the Audience Award.

Ultimately, the project of companies prepared by students is to be put in opposition to sketches of how time was once spent. The project aims to show what the generations differed from and whether the different ones are really so great.

The Historical Contribution in the context of spending free time can be presented by the Museum in Malbork in consultation with the Library.

Materials can be scanned and or where to look for news on this topic.

Stage 1. - Preparation of competition regulations

Stage 2. - Choose JURI

Stage 3. - Put information about the contest on websites

Stage 4. - Promotion of the Competition at least 2 months

Stage 5. - Evaluation of Flowing Works by JURI and VIEWERS and execution of evaluation protocols

Stage 6. – Announcement of the results and promotion of all films on the Internet.

9 Threats in the project.

Threats in the project may be primarily:

Too little involvement of young people

Corrective actions:

- Introduction of encouragement in the form of a prize for places 1-3 and audience awards and consolation prizes.
- Selecting the leaders of the groups preparing the projects by the teachers and establishing this as an assessment element.

Project Title No. 11

Educational Materials in the form of a Case Study for Teachers and Students all over Europe

Project Type **PROMOTION OF CULTURAL HERITAGE THROUGH COOPERATION WITH UNIVERSITIES**

1 Target financing: Draft budget

Investment amount: **10 000 zł**

2 Investment readiness

Low / Medium / High									
1	2	3	4	5	6	7	8	9	10
x	x	x	x						

3 Organizer / Responsibility

Museum / Library

4 Commercialization level

Low / Medium / High /									
1	2	3	4	5	6	7	8	9	10
x									

5 External support

Malbork City Hall / Centre for Culture and Education Latin School

6 To Whom is the design flashcard addressed:

The project is addressed to the Project Team established in cooperation with the Museum / Library / Latin School and the Malbork City Hall in order to prepare several dozen scientific Case Studies for Universities in Poland and Europe. The target entity will be Polish and foreign Learning with an indication of the directions that will be the recipients of Case Study documents. The aim of the Case study will be mainly to promote the Values of the City of Malbork through professional educational exercises. The final recipient is students from Polish and abroad.

7 Duration of the project:

The project will last for 6 months

Start and end date of the project:

Start: 04.2024, End: 10.2024

8 Description of the project and activities.

The project will aim to identify the most interesting architectural curiosities, which to this day amaze and constitute a case study for pupils and students, e.g. architectural faculties.

The project will consist in the preparation of educational material in the form of a CASE STUDY for about 10-20 educational cases, with a case report and instructions for the teaching teachers. The material will have the task of indicating the advantages and promoting the advantages of Malbork.

Case Study materials are to be prepared in a minimum of 3 foreign languages (English, German, Russian, possibly Spanish) and sent to friendly universities and schools, as well as disseminated in other educational units in Poland and abroad.

This program will be a repeatable program every year so that the teaching staff can have an interesting case study provided, while students and teachers can have interesting teaching material.

- Case Studies in the future may also concern other fields of study and interests:
- Literature / Linguistic

- Sociological
- Anthropological

9 Threats in the project.

Threats in the project may be primarily:

Improper selection of research questions

Corrective action:

Indication of research experience during the tender / competition for the preparation of documentation by the starting entities.

Too small sample of residents indicated for the study

Corrective actions:

At the time of the request for proposal, the minimum sample of residents and possibly social groups indicated for the study should be indicated.

Timeliness of the examination

Corrective actions:

Indication in the competition documentation of the minimum experience of the institution performing the study.

Project Title No. 12

Conducting a survey of Local Identity among the inhabitants of Malbork

Project Type EXAMINATION OF THE LOCAL IDENTITY OF MALBORK

1 Target financing: Draft budget

Investment amount: 50 000 zł

2 Investment readiness

Low / Medium / High									
1	2	3	4	5	6	7	8	9	10
x	x	x							

3 Organizer / Responsibility

Malbork City Hall

4 Commercialization level

Low / Medium / High /										
1	2	3	4	5	6	7	8	9	10	
x										

5 External support

Centre for Culture and Education

6 To Whom is the design flashcard addressed:

The flashcard is addressed to the Employees of the City Hall. The task of the City Hall is to gain knowledge about the level of local identity of the inhabitants of Malbork. The indirect recipient of this project are the Inhabitants of Malbork, who should be examined in the largest sample in order to verify the broadly understood Local Identity.

7 Duration of the project:

The project will last for 3 months.

Start and end date of the project:

Start: 05.2024, End: 08.2024

8 Description of the project and activities.

The project will aim to examine the local identity among the Malbork community. The result of this project will be the introduction of policies to counteract local indifference and the introduction of actions strengthening local identity and patriotism.

In the future, a mechanism may be developed to counteract the disappearance of the local identity of residents permanently. The aim of the action is to verify and introduce long-term activities, thanks to which the issue of local identity will remain

at a sufficiently high level. By this is meant an improvement in, inter alia, the following indicators:

- increasing the coefficient of attachment to Malbork
- reduction of the migration rate
- increasing the rate of care for the local environment

The project has a positive impact on building the Local Identity of Residents.

9 Threats in the project.

Threats in the project may be primarily:

Improper selection of research questions

Corrective action:

Indication of research experience during the tender / competition for the preparation of documentation by the starting entities.

Too small sample of residents indicated for the study

Corrective actions:

At the time of the request for proposal, the minimum sample of residents and possibly social groups indicated for the study should be indicated.

Timeliness of the examination

Corrective actions:

Indication in the competition documentation of the minimum experience of the institution performing the study.

Project Title No. 13

Nogat over the centuries

Project Type **PROMOTION OF CULTURAL HERITAGE**

1 Target financing: Self-financing project

Investment amount: **80 000 zł**

2 Investment readiness

Low / Medium / High										
1	2	3	4	5	6	7	8	9	10	
x	x	x								

3 Organizer / Responsibility

Museum of the City of Malbork

4 Commercialization level

Low / Medium / High /

1	2	3	4	5	6	7	8	9	10
x	x	x	x	x					

5 External support

Malbork City Hall

6 To Whom is the design flashcard addressed:

The main recipient of the project will be Tourists who generate the most traffic during the summer. However, in the off-season period, promotional activities for residents will be strengthened.

7 Duration of the project:

The project will last for 9 months.

Start and end date of the project:

Start: 10.2024, Publication of the exhibition: 07.2025r.

8 Description of the project and activities.

The aim of the Project is to show Malbork and the region from the position of the Nogat River.

An important aspect of this part of the project will be the preparation of a permanent exhibition at the Museum showing NOGAT over the centuries.

The development time of the exhibition is estimated at 9 months, after which it will be made available to tourists.

In this project, a very important aspect will be the introduction to the museum of an exhibition related to boats and sailing not only in the form of graphics, but also physically restored fragments or entire boats.

Of course, the important elements of the Museum arousing interest is the preparation of boat mock-ups of how the inhabitants of the old days lived near the Nogat.

An important element of this project will be tying: Entry to this exhibition can be combined with the sale of renting kayaks from the marina on Nogat. So that the Visitors themselves feel how they used to travel.

An important aspect of the exhibition will be the preparation of the 1st Stand of the Portable Museum, which will be unfolded during the tourist season on the banks of the Nogat. This stand will show the Family who are going on a journey in a replica of an old boat. Description: The family camps by the river and gets into the boat.

9 Threats in the project.

Threats in the project may be primarily:

Too intense low attendance for the developed exhibition.

Corrective actions:

- Launch of promotional activities strengthening the message to residents and tourists (social media / radio / billboards)
- greater involvement of tourists in the interaction (e.g. the possibility of tying and renting kayaks, ancient boats).

Project Title No. 14

Permanent exhibition of the history of Malbork

Project Type PROMOTION OF CULTURAL HERITAGE THROUGH TOURISM

1 Target financing: Draft budget

Investment amount: 200 000 zł

2 Investment readiness

Low / Medium / High

1	2	3	4	5	6	7	8	9	10
X	X	X	X	X					

3 Organizer / Responsibility

Museum of the City of Malbork

4 Commercialization level

Low / Medium / High

1	2	3	4	5	6	7	8	9	10
x	x	x	x	x	x	x			

5 External support

Malbork City Hall

6 To Whom is the design flashcard addressed:

This project is addressed mainly to Tourists, but it is also open to Residents. A significant emphasis will be directed at the tourist because of showing Malbork as a historically rich place to which it is worth returning.

7 Duration of the project:

The project will last for 12 months a year.

Start and end date of the project:

Start: 2024 – no end limit.

8 Description of the project and activities.

Elaboration with the participation of historians and local enthusiasts of the assumptions of the exhibition presenting the history of the city. Obtaining external funds and creating a permanent exhibition from the Museum of the City of Malbork.

The exhibition project could involve two stages.

Stage 1. Elaboration with the participation of people interested, including historians and specialists in technology, of the exhibition of the history of the city of Malbork. This stage would involve acquiring a sponsor who would help finance the devices for the interactive exhibition.

Large screens / motion sensors / gamification elements / listening elements for foreign and local tourists.

Stage 2. It would consist in the physical preparation and opening of the exhibition, and especially in promotional activities related to the promotion of the exhibition and the cultural identity of the region.

Durability of the project:

The sustainability of the project would consist in systematically enriching the Museum's offer and directing subsequent thematic and event exhibitions.

The Interactive Museum not only because of the introduction of reliable and durable technologies for depicting historical events, but also because of its dynamics of enlarging and directing traffic to a new and existing client.

9 Threats in the project.

Threats in the project may be primarily:

Too little interest among residents.

Corrective action:

Motivators for residents will be included in the walks in such a way as to encourage them to participate. For example: bread tastings in local bakeries and coffee tastings and participation in candy workshops.

Too poor promotion of the event

Corrective action:

- Building relationships with potential participants at least 1 month before the event.
- Increasing the size of the advertising budget for this event in Social Media and Radio
- Introduction of competitions to increase interest in the event.

Project Title No. 15

Organization of live walks with a guide around Malbork

Project Type PROMOTION OF CULTURAL HERITAGE THROUGH TOURISM

1 Target financing: Draft budget

Investment amount: 30 000 zł

2 Investment readiness

Low / Medium / High

	1	2	3	4	5	6	7	8	9	10
	x	x	x							

3 Organizer / Responsibility
PTTK / NGO

4 Commercialization level

Low / Medium / High										
1	2	3	4	5	6	7	8	9	10	
x	x	x								

5 External support
Malbork City Hall

6 To Whom is the design flashcard addressed:
Fizyka is mainly directed by the inhabitants of Malbork. The aim of the project is to strengthen the local identity of the inhabitants and show Malbork from a different perspective.
The project is addressed to: Residents of Malbork.

7 Duration of the project:
The project will last about 8 weeks; broken down by session. Annual project.
Start and end date of the project:
Start: 2023/2025

8 Description of the project and activities.
Continuation of guided walks organized in Malbork, evolving towards "meetings with people of culture, art, entrepreneurs".
The project aims, among other things, to build bonds between residents and is to influence the building of social relations, as well as on unification and integration.
During these walks, residents will not only meet local entrepreneurs, but also people of culture and art. The walk would consist in walking a marked route with designated

parking points, where thematic mini events could flourish in a small group of interlocutors. Such walks were more intimate and referred to the ideology of SLOW LIFE.

Mixed transport – During the walks it will be possible to mix means of transport using the possibilities of ecological urban logistics:

- Use of Kayaks / Dragon Gondolas / Benefits of the NOGAT River
- Use of Bicycles
- Transport by bicycle taxis
- Transport using Electric tourist vehicles (e.g. melex 12 passenger).

The project will be addressed to the residents of Malbork and will be self-financing. Those willing to take part in walking groups with a guide will apply for 8 selected dates, on Saturday late afternoons. To begin with, 8 meeting dates are planned, if the project after 1 throw is accepted. The management group will decide to run additional deadlines with group records.

9 Threats in the project.

Threats in the project may be primarily:

Too little interest among residents.

Corrective action:

Motivators for residents will be included in the walks in such a way as to encourage them to participate. For example: bread tastings in local bakeries and coffee tastings and participation in candy workshops.

Too poor promotion of the event

Corrective action:

- Building relationships with potential participants at least 1 month before the event.
- Increasing the size of the advertising budget for this event in Social Media and Radio
- Introduction of competitions to increase interest in the event.

Project Title No. 16

Creation and exhibition of monographs of the history of Malbork

Project Type PROMOTION OF CULTURAL HERITAGE

Target financing:

Draft budget

1

Investment amount:

350 000 zł

2 Investment readiness

Niski / Średni / Wysoki

1	2	3	4	5	6	7	8	9	10
x	x	x	x	x					

3 Organizer / Responsibility

Museum of the City of Malbork

4 Commercialization level

Low / Medium / High

1	2	3	4	5	6	7	8	9	10
x	x								

5 External support

Malbork City Hall

6 To Whom is the design flashcard addressed:

The flashcard is mainly addressed to people associated with teaching history and to historians, as well as fans of Malbork.

The main task of the Malbork Monograph will be to organize historical knowledge into one document, which will be a reference point for other historical publications.

Such activities intensively affect the perception of Malbork and in the long run will affect the better image of the City and its competitiveness.

The project is addressed to: Tourists and Residents with a significant emphasis on the Tourist.

7 Project duration:

The project will last about 2 years

Start and end date of the project:

Start: 06.2023 – End: 06.2025

8 Description of the project and activities.

The project will consist in creating a monograph of the history of Malbork. The operational activities of the project consist in gathering a team of scientists who will be motivated to present a monograph of the history of Malbork, including editing it and publishing it as a professional scientific publication. The project directly affects the strengthening of local identity by providing the inhabitants of Malbork, as well as a wider group, with a professional and uniform scientific publication showing the history of Malbork and the surrounding area.

9 Threats in the project.

Threats in the project may be primarily:

Delays in work by scientists

Corrective action:

Systematic control over the progress of work.

Too weak promotion of publications after making available to users

Corrective action:

Building ties with interested parties at the stage of creating a monograph by animating and maintaining relations with interested parties.

Project Title No. 17

Cluster of Entrepreneurs by the power of Malbork

Project Type PROMOTION OF CULTURAL HERITAGE BY ENTREPRENEURS

1 Target financing: Self-financing project

Investment amount: 10 000 zł

2 Investment readiness

Low / Medium / High



	1	2	3	4	5	6	7	8	9	10
	x	x	x							

3 Organizer / Responsibility

Centre for Culture and Education Latin School

4 Commercialization level

Low / Medium / High /

	1	2	3	4	5	6	7	8	9	10
	x	x	x	x						

5 External support

Malbork City Hall

6 To Whom is the design flashcard addressed:

The main recipient of the project will be Local Entrepreneurs

7 Duration of the project:

The project will last for 12 months
With the possibility of repetition in a year.

Start and end date of the project:

Start: 09.2024 – the project is continuous

8 Description of the project and activities.

The aim of the Project is to strengthen local entrepreneurs by promoting their activities.

The project will focus on the implementation of activities strengthening entrepreneurs through broadly understood marketing activities.

The assumptions of the project are to group entrepreneurs into local clusters, whose task will be to solve entrepreneurs' problems:

Scientific Cluster – promotion of meetings with scientists and specialists supporting specific fields and processes in companies.

Sales Cluster – Trips to national fairs under the common banner of Klaster Przedsiębiorców Malbork

Effective Personnel Cluster – At this point, entrepreneurs together with the City will take action to improve the availability of highly qualified staff tailored to the needs of the labor market in Malbork.

The aim of the project is to unite as many entrepreneurs as possible and to introduce educational activities in the field of promoting their products on the Internet. There should be a permanent database of entrepreneurs who have kept their companies on the market for more than 5 years. All messages and activities carried out by the Cluster of Entrepreneurs should reach Entrepreneurs entered in the database in order to maintain two-way communication.

9 Threats in the project.

Threats in the project may be primarily:

Too little activity of entrepreneurs in Malbork

Corrective actions:

- Introduction of activities increasing the dialogue between entrepreneurs and the City
- Bolding the benefits resulting from the participation of Entrepreneurs in the cluster.
- Meeting with CEOs and owners of local companies to strengthen the message and benefits of participation in the Cluster

Project Title No. 18

Culture Empowering Artists

Project Type **PROMOTION OF CULTURAL HERITAGE**

Target financing:

Self-financing project

1

Investment amount:

20 000 zł

2 Investment readiness										
Low / Medium / High										
1	2	3	4	5	6	7	8	9	10	
x	x	x								

3 Organizer / Responsibility										
Centre for Culture and Education Latin School										

4 Commercialization level										
Low / Medium / High /										
1	2	3	4	5	6	7	8	9	10	
x	x	x	x	x	x					

5 External support										
Malbork City Hall										

6 To Whom is the design flashcard addressed:										
The main recipient of the project will be Local Artists Residents of Malbork and the surrounding area.										

7 Duration of the project:										
The project will last for 12 months With the possibility of repetition in a year.										
Start and end date of the project:										
Start: 03.2024 – the project is continuous										

8 Description of the project and activities.										
--	--	--	--	--	--	--	--	--	--	--

The aim of the Project is to empower local artists by promoting their works and helping them sell.

The project is very similar to the creation of the Internet and Stationary Art Gallery in Malbork dealing with the promotion of local artists from the region or those who fit into the historical theme of Malbork.

The project has been staged:

Stage 1.

At this point, you should search for artists interested in participating in the project and prepare a comprehensive promotion plan for them.

The promotion plan should include:

- Training showing how to display your products.
- Preparation of a photo session of products and the artist
- Placing this on the dedicated website of the Art Gallery

Then, the Products with the description are to be connected, for example, to one of the portals that allow you to sell via the Internet (e.g. 1koszyk.pl)

Stage 2.

Start of sales and promotion of individual artists. At this stage, it is very important to prepare promotional activities and Internet events that will be carried out to strengthen sales.

- Preparation of Media Plan
- Preparation of Internet events
- Preparation of stationary events

The Latin School, as an organizer, has the task of collecting commissions on the sale of products in order to collect funds for statutory purposes and further advertising and activity of this project.

9 Threats in the project.

Threats in the project may be primarily:

Too few artists worth recommending and promoting

Corrective actions:

- Introduction of a category of artists from all over the Polish who are willing to cooperate with the Malbork Art Gallery in specific categories that are thematically related to Malbork.

Too poor promotion

Corrective Actions:

- Involvement of residents in promotion
- Involvement of consultants involved in promotion in the circles of art connoisseurs (Antique shops, etc.)
- Involvement of artistic faculties at universities, the so-called .ASP. To support with your experience in the promotion of the Art Gallery.

Project Title No. 19

Element of Tradition

Project Type **PROMOTION OF CULTURAL HERITAGE**

1 Target financing: **Self-financing project**

Investment amount: **50 000 zł**

2 Investment Readiness

Low / Medium / High									
1	2	3	4	5	6	7	8	9	10
x	x	x							

3 Organizer / Responsibility

Malbork City Hall

4 Commercialization level

Low / Medium / High /									
1	2	3	4	5	6	7	8	9	10
x	x	x							

5 External support

Cultural Institutions in Malbork

6 To Whom is the design flashcard addressed:

The main recipient of the project will be Tourists, who are to distinguish the City by introducing an element of Tradition very characteristic.

Indirect recipients will be residents who will be involved in the project of inventing an element of tradition for Malbork.

7 Duration of the project:

**The project will last for 12 months
With the possibility of repetition in a year.**

Start and end date of the project:

**Start: Stage 1. 04.2024 - 06.2024
Stage 2. Permanent introduction to the calendar**

8 Description of the project and activities.

The aim of the Project will be to create an element of Malbork's tradition by the Residents, thanks to which Malbork will gain greater tourist recognition.

E.g.: Poznań Koziółki, Wrocław – Krasnale, Kraków Hejnał.

The project has been staged:

Stage 1.

Involvement of residents to invent the Element of Tradition. Here, the task should be carried out simultaneously through many channels:

- Social Media
- A short survey on the website of the City Hall of the Promotion Department.
- Radio Debate and Live Broadcast with Phone Calls from Residents on the Theme of the Element of Tradition
- Directing questions to entrepreneurs and their employees.

Stage 2.

Preparation and Introduction of the Element of Tradition to the Malbork Calendar.

Important:

The Element of Tradition should be characterized by the following issues due to service and cost.

- The human factor should be replaceable (e.g.: Substitute for bugle call in Krakow)
- Elements of Remuneration – Individual employees for performing the work of the Element of Tradition.

Such an example of an event could be:

- King Polish Władysław II Jagiełło to the balcony of the Malbork City Hall and wave to visitors every day 3 times a day 9:00 – 12:00 – 15:00. An actor should have an outfit and a crown adequate to the era.

Additional action:

There will be the introduction of vending machines or licensed products of Malbork promotion for sale in the Stores.

Products typically strengthening the position of Malbork and serving as a tourist gadget. E.g.: T-shirts, Marian figurines, Books about Malbork, Tourist Guides, Mugs with Malbork print.

9 Threats in the project.

Threats in the project may be primarily:

- Too little involvement of residents in participation in the project.
- Launch of project promotion in advance
- Introduction of motivators for residents and broadly understood incentives.
- Too much reluctance among residents in the choice of the Cultural Element

Corrective actions:

- Introduction of permanent communication with residents during stage 1.
- Involvement of residents in the selection of the element of tradition through voting.

Project Title No. 20

Residents Discussion Platform

Project Type PROMOTION OF CULTURAL HERITAGE

1 Target financing: Self-financing project

Investment amount: 5 000 zł

2 Investment readiness

Low / Medium / High

	1	2	3	4	5	6	7	8	9	10
	x	x	x	x						

3 Organizer / Responsibility
Malbork City Hall

4 Commercialization level									
Low / Medium / High /									
1	2	3	4	5	6	7	8	9	10
x									

5 External support
Cultural Institutions in Malbork

6 To Whom is the design flashcard addressed:
The main recipient of the project will be residents, whose action is to strengthen the tourist image of Malbork.

7 Duration of the project:
The project will last for 4 months
Start and end date of the project:
Start: 03.2024 - 06.2024

8 Description of the project and activities.
<p>The aim of the Project is to invite residents to discuss important issues about Malbork. The creation of the Malbork Discussion Platform is aimed at greater involvement of residents in the discussion on issues important in Malbork.</p> <p>The project can take place partially anonymously:</p> <p>At the beginning, an Electronic and Traditional Mailbox will be prepared, for which residents will prepare topics that they think are worth raising during the panel.</p> <p>Residents will then be invited to the Discussion Panel in Several Thematic Areas:</p>

The discussion will take place in accordance with the principles of COVID's security policy. Specialists and residents will be invited to the panel and will discuss the topic. The discussion can also take place using the Internet and platforms for conducting such events on-line, where questions from residents can reach the Hosts via chat.

9 Threats in the project.

Threats in the project may be primarily:

- Too little involvement of residents in participation in the project.
- Launch of project promotion in advance
- Introduction of motivators for the most active residents and for taking up interesting topics for discussion.

Project Title No. 21

Residents Promote their Malbork.

Project Type PROMOTION OF CULTURAL HERITAGE

1 Target financing: Self-financing project

Investment amount: 5 000 zł

2 Investment readiness

Low / Medium / High										
1	2	3	4	5	6	7	8	9	10	
x	x	x	x	x						

3 Organizer / Responsibility

Malbork City Hall

4 Commercialization level

Low / Medium / High /										
1	2	3	4	5	6	7	8	9	10	
x	x	x	x	x	x					

5 External support

Cultural Institutions in Malbork/ NGO

6 To Whom is the design flashcard addressed:

The main recipient of the project will be residents, whose action is to strengthen the tourist image of Malbork.

7 Duration of the project:

The project will last for 12 months.

Repeatable.

Start and end date of the project:

Start: 02.2024 - 01.2025

8 Description of the project and activities.

The aim of the Project is to empower residents to strengthen the promotion of Malbork using Social Media. (Facebook, Instagram, Tik Tok, Youtube, etc.)

This is a very innovative project in which it is to involve all residents who have any account on one of the social media channels to place an entry promoting Malbork.

Everything, of course, must be prepared for the action described in the strategy. This activity is a Designed Social Campaign with tips for Residents.

Stage 1.

Preparation of the marketing strategy of the event along with a media plan and sample instructions. Including the ability to track Residents' Posts on Social Media via #

In this document, Malbork products that are worth promoting must be indicated and described.

An important element is the preparation of an instructional video on how to properly participate in this event.

An important element is also the start time of the first entries.

Stage 2.

Launching the first elements of the strategy involving various groups of Residents and Thematic issues that are worth promoting in Malbork.

Residents should receive hints on what to promote, so that it does not turn out that everyone will make an entry about the MALBORK CASTLE.

The project should assume the creation of active and moderated groups that will receive basic training in Social Media and will take part in workshops on creating great entries about the City of Malbork. The second group will be residents who will be called, for example, to actions entitled: Write today on your profile what you are proud of in Malbork. So these would be simple instructions for the others.

The commercialization of this project will be based mainly on the overall tone and positioning of social media on the Internet.

9 Threats in the project.

Threats in the project may be primarily:

- Little control on the quality of Residents' entries
 - Launch of educational materials about the project earlier
 - Launch of short courses in social media, how to make an exciting post on your social media channel.
 - Promoting the policy of equal opportunities and social correctness in social media.
- STOP THE HATERS.