

**STRATEGIC PLANNING
WORKSHOP**

**MARCH 10-12, 1997
KUTNO, POLAND**

Prepared for



East European Regional Housing Sector Assistance Project
Project 180-0034
U.S. Agency for International Development, ENI/EEUD/UDH
Contract No. EPE-C-00-95-001100-00, RFS No. 607

Prepared by

Kathy Alison
Training Resources Group

under subcontract to

The Urban Institute



THE URBAN INSTITUTE

2100 M Street, NW
Washington, DC 20037
(202) 833-7200
www.urban.org

March 1997
UI Project 06610-607

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STRATEGIC PLANNING WORKSHOP

**MARCH 10-12, 1997
KUTNO, POLAND**

BACKGROUND

A Strategic Planning Workshop for the Kutno Agro-Industrial Park was held March 10-12, 1997 in Kutno, Poland. The workshop was funded by the U.S. Agency for International Development as part of the Local Government Partnership Program (LGPP) being implemented by the Urban Institute. Kutno is one of the 8 partner cities in Poland's pilot LGPP and is working on the development of an economic development strategy.

As part of their economic development strategy, Kutno is developing a section of land on the outskirts of town into an Agro-Industrial Park. The Kutno Agro-Industrial Park consists of approximately 230 ha. of land, owned primarily by the city, that is available to investors for business development. The overall objective of the park is to create new jobs for the citizens of Kutno. KPAP is the cornerstone of Kutno's economic development plan and the beginning of Kutno's public participation efforts.

The mayor and task force requested the LGPP to design and facilitate a 3-day strategic planning workshop to further the development of KPAP. The objectives of the workshop were to:

- ! Develop a detailed action plan, including next steps, responsibilities, and timelines, to implement the Kutno Agro-Industrial Park Project (KPAP) over the next 6-8 months and agree on how the plan will be modified in the future.
- ! Clarify the roles and responsibilities of the mayor, task force, RDA and BSS, and the project operator in implementing KPAP.
- ! Discuss expectations and agree on how information will be shared and decisions made about KPAP.

Seventeen individuals who are members of the KPAP Task Force participated in the 3-day workshop. The task force is composed of :

- The mayor (president) of the City Board
- Public sector employees of City Hall
- A senior representative of the City Board
- President of the Regional Chamber of Commerce
- Chairman of the Board of the Association of Kutno Region Communes (gmina's)
- Vice President of the Zasada Company

See Attachment 1, List of Participants.

The Kutno strategic planning workshop was designed and facilitated by Kathy Alison, Senior Management Consultant from Training Resources Group in Alexandria, Virginia. Blaine Liner, Director of the State Policy Center of Urban Institute in Washington D.C. delivered technical sessions on economic development in Kutno. The mayor of Kutno, Krzysztof Debich, discussed the history of KPAP and provided an update on the investors who are currently interested in KPAP as a possible site for locating a business enterprise. Elzbieta Syrda, President of American Systems of Marketing in Kutno, compiled and provided background information on the Kutno region, levels of foreign investment in Poland and Kutno, and a review of all the data that has been compiled to date on the KPAP activity in Kutno. Hanna Ruszczyk, Deputy Director of the Citizens Democracy Corps, also participated in the workshop as an outside resource. Barbara Prag, Peace Corps Business Advisor to Kutno, coordinated the workshop.

Prior to the workshop, the facilitator interviewed 12 of the participants about their expectations for the workshop. The mayor and members of the task force who were interviewed identified several major products they wanted to develop during the workshop, including:

- A detailed action plan to realistically develop a feasibility study for KPAP
- A list of criteria for and roles and responsibilities of the project operator
- Next steps in the development of the business and promotion plan for the Park
- Plans for a public participation program that would increase public awareness and participation of the general public in the development of the park

Other themes identified during the pre-workshop interviews included:

- Legal Framework for the park
 - Responsibilities of the city
 - Responsibilities of investor
- Roles/Responsibilities of Task Force and Chair and Project Operator
- Roles/Responsibilities of RDA & BSS
- Decision Making and Information Sharing
- Resources (Money)

The workshop was designed based on the results of the interviews. The design included working sessions to design detailed plans for three activities:

- The physical development of KPAP;
- The promotion of the park to potential investors; and
- Plan to inform and involve the local citizens in the development of the park.



Participants also clearly defined criteria for the selection of the project operator as well as the roles and responsibilities of the operator and how the project operator's work would be monitored. In addition, the group agreed on timing of task force meetings and ways to share information. Their next steps are to present the strategic action plan to the city board and to draft the contract between the city and RDA to act as project operator.

The workshop evaluation results were positive. The participants particularly liked the opportunity to work together in small groups to develop a detailed action plan and to discuss all of the issues related to the economic development of the park. They are particularly concerned about financing of KPAP, public involvement, implementation, and the big role and responsibility of the project operator in carrying out the plan.

DETAILED WORKSHOP DESIGN

See Attachment 2, Workshop Agenda

Day 1, March 10, 1997

The morning session included introductions, an icebreaker, a review of the critical issues identified in the interviews, the role of the outside resources and facilitator, and guidelines for working together.

Major Themes

- Feasibility study - how and who and what happens next
- Project Operator for KPAP
- Land Acquisition / Land Fees
- Prospectus / Marketing Plan
- Legal Framework
 - Responsibilities of the city
 - Responsibilities of investor
- Roles/Responsibilities of Task Force, Chair and Project Operator
- Roles/Responsibilities of RDA & BSS
- Decision Making and Information Sharing
- Public Awareness / Public Participation
- Money / funding for project

Role of External Resources

- Offer technical input, advice and expertise
- Listen and ask clarifying questions during discussions

- Help group think creatively, identify new options
- Provide brief examples of how techniques worked in other places, if appropriate

Role of the Facilitator

- Clarifies objectives of workshop / develops agenda based on input from participants
- Designs interactive sessions
- Encourages participation
- Manages the workshop, makes sure there is time for presentations, discussions, and questions
- Manages time/ brings discussions to closure
- Makes sure key agreements are reached, summarized and clarified

Guidelines for Working Together

- Actively Participate in all workshop sessions
- Listen to each other - Keep side conversations to a minimum
- Value the opinions of others
- Keep comments short and focused - Share discussion time with others
- Start & end on time
- Dress Casually /Be Comfortable

Following a break, Mayor Debich presented the history and current status of KPAP. (See Attachment 3 for presentation.) Elzbieta Syrda then presented background information on the Kutno region and levels of foreign investment in Poland and Kutno. Mrs. Syrda provided a document detailing her research to each of the participants.

Participants asked clarifying questions and offered comments following each presentation.

Following lunch, Blaine Liner introduced the KPAP SWOT (strengths, weaknesses, opportunities and threats), part of the economic development module designed by the LGPP team. He then had the group identify Kutno's problems, needs, assets and opportunities related to the KPAP. The group developed the following matrix.



KPAP SWOT

PROBLEMS

Understanding and acceptance of the KPAP strategy by the community; public participation in the strategy (political aspects)
Bureaucracy, legal regulations
Infrastructure in the park
No experience
Unidentified sources of financing
Unfinished land purchasing
Feasibility study
Methods of attracting investors
Marketing strategy for KPAP
Modernization of agriculture
High unemployment among people with low education

NEEDS

Detailed action plan
Financing
Investors
Feasibility study
Local physical development plan
Identification of project operator
Setting of principles (responsibilities, authority)
Promotion of KPAP
Training of workers for future companies
Need for public consultation and approval

ASSETS

Considerable amount of land already purchased
Availability of infrastructure
Location -center of Poland center of Europe
Strong task force
Goodwill of local authorities
Cheap labor
Existence of local business
Involvement of USAID
Agricultural environment
Availability of cheap and long-term loans – credit-worthiness and credibility of gmina

OPPORTUNITIES

Processing own produce
Emergence of strong leadership
Development of various industries and services
Creation of a strong national distribution center
Economic growth in the region
Integration of public and private sector
Changes in people's mentality

Following discussion of the SWOT, the group developed a vision for the future of the park. Two groups were given the following task:

Kutno's successful agro-industrial park is featured in a special insert in **RZECZPOSPOLITA**. The date is March 10, 2005. Create the front page with headlines announcing KPAP's major success and accompanying sub-headlines announcing some specific achievements.

Before the workshop was adjourned, Kathy Alison reviewed the day and gave an overview of Tuesday's agenda.





Day 2, March 11, 1997

Tuesday morning opened with a presentation by Elzbieta Syrda, AMS, on all of the data that has been compiled to date on the KPAP activity in Kutno. Mrs. Syrda provided a document detailing her research to each of the participants.

Blaine Liner then explained the elements of the KPAP feasibility study that would have to be done. The group then discussed the purpose of a feasibility study and agreed on the following:

- ! **WHO** is the feasibility study for
 - For us
 - For the banks
 - For potential investors

- ! **WHY** do we need it
 - To use with potential partners
 - If more money is needed
 - Provides a systematic concept

- ! **WHEN** will we need it
 - Now
 - Always (will require constant updating)

- ! **WHAT** will it contain
 - Management
 - Marketing
 - Promotion
 - Linkage analysis
 - Spatial development plan

The group spent the remainder of the day working in two small groups, developing action plans for the physical component of the KPAP as well as the development of a business plan. (See the next 2 pages for the detailed action plans.)

Feasibility Study Action Plan - KPAP Physical Development Plan

Item	Specific tasks	Who will play the lead role?	Additional resources required	Next steps	Timing	Monitoring
1. Create assumptions	Create assumptions to be used for the KPAP	Urban Institute + task force	Urban Institute	UI will organize for a consultant to come as soon as possible	in a week's time - at the latest by the end of March date will be known for the consultant's arrival	next working meeting
2. Creating KPAP concept plan	Creating KPAP concept plan	City Hall, Architecture Dept. - Elzbieta Wojciechowska	Urban Institute - land use planning consultant	Development of plan and acceptance by task force	as soon as possible	next working meeting
3. Rough cost estimate	Preparation of rough cost estimate for KPAP	City Hall Investment Dept. + Grazyna Groblewska, BSS		Acceptance by the task force	one week after the concept plan has been formulated	
4. Marketing plan	Implementation of the marketing plan by appropriate organizations (cf. Marketing plan)	ARRK, City Hall, City Council, Regional Chamber of Commerce	cf. marketing plan	cf. marketing plan	cf. marketing plan	cf. marketing plan
5. Sources of financing	Define what sources of financing are available for KPAP construction (infrastructure & for potential investors)	City Hall + operator	Urban Institute - Hania Ruszczyk	Contact with sources of finance	ongoing	presentation at task force meetings
6. Technical design	Preparation of technical blue-prints for various elements of infrastructure	Operator + City Hall	Investment Dept. prepares geological surveys, water analysis, etc.		September	presentation at task force meeting
7. Business plan	Preparation of business plan based on 1-5	Operator + ASM	Urban Institute - business, planning and industrial park consultants	1. Acceptance of business plan by task force 2. Continuous updating by the operator	end of July	City Hall
8. Staging and implementation	Starting infrastructure construction	City Hall + Operator	External contractors		to be determined	

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Feasibility Study Action Plan - KPAP Marketing Plan

Item	Specific tasks	Who will play the lead role?	Additional resources required	Next steps	Timing	Monitoring
1. Development of marketing strategy	Marketing analysis & plan + linkage analysis	ASM: Elzbieta Syrda	Market research carried out by ASM Information provided by ARRK	President receives permission from City Council Employment of a local marketing company	10.05 - 15.06 (utilizing information from land survey and map)	Presentation of plan at June meeting of task force
2. Public relations	- image of the city - everybody acts as an ambassador of the city - contacts with the media	City Hall / President	Urban Institute - Public Relations Consultant in conjunction with a local company	Comprehensive package of information about KPAP to be formulated	by 05.04	at next meeting (after 05.04)
3. Direct sales	- external contacts in Poland - external contacts outside Poland	Operator	support by external consultants	- direct contact with potential investors - updating database of investors	ongoing	
4. Direct Marketing	- promotional materials - CD ROM - promotional video - Internet page	ARRK (RDA)	Utilizing the information available in the Chamber of Commerce and RDA	- formulation of materials - finding a contractor - updating of information	two months - by the end of May	
5. Sales promotion	- Incentives - Tax breaks	BSS	City Council Policy (its approval)	- preparation of the tax break strategy - approval of the City Council	to be determined	
6. Trade fairs/ exhibitions	- promotion of the city - promotion of the project	City Hall + RDA		Schedule of possible participation in Polish trade fairs	by the end of June	
7. Newspapers	- Advertising - Announcements	Advertising Agency in Kutno, Spokesperson	- Current information - Assistant to the President - Spokesperson	Ongoing activities	ongoing	
8. Promotion in the city	- In KPAP - Railway station - Main highway - Center of Kutno	Advertising Agency in Kutno Supervision: RDA		- inventory of resources - selection of a contractor - reservation and purchase of land	two months - end of May	

Day 3, March 12, 1997

The final day of the workshop began with a quick overview of the day. Participants then divided into two groups, one to develop the public participation plan for KPAP and the other to discuss the Project Operator position.

Following a coffee break, the groups reported back in plenary. **Group 1** provided the following report on the project operator position.

Project Operator**! Task**

- Define criteria for selection
- Define lines of authority
- Define roles/responsibilities
- Define how project operator will be monitored

! Criteria of Selection of the Operator

- Independence
- Goodwill
- Professional personnel
- Knowledge of local issues
- Accepted by the public
- Knowledge of economic issues
- Interpersonal skills
- Involvement and dynamism of activity
- Financial independence
- Efficient management
- Experienced in project management

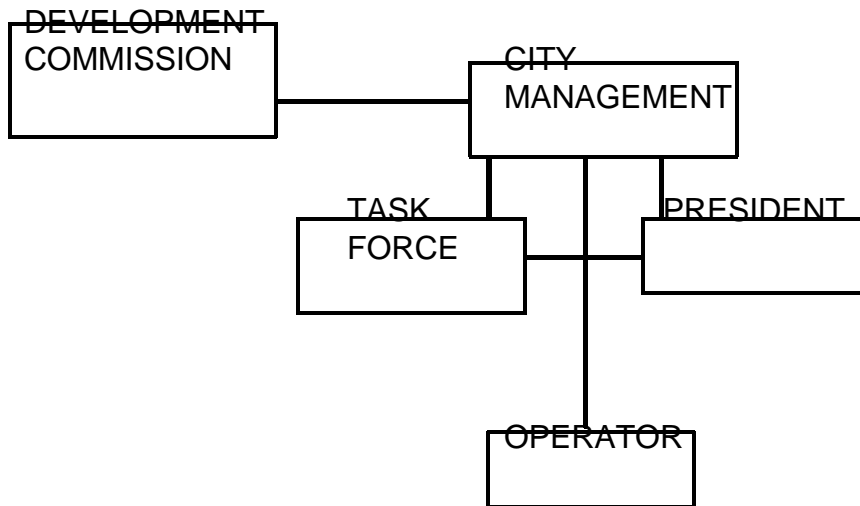
! Role/Responsibilities

- Coordination of the teamwork
- External contacts
- Ensuring development of feasibility study
- Implementation of the marketing plan
- Preparation of investments
- Implementation of investments
- Looking for sources of financing
- Preparation of principles of land transfer to investors
- Definition of the principles of cooperation with SZC S.A.



- Servicing potential investors
- Creating jobs

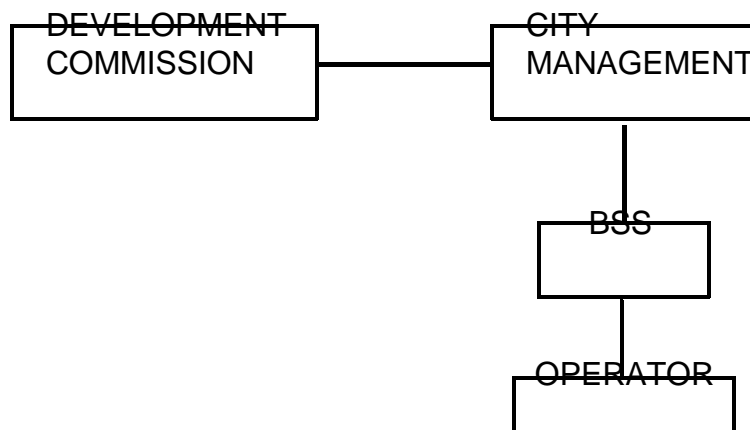
Lines of Authority



- The Operator is responsible for implementation.
- The Operator reports to the City Management.
- The Task Force will become more of an advisory body in the future, as the Project Operator takes over implementation of KPAP.

Monitoring

Purpose of performance monitoring is to continually improve the performance of the Project Operator.



Definition of roles / responsibilities of BSS in monitoring the implementation of KPAP timetable and objectives

BSS will:

- Monitor tasks, deliverables, timelines
- Monitor contract as part of the President's Office
- Serve as conduit to President
- Forward information to president (mayor) and task force for review
- Be objective

BSS has no control over the Project Operator

Individual City Departments will monitor their contracts for infrastructure development

Quality: Role of the President, City Council and Task Force will be to evaluate the quality of what is produced by the Project Operator.

Group 2 reported on their proposed plan for public participation that was discussed and agreed to by the group.



Public Participation Plan

Item	Specific Tasks	Who will take the Lead Role	Additional Resources Required	Next Step	Timeline	Monitoring Plan
1. Division of Kutno and the neighboring region into different interest groups	- selection of criteria	City Hall	information about marketing agencies and firms	- selection of a contractor - selection of decision making group	April 15, 1997	presentation of next stages
2. Preparation of information about KPAP emphasizing benefits for each group	- adjustment of information to the expectations of specific groups	Marketing firm	opinion polls and survey	- conducting opinion polls in individual groups	by April 30	reports by stages
3. Definition of a local system of distribution of KPAP information	- selection of methods and forms for specific segments	Marketing firm City Hall	USAID City Council Commissions		May 1-7	report
4. Checking the effects and the degree of public involvement in KPAP project	- survey program development	Marketing firm	opinions of organized groups	- signing contract with a marketing company - conducting the survey	end of May depending on the above surveys	

The last session of the workshop focused on expectations for working together. During a plenary session, the group agreed on the following.

KPAP Task Force Meetings. The Task Force will meet every 2 weeks — next meeting: *March 18, 10am City Hall 312*

Agenda for the Next Meeting

- ! Prepare presentation on results of workshop for the City Board and distribute information in advance (this presentation can be used with other groups as well)
- ! Review the contract between the City and RDA (Marek will draft in advance)
- ! Review Action plan developed during workshop
- ! Review assumptions for KPAP
- ! Select target groups for public participation

Mayor will continue to chair the Task Force. Grazyna Groblewska (BSS) will be deputy chair. BSS will be secretary – keep minutes of the meetings, including action items and distribute to members. BSS staff will rotate taking minutes.

Sharing information. BSS will be clearinghouse for KPAP material in the City Hall. RDA will also have copies of all KPAP material at their office.

The project operator will prepare a short (1-2 pages) written report every month for the task force and city board, highlighting achievements and issues that need to be addressed.

- ! Successes include types and numbers of new jobs being created, do they pay well, was investment worthwhile, names and types of investors who contacted operator in last month, what new investors have been contacted.
- ! Issues such as timely decisions from city board or task force, legal questions, contracting issues, slipping timelines should also be highlighted.

The operator and others will give short oral reports on KPAP activities at each task force meeting.

Individuals who are doing a task related to KPAP will decide if the material should be distributed to the task force in advance of the discussion, in conjunction with the Chair or the Deputy.



Should the operator be a member of the Task Force? NO, RDA will not be a member.

- Protects integrity of the operator
- Protects against conflict of interest charges

Next Steps

- ! President and Task Force will present the entire strategic plan to the Executive Board of the City next Thursday, March 20, 1997.
- ! Marek will prepare draft contract between the City and RDA by next Tuesday, March 18 for discussion at March 20 meeting.

Prior to closing the workshop, participants completed an evaluation form. The results of the evaluation are found in Attachment 4.

ATTACHMENT 1

LIST OF PARTICIPANTS

Grazyna Gola-Groblewska
Inspektor
Biuro Studiow Strategicznych
U.M. w Kutnie
Pl. Pilsudskiego 18
99-300 Kutno
tel. (48-24) 54-26-44
fax. (48-24) 54-28-36
email: urzkutno@plocman.pl

Boguslaw Szubert
Kierownik
Biuro Studiow Strategicznych
U.M. w Kutnie
Pl. Pilsudskiego 18
99-300 Kutno
tel. (48-24) 54-26-44
fax. (48-24) 54-28-36
email: urzkutno@plocman.pl

Joanna Brylska
Inspektor
Biuro Studiow Strategicznych
U.M. w Kutnie
Pl. Pilsudskiego 18
99-300 Kutno
tel. (48-24) 54-26-44
fax. (48-24) 54-28-36
email: urzkutno@plocman.pl

Aleksandra Bielecka
Inspektor
Biuro Studiow Strategicznych
U.M. w Kutnie
Pl. Pilsudskiego 18
99-300 Kutno
tel. (48-24) 54-26-44
fax. (48-24) 54-28-36
email: urzkutno@plocman.pl

Marek Rutowicz
Prezes
Zarzadu
ARRK S.A.
ul. Wyszynskiego 11
99-300 Kutno
tel. (48-24) 54-29-51
fax. (48-24) 53-75-94

Radoslaw Charazka,
Wiceprezes, Zarzad
ARRK S.A.
ul. Wyszynskiego 11
99-300 Kutno
tel. (48-24) 54-29-51
fax. (48-24) 53-75-94

Ireneusz Groblewski
Prezes R.I.G.
Zarzad
P.W. "Urbud"
ul. Woj. Polskiego 10a
99-300 Kutno
tel. (48-24) 53-39-92
fax. (48-24) 53-63-18

Maciej Dercz
Przewodniczacy
Zwiazku
Gmin Regionu Kutnowskiego
Z.G.R.K.
Pl. Pilsudskiego 18
99-300 Kutno
tel. (48-24) 54-22-05
fax. (48-24) 54-22-05



Piotr Benedykciński
Pełnomocnik Zarządu Miasta d/s KPAP
U.M. w Kutnie
Pl. Piłsudskiego 18
99-300 Kutno
tel. 54-70-60, 54-76-33
fax. 54-28-36

Zbigniew Burzyński
Zastępca Prezydenta
Zarząd Miasta Kutna
U.M. w Kutnie
Pl. Piłsudskiego 18
99-300 Kutno
tel. (48-24) 54-26-02
fax. (48-24) 54-24-93

Małgorzata Ekstowicz
Asystent Prezydenta
U.M. w Kutnie
Pl. Piłsudskiego 18
99-300 Kutno
tel. (48-24) 54-24-93
fax. (48-24) 54-24-93

Krzysztof Debich
Prezydent
Zarząd Miasta Kutna
U.M. w Kutnie
Pl. Piłsudskiego 18
99-300 Kutno
tel. (48-24) 54-24-17
fax. (48-24) 54-24-93
email: urzkutno@plocman.pl

Wiesława Wiktorczyk
Kierownik
Gospodarki Gruntami i Rolnictwa
U.M. w Kutnie
Pl. Piłsudskiego 18
99-300 Kutno
tel. (48-24) 54-70-60
fax. (48-24) 54-28-36

Elżbieta Wojciechowska
Kierownik
Urbanistyki i Architektury
U.M. w Kutnie
Pl. Piłsudskiego 18
99-300 Kutno
tel. (48-24) 53-38-85
fax. (48-24) 54-24-93

Wiesława Adamczyk
Kierownik
Finansów i Budgetu
U.M. w Kutnie Pl. Piłsudskiego 18
99-300 Kutno
tel. (48-24) 54-24-30
fax. (48-24) 54-28-36

Marcin Zoll
Wiceprezes
Zarząd
Sobiesław Zasada Centrum S.A.
ul. Omulewska 27
04-128 Warszawa
tel. (48-22) 610-90-00

Hanna Ruszczyk
Deputy Director
C.D.C.
ul. Koszykowa, 60/62 m10
Warszawa
tel. (48-22) 625-7085
fax. (48-22) 625-7062
email: CDC@ikp.atm.com.pl

Barbara Prag
Peace Corps Business Advisor
Biuro Studiow Strategicznych
U.M. w Kutnie Pl. Pilsudskiego 18
99-300 Kutno
tel. (48-24) 54-26-44
fax. (48-24) 54-28-36
email: urzkutno@plocman.pl.
US address: 52 Oakland Ave.
Rockaway, NJ 07866
ph. (001-201) 627-0377
email: djprag@juno.com

Elzbieta Syrda
President
American Systems of Marketing
ul. Wyszynskiego 11
99-300 Kutno
tel. (48-24) 54-44-51
fax. (48-24) 54-44-30

Kathy Alison
Senior Management Consultant/Trainer
Training Resources Group
909 N. Washington Street, Suite 305
Alexandria, VA 22314 USA
tel. (001-703) 548-3535
fax. (001-703) 836-2415
email:
Kathy_Alison@trg.CCMAIL.CompuServ
e.COM

Blaine Liner
Director
State Policy Center
2100 M. Street, N.W.
Washington, D.C. 20037 USA
tel. (001-202) 857-8509
fax. (001-202) 659-8985
email: bliner@ui.urban.org

Jolanta U. Coleman
American University
Department of Chemistry
4400 Mass Ave. N.W.
Washington, DC 20016 USA
tel. (202) 885-1755
fax. (202) 885-1752
email: jcoleman@american.edu

Renata Jachimek
Translator/ Interpreter
ul. Krolowej Marysienki 1/45
02-954 Warszawa
ph. (048-22) 651-7273

Elzbieta Pulawska
Translator
Translator, Inc.
ul. Oeandrow 4/5
00-629 Warszawa
tel./fax. (048-22) 25-09-26

ATTACHMENT 2

OBJECTIVES AND AGENDA OF WORKSHOP

OBJECTIVES

By the end of the workshop, participants will:

- ! Develop a detailed action plan, including next steps, responsibilities, and timelines, to implement the Kutno Agro-Industrial Park Project over the next 6-8 months and agree on how it will be modified in the future.
- ! Clarify the roles and responsibilities of the mayor, task force, RDA and BSS, and the project operator in implementing KPAP.
- ! Discuss expectations and agree on how information will be shared and decisions made about KPAP.



AGENDA

Monday, March 10		Tuesday, March 11		Wednesday, March 12	
8:30	Official Opening - Mayor Krzysztof Debich	8:30	Overview of Day - Kathy Alison	8:00	Overview of Day - Kathy Alison
8:45	Introductions/ Ice Breaker	8:45	Summary of Existing Information about KPAP - Elzbieta Syrda	8:15	Group 1. Discussions and Recommendations on Role of Project Operator
9:15	Results of Interviews	9:30	Feasibility Study Overview - Blaine Liner		Group 2. Development of Public Participation Action Plan
9:30	Overview of Workshop Objectives & Agenda - Kathy Alison, Facilitator	10:15	Break	10:00	Break
10:00	History and Current Status of Kutno Agro-Industrial Park - Mayor Debich	10:30	Develop Action Plan to complete feasibility study	10:30	Group Reports / Discussion
11:00	+ Clarifications and Discussion Kutno Regional Demographics and Foreign Investment Data - Elzbieta Syrda American Systems of Marketing + Clarifications and Discussion		Group 1 - Agro-Industrial Park Physical Plan Group 2 - Agro-Industrial Park Marketing and Promotion Plan		
12-1	Lunch	12-1	Lunch	12:15	Late Lunch
1:00	Overview of afternoon - Kathy	1:00	Continued discussion of Feasibility Study Action Plan	1:00	Expectations for Sharing/Decision Making
1:15	SWOT Analysis - Blaine Liner, Urban Institute	3:00	Break	1:45	Review of Agreements
2:00	Discussion Task: Challenges and Opportunities facing Agro-Industrial Park	3:30	Group Reports / Discussion	2:15	Workshop evaluation
3:30	Break	5:45	Review of Day / Adjourn	2:30	Final Comments
3:45	Vision for Future of Agro-Industrial Park	6:00	Dinner - Jana Restaurant		
4:30	Share visions				
5:00	Review of day / Adjourn				

ATTACHMENT 3

**PAST ACTIVITIES OF KUTNO
RELATIVE TO CONSTRUCTION OF THE AGRO-INDUSTRIAL PARK**

CURRENT INVOLVEMENT OF THE CITY IN INDIVIDUAL KPAP UNDERTAKINGS

PAST ACTIVITIES OF KUTNO RELATIVE TO CONSTRUCTION OF THE AGRO-INDUSTRIAL PARK

1992

- ! Start of efforts aimed at attracting external investors in various industries.
- ! Through the Regional Development Foundation in Warsaw, contact was established with Lee Organization, a U.S. developer firm, which had built a huge Food Processing and Distribution Center in Maryland.
- ! The company selected Kutno's offer as the best one. Both parties expressed their readiness to establish a similar Center in Kutno.
- ! A memorandum of understanding was signed at the end of the year.
- ! Over the next 6 months (until the end of May 1993) the City was to reserve plots of land, while Lee Organization was to present proposals for joint proceedings, especially regarding project financing.

1993

- ! "Sobieslaw Zasada Centrum S.A." came to Kutno. The official receiver of FMR "Kraj" Kutno sold to that company two production shops together with land and infrastructure. The City sold to the company 20 hectares of land, cut through by the Malinka stream.
- ! June - emergence of the Association of Kutno Region Gminas.
- ! The Kutno City Council adopted a Resolution to enter into a joint venture with Lee Organization, Inc. named Krajowe Centrum Przetworstwa I Dystrybucji Zywnosci, Kutno, Polska sp z.o.o.
- ! December 29 - signing of the notary act - joint venture agreement

1994

- ! January - during his trip to the United States the Mayor of Kutno visited the Processing and Distribution Center in Jessup, Maryland, established by Mr. J. Gary Lee, co-owner of Lee Organization, Inc.
- ! February - Kutno received the draft plan of the Food Processing and Distribution Center, incorporating the land occupied by "Sobieslaw Zasada Centrum S.A."



- ! In view of the fact that it was impossible to include that land in the draft plan the City placed an inquiry with the Ministry of National Defense as to the possibility of incorporating the area of the Military Unit into the project.
- ! The negative response of the MND resulted in stopping implementation of the project in the city of Kutno.
- ! Spring - the notary act becomes invalid, the matter is taken over by the Voivod of Plock.
- ! Autumn - plans of locating the project in the gmina of Kutno.

1995

- ! July 18 - the City Council adopts a resolution under which the City Board may buy land without each time applying for the consent of the City Council (Attachment no 3).
- ! The City of Kutno got the "Sobieslaw Zasada Centrum S.A." company interested in the project.
- ! Following the initial approval given by the Zasada Centrum S.A., the City submitted a proposal to Lee Organization, Inc. to restore the project to Kutno due to the impossibility of its being implemented in the Commune of Kutno.
- ! Autumn - land purchases by the Town Commune started.

1996

- ! January 23 - The City Board appointed a plenipotentiary of the City Board for the Construction of the Center.
- ! January 26 - meeting of representatives of Lee Organization, Inc., Sobieslaw Zasada Centrum S.A. and the City of Kutno.
- ! It was considered possible to set up a joint-stock company for the implementation of the Food Processing and Distribution Center Project in Kutno.
- ! It was agreed that the City of Kutno would provide land, the "Sobieslaw Zasada Centrum" S.A. would turn over buildings and land, including infrastructure, and Lee Organization, Inc. would secure financing, know-how and project marketing.

- ! July 31 - first meeting of the working group for the Food Processing and Distribution Center in Kutno project.
- ! Having received the consent of the National Environment Protection Fund to postpone the term of repayment of the loan taken for the construction of the Group Wastewater Treatment Plant, the City Council adopted a resolution to utilize those funds for the purchase of land for the project.
- ! August 13 - the City Council adopted the Resolution no 299/XXXIII/96 on taking a bank loan in the amount of 3,000,000 PLN.
- ! November 12 - agreement signed by the City of Kutno with USAID under the Local Government Partnership Program (LGPP), which provides for cooperation in establishing the Food Processing and Distribution Center.
- ! November 14 - meeting at the office of Sobieslaw Zasada Centrum S.A., at which representatives of that company, Lee Organization, Inc. and the City of Kutno, discussed cooperating for the Food Processing and Distribution Center in Kutno.
- ! November 21 - Lee Organization withdraws from the project.
- ! December 3 - during a meeting of the Mayor of Kutno, President of the RDA and the Plenipotentiary of the City Board for the construction of the Center with the President of "Exdrob" S.A., it was considered necessary to appoint an Expert Committee, a group for agriculture and food processing of the Local Leadership Committee.
- ! Following consultations with the Urban Institute and "Sobieslaw Zasada Centrum S.A. the present name of Kutnowski Park Agro-Przemyslowy (KPAP) [Kutno Agro-Industrial Park (KAIP)] was adopted.
- ! Sobieslaw Zasada Centrum S.A. suggested signing a memorandum of understanding concerning the development of KAIP.
- ! Negotiations were started with the Ministry of Industry concerning possible establishment of a Special Economic Zone in Kutno - KAIP.

CURRENT INVOLVEMENT OF THE CITY IN INDIVIDUAL KPAP UNDERTAKINGS

DANAGRI-POL

- ! Since 1996, the Polish-Danish Danagri-Pol company, located in the industrial district, has been signaling its desire to grow and expand its facilities.
- ! The implementation plans for the Food Processing and Distribution Center offered by Lee Organization, Inc. did not take into consideration development plans of local companies, including Danagri-Pol.
- ! Withdrawal of the Lee Organization, Inc. and changing the approach to the development of the Kutno Agro-Industrial Park allowed support of the efforts of Danagri-Pol to get land for expansion.
- ! At the initial stage, the City helped start negotiations between Sobieslaw Zasada Centrum S.A. and Danagri-Pol, so that the latter could buy land located around its facilities, even though it is owned by Zasada.
- ! Since no agreement was reached between those companies the City is preparing - upon an application filed by Danagri-Pol - municipal land situated at Metalowa Street - about 4 hectares - for sale.

Opportunities

- ! Construction of new facilities of the company by 1998.
- ! Creation of about 100 new jobs.

Threats

- ! Under the Land Management Act the City is obliged to follow the bidding procedure for the sale of that land.
- ! There is a danger that the land will be purchased by another company for speculation.

CUSTOMS OFFICE

- ! Given the amount of work done by the Customs Post today its location in the city, at Przemyslowa Street, has resulted in the emergence of certain barriers relating to lack of space, traffic, etc.
- ! Since 1996, the Customs Office in Lodz has been looking for a new location.



- ! From the moment that problem emerged the City has been indicating the need to locate that Customs Post within the boundaries of the "Industrial District".
- ! Sobieslaw Zasada Centrum S.A. indicated its readiness to start the construction of facilities for the Customs Post, covering the full range of services (bond warehouses, customs agencies, parking lots, etc.) on its land, that is KAIP.
- ! It was agreed that Customs Agencies already operating in Kutno could move to the new location.
- ! Design work is currently underway.

Opportunities

- ! Location of the Customs Post in the KAIP district would be considered an asset by potential investors.
- ! It is impossible that the entire KAIP will be turned into a customs clearance area. This will result in reduced customs clearance costs.

Threats

- ! Since such operations are not included in the priorities of Sobieslaw Zasada Centrum S.A., there might be a clash with the existing investment plans of that company.

APPLICATION FOR THE WHOLESALE MARKETS AND AGRICULTURAL EXCHANGES PROJECT

- ! The Program of Wholesale Markets and Agricultural Exchanges of the Ministry of Agriculture and Food Economy provides for the establishment of a certain number of so-called wholesale markets and agricultural exchanges for the selling of farm produce and processed products.
- ! The program ignores Kutno as a possible location for a wholesale market or a commodity exchange.
- ! The City has not been aiming its efforts at establishing another wholesale market or exchange in Kutno, but at providing local producers with an opportunity to participate actively in the market play.

Opportunities

- ! Boosts agricultural producers from the Kutno region.
- ! Tying the development of the city with the region, with an opportunity to increase farmers' incomes.
- ! Optimum utilization of the farming potential of the region.

Threats

- ! Rejection of the application by the Ministry of Agriculture and Food Economy, given the lack of funds for this purpose in the city budget, may result in dropping this project.

MUSHROOM GROWERS

- ! A group of mushroom growers from Central Poland has indicated problems with buying substratum used for growing mushrooms.
- ! It is a classical example of a niche in the agricultural market. Under the conditions now prevailing in Poland this niche is being filled very slowly.
- ! First of all, due to the limited amount of capital available for people who know of this niche, and secondly due to the absence of information as to the ways and means of getting capital.
- ! Efforts of the City are aimed at providing them with assistance in getting capital and getting land within KAIP for that project.

Opportunities

- ! Possible quick establishment of a plant with jobs for some 30 people.

Threats

- ! There is danger that while the City is selling the land, it will be purchased by another company for speculation.



TRANSSHIPMENT DEPOT FOR COMBINED TRANSPORT CONTAINERS

- ! Kutno has as central location in the country and is well connected with the road and railway networks.
- ! Combined, road-rail and rail-road is noticeably growing.
- ! With this in mind the City of Kutno initiated efforts aimed at constructing a combined transport transshipment terminal at the railway junction in Kutno.
- ! In this respect we are assisted by the adviser to the Minister of Transport of the Netherlands, Mr. Adrian Toet, since the Dutch are interested in developing this type of transport.
- ! The site was selected at the Kutno-Azory station.
- ! Approval has been secured from the railway services of the Kutno junction of the Polish State Railways.
- ! At present, since it is necessary to secure some 150 transshipments per month, our efforts are focused on looking for companies that would be willing to transship here.
- ! A basic element in import and export is to organize plant and animal control posts in terminal's infrastructure.
- ! Efforts are being continued aiming at the setting up Plant and Animal Clearance Center in Kutno, the establishment of which may be decided exclusively by the Minister of Agriculture and Food Economy.

Opportunities

- ! Enhanced interest of potential investors thanks to the possibility of using the terminal.

Threats

- ! Lack of agreement between the Ministry of Transport in the Netherlands and the Ministry of Transport in Poland will make it impossible to get funds from Holland.

GLASS PROCESSING - BAMEX

- ! The private company, Bamex, from Kutno specializes in the production of glass fiber. The production is based on recycled glass.

- ! The company indicated its willingness to expand its facilities basing on land located in the industrial district.

Opportunities

- ! Since production would be based on recycled glass and the problem of glass recycling has not been solved comprehensively nationwide, there id an opportunity for this project to be financed with money from environment protection funds.

Threats

- ! There is a danger that getting environment protection funds would prove impossible.

GLASS RECYCLING - GRL

- ! In 1995, the City of Kutno signed a memorandum of understanding on cooperation with the Glass Recycling Lumen company.
- ! The company produces glass powder basing on recycled glass.
- ! The company has obtained funds from the European Commission for a survey of the scrap materials market and for completing technical documentation.
- ! The Plant for Glass Sorting, Cleaning and Glass Powder Production in Kutno.
- ! There is a possibility of combining this project with the Bamex company.
- ! The City Board decided that in compliance with the memorandum of understanding the Polish side and the City Board would be represented by Bamex.

Opportunities

- ! Comprehensive solution to the problem of glass recycling under the program of solid waste treatment.

Threats

- ! No possibilities of obtaining necessary quantities of waste glass (GRL estimation - population of 2 million).

ATTACHMENT 4

EVALUATION RESULTS

1. What did you like about the Strategic Planning Workshop? What did you find most useful?

The way in which presentations were made during the workshop. The work of the facilitators. Group work (solving problems with the use of brainstorming). All the presentations, as well as the facilitator's suggestions and opinions were useful.

- I liked
 - Organization facilitator's consistence
 - Action plan development
 - Complexity of the issues
 - Atmosphere
- Everything
- Organizers were well prepared, included input from participants
 - Selection of the topics discussed
 - Guidelines concerning the methodology of work
 - Making the teamwork and the team itself systematic
- Opportunity to listen to the opinion of all the participants.
- Group discussion - the most useful.
- Global approach to KPAP investment.
- Definition of the tasks to be performed by the Task Force.
- Belief that you should plan your work (in writing). The group has become more integrated. A lot of knowledge in different areas. Opportunity to learn English. Belief that each person may be right, that we are faced with a lot of work that we have to do.
- The way in which the workshop was run encouraged discussion, intensive thinking, solving the problems together, looking at the problem from somebody else's point of view. It taught us to listen to other participants, value their ideas and statements. My objectives connected with KPAP were put in order, as well as made more systematic and specific.
- The workshop provided me with more information about KPAP
- Opportunity to exchange views - discussion
- Group work
- Better knowledge of the Task Force members (integration)



- The way in which the workshop was conducted
- Discussion in the Task Force, exchange of views among the workshop participants
- A look at the many dimensions of the KPAP venture. The workshop offered a lot of technical knowledge, advice and expertise. Consistent and interesting implementation of the program. Involvement of all participants.
- Schedules of activities
- Recording the topics and the results of work on an ongoing basis
- The way in which the discussion and the work during the day were organized.
- Filling in the gaps in the information about the KPAP program and discussions with our guests from USAID.
- I liked the way in which the workshop was run as well as the possibility to discuss individual issues and make them more systematic.

2. What areas of concern do you have? What is left to do?

- The sources of financing - which constitute a key topic in KPAP implementation - were not discussed.
- I am also slightly concerned with the imposed (extremely ambitious) timelines. Practice shows that even smaller projects often require much more time (that's reality).
- Lack of understanding and perhaps acceptance of responsibilities of individual participants of the process (operator, task force)
- In my opinion, the selected operator (RDA) does not meet the criteria, which were defined for the operator.
- Implementation. (3)
- We did not have enough time for the development of a detailed action plan - which was the chief objective. It is still necessary to solve the problem of land (transfer) and construction.
- How will our vision compare to the reality in the process of implementation. What unexpected problems may emerge in the implementation process.
- It is a huge, complicated and challenging task. We do not have experience, advisors, or consultants. Because of this lack of experience our (my) activity may lead to undesirable results.

- To inform the public about KPAP program
- To start the KPAP program - big role and responsibility of the operator

- To specify the details of the tasks defined in the Task Force action plan
- To begin works on KPAP implementation

- Public involvement

- Sudden acceleration of works, while some problems are still unclear
- Good analysis of benefits for the inhabitants of the region

- The importance of time for achievement of complex goals and the necessity to work in an increasingly big group. External circumstances - global competition.

- The number of tasks to be implemented practically as soon as possible. The big size of the Task Force can impede, rather than facilitate implementation of the complex tasks.

- No Comment

3. Do you have any comments for the facilitator and outside resources?

- Good job!

- The facilitator was very good. Kathy conducted the workshop in a very professional way and achieved all the objectives. Blaine Liner is a very good consultant - he is able to adjust to Polish conditions.

- Organization should have been better, input from the side of the organizers regarding content during the workshop.

- Very well run.

- Professionalism, aiming at putting the discussion in order and achieving the planned objectives
- Interpreters - good level.

- More contacts, joint work, exchange of experiences and comments

- Such workshops should be organized more often
- Sessions organized outside Kutno would be nice



- I have no comments. I think the workshop was very successful - a lot of new solutions for our Project
- I have no comments. I am convinced that the workshop was conducted in a highly professional way. I am waiting for another workshop like that.
- I hoped the facilitator would see our weaknesses and be effective in her role.
- I do not have any major comments. I would like to emphasize very good translation by Renata.
- No comments.(4)

4. Do you have any comments about the workshop facilities and logistics?

- No facilities were provided for the facilitator and the experts from Urban Institute, so they had to use ASM resources.
- Good, no problem. Barbara did a good job in organizing.
- High level.
- Very good evaluation of the workshop. Good organization.
- I do not have any comments.
- I have no comments and I think that we spent time in a place created as an element of local activity, which shows that we are not going to waste any opportunities.
- No comments. (8)

Other comments?

- Interpreter - Renata - was good.. Interpreter - Elzbieta - no.
- Interpreting was excellent (Renata). Elzbieta was OK.
- The introductory topics - information about the city, about KPAP - could have been shorter.

- Not enough time for discussions in small groups. Perhaps there should have been some introduction before a given topic was discussed, e.g., when we talk about public opinion polls, maybe there should be some brief lecture on that, etc.
- The team dealt with the topic on which most of the participants had already had established views for quite a long time. The time was too short for us to master everything - There may be some mistakes.
- Nice and communicative interpreting by Renata.
- It would be good to have Renata as interpreter for the future meetings.
- No Comments (8)