



**GDAŃSK**

**2030 PLUS**

**DEVELOPMENT**

**STRATEGY**

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2030 PLUS  
DEVELOPMENT  
STRATEGY**



**GDAŃSK**

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## GDAŃSK 2030 PLUS AT A GLANCE:

Jointly defined priorities of the strategic development present major values on which Gdańsk's future should be built.

- + Inhabitants
- + Learning
- + Cooperation
- + Mobility
- + Openness



The vision of Gdańsk expresses the highest level of objectives in a general way, presented as the expected and desired image of the city in the future.

- + The 2030 Plus vision of Gdańsk's development



The major directions on which Gdańsk's development will be focused by 2030 are reflected by measurable development challenges, attributed to individual areas. Realisation of the vision of Gdańsk will lead to:

- + Improvement of the quality of life
- + Increase in the number of inhabitants



Each area of strategic development has had its strategic objectives for Gdańsk's development by 2030 assigned to it.

- + Education and social capital
- + Economy and transport
- + Public space
- + Culture
- + Health





# GDĄŃSK

## IN 2030

## WILL OFFER YOUNG PEOPLE OPPORTUNITIES

# TO DEVELOP THEIR TALENTS

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## AND CHOOSE THE CAREERS

# THEY DREAM OF.

I WOULD LIKE TO BECOME A SCENOGRAPHER.

Marysia

## +1 Introduction

For centuries, openness, and free movement of people, goods and ideas have been an invariable constituent of the foundations for the development of Gdańsk. A natural consequence of the city's port nature is also its hospitality and readiness for changes, new challenges and opportunities. The catchwords that are identified with Gdańsk, i.e. freedom and solidarity, are not only noble ideas, but also specific actions entailed by them. Preservation of these traditional values and the unique character of Gdańsk is immensely important when planning the future of our city.

The directions of the city's development were planned based on the assumption that the current strategic goals are to be enriched with principles and values favouring those achievements which are important for the inhabitants of Gdańsk. This enrichment is part of the open formula of the Gdańsk 2030 Plus Development Strategy.

The **PLUS** means both a long-term vision of development and open space, where the city's future is not confined within its administrative boundaries but consistently refers to the whole metropolitan area and takes into account the development tendencies of the region, Poland and Europe. The **PLUS** means new inhabitants of Gdańsk, future generations, and students, tourists and entrepreneurs coming to the city. The **PLUS** is not only economic potential and cultural value grounded in the city's history, heritage and ethical code, but also a responsible, integrated and active society. Finally, **GDAŃSK PLUS** is a city offering an improving quality of life.



The Strategy is aimed at determining the development priorities for the next several years and identifying the challenges that we will have to meet within this period of time. In order to meet the needs of the current and future inhabitants, the Strategy outlines the directions that will strengthen the social, economic and cultural potential of Gdańsk. It also forms the grounds for conscious shaping of processes taking place in the city and it strengthens the development stimuli of the Gdańsk metropolis and the whole of Pomerania.

The Gdańsk Development Strategy is a compromise achieved between individual social and economic partners, constituting the community of Gdańsk's inhabitants. It is to contribute to the harmonization of actions undertaken on the initiative of the inhabitants and various groups. The Strategy's authors are all the inhabitants of Gdańsk who have joined in the work on its development. Interviews, surveys, meetings with the inhabitants, and their remarks and comments made it possible to formulate common denominators for long-term priorities and current expectations and hopes.



# GDAŃSK

IN 2030

WILL BE A CITY THAT  
ATTRACTS PEOPLE WHO

.....

**FULLY ENJOY THEIR LIVES,  
HAVE AN INSPIRATIONAL JOB  
AND BENEFIT FROM THE CITY'S CULTURAL  
AND RECREATIONAL SUCCESS**

.....

– FROM SAILING  
TO CROSS-COUNTRY SKIING.

*Jan*



## +2 Development trends

This Strategy ensures continuity of strategic planning. It refers to previous experience in the field of key processes taking place in the city. Objectives are defined and actions undertaken based on an analysis of the currently prevailing social and economic conditions, favouring the strengthening of positive trends and reversing tendencies that are unfavourable for the city's long-term development, including, among other things, the process of suburbanization and the inhabitants settling outside the city.

Demographic, social, economic and cultural changes taking place in Gdańsk, the metropolis and Europe in the past years, result from global processes and phenomena, such as increasing mobility of the inhabitants, new technologies, and changes in the inhabitants' lifestyles and expectations, and from local conditions. All these factors have a significant impact on the inhabitants of Gdańsk themselves, but also on the surroundings and environment in which they live.

**THE PUBLIC SPACES** in Gdańsk are one of its major assets, determining its attractiveness to residents and tourists. Thanks to the monuments, heritage, beaches, the sea, forests and the vicinity of Żuławy and Kashubia regions, Gdańsk, together with Sopot, Gdynia and the whole metropolitan area, are among the most frequently visited tourist centres in Central Europe.

The city's public spaces are undergoing systematic revitalisation, reconstruction and modernisation. Apart from large-scale actions, such as revitalisation of the Letnica and Lower City Districts, the quality of public spaces is gradually being improved in other parts of the city, including recreational green areas, which are being developed and provided with street furniture and recreational equipment. A safe public space, characterised by harmony and aesthetics, will encourage the inhabitants' recreation, integration and sense of identity. An extremely important element aimed at transforming public spaces is cooperation with the inhabitants. Their involvement in the planning and improvement of these areas' functionality and aesthetics favours the activation of the local community and their sense of identification with place. The physical area of Gdańsk is a valuable asset which also successfully attracts other users, i.e. investors and tourists;

and at least for that reason, the city's sustainable development, taking into account the protection of its natural resources, is of great importance.

Apart from actions aimed at improving the quality of public spaces, the city is developing infrastructure to encourage recreation and physical activity, including the construction of sports facilities suitable for a metropolitan area, i.e. one of the most beautiful football stadiums in Europe and a sports and events hall on the border between Gdańsk and Sopot.

Another part of the city's social and physical space is its culture. The role of culture in the city has become very important, it should penetrate various spheres of urban life, take root in it and influence the inhabitants' identification with their city. The range of cultural opportunities offered by Gdańsk is symbolically important. Investments

on the cultural map of the city include the European Solidarity Centre, Museum of the Second World War, Amber Museum and the Gdańsk Shakespeare Theatre.

Efficient management of Gdańsk's public space and constant improvement of the comfort of its inhabitants' life are not possible without comprehensive solutions based on modern technologies. For Gdańsk and the whole metropolis, the concept of smart cities is an opportunity to improve

the functioning of the whole area by way of effective, economical and ecological management. This will be reflected in the efficiency of, among others, public services, mobility, energy and dialogue with the inhabitants. This assumption fits into the sustainable development policy of the European Union, and is a chance to change the city's face as one which is friendlier to its users.

**THE METROPOLIS** combines two spaces – global and local. Due to this dual aspect, the development of Gdańsk is not confined only within its administrative boundaries. One of the greatest opportunities in terms of the whole Pomeranian region's development is the process of metropolisation.

Taking advantage of this opportunity will enable our region to gain an important position in Poland, Europe and the world. In the days of globalisation and far-reaching interdependence, no area will be able to fully use its potential by acting individually.

**The source of a metropolitan area's success is the development of an action plan, which would be common and compatible for the whole region, and which would maximise its potential and determine its competitive advantage over other metropolitan centres.**



Previous experience in looking for a common response to metropolisation challenges is not constructive. Cooperation between Gdańsk and Gdynia seems to be fragmentary and accidental. Changing this situation is of key importance for reaching an agreement on the metropolitan level, establishing a framework of constant and effective cooperation, as well as inspiring and complementing each other. Therefore, in the near future, we should develop a new formula of cooperation based on partnership dialogue, which will ultimately result in a dynamic development of the whole metropolis.

**THE INHABITANTS** are the major creators and recipients of any changes in the city, and the social and economic tendencies are best illustrated by the structure and scale of demographic changes.

Gdańsk, with a population of over 460,000, is one of the largest cities in Poland and the Baltic Sea region. The metropolitan area, of which it is the largest city, is inhabited by over 1.2 million people. Gdańsk is one of few metropolitan centres in Central Europe to show positive demographic trends.

The metropolis is also strengthened through cooperation with international organisations and twin towns. Exchange of experience is of great importance on account of the international ties established and the knowledge acquired based on examples of efficient solutions applied in other countries and cities. The history, culture and economy of Gdańsk are inseparably related to the Baltic Sea, the Baltic countries and Hanseatic traditions.

The society's key resource is its **SOCIAL CAPITAL** determining the development possibilities and the competitiveness of the city and metropolis.

The metropolis of Gdańsk is the largest academic centre in northern Poland, where there are 23 institutions of higher education with 100,000 students and over 26,000 graduates per year. The modernised and developed educational facilities on every level of education, as well as the wide-ranging fields of study make Gdańsk a metropolitan educational centre.

Gdańsk is facing numerous development challenges. The major ones include attracting new inhabitants, stopping external migration from the city, improving the level of education, professional development of staff, creating an innovative education system and adjusting the school system, especially vocational schools, to the labour market's needs.

The inhabitants of Gdańsk are becoming more and more socially active. As a local community, we are aiming at strengthening of civic attitudes and improving the level of involvement and responsibility for the common good at the district and city-wide level. The strong sense of local identity based on the rich cultural heritage of Gdańsk, and the use of new tools to activate residents, i.e. the civic budget, increase people's readiness to act in favour of the establishment of local cooperation networks.

**TRANSPORT** has constituted the foundation of Gdańsk's development since its establishment. The city, which is situated where water and land routes intersect, is the most important transport node between Scandinavia and South-East Europe.

In times of increasing importance of flow, the location and infrastructure of Gdańsk, Gdynia and the whole metropolitan area facilitate the exchange of goods, services and ideas. An element of key importance is maritime economy.

Over recent years, a great increase in volume of goods handled has been recorded. This increase has resulted from the construction of the largest container terminal in Poland in 2007 and its development. The port of Gdańsk demonstrates a diversified handling capacity and favourable navigation and infrastructural conditions, enabling it to handle the world's largest container ships. The increase in volume of freight handled is characterised by an extremely high growth rate: from 100,000 TEU (a unit of measurement equivalent to the volume of a 20-foot-long container) in 2007 to 1.2 million TEU in 2013. It is expected that the next phase of the terminal's extension will reach a handling capacity of around 4.0 million TEU per year.

An essential condition for the development of intermodal transport (i.e. using more than one means of transport) is the improvement of Gdańsk's transport accessibility. This is achieved, among other ways, by modernising the E-65/CE65 railway line (Gdynia-Warsaw section), building the A1 motorway and modernising the S6 and S7 expressways. A particularly important role in the metropolis's transport system is played by the dynamically developing Gdańsk Lech Wałęsa Airport. Over the last ten years, it has recorded an eightfold increase in the number of passengers, and in 2013 it handled nearly 3 million travellers, ranking it second among regional airports in Poland. The airport is being extended, which will increase its capacity to 7 million passengers per year.

Another important development factor for the metropolis is to increase its inhabitants' mobility, which is facilitated by the systematically improved transport system. Its axis is the TriCity's

Fast Urban Railway (Szybka Kolej Miejska, SKM). Further extension of SKM and the newly constructed line of the Pomeranian Metropolitan Railway (Pomorska Kolej Metropolitalna, PKM), connecting the centre of Gdańsk with the airport and suburban areas of the Kashubia region, will clearly enhance transport accessibility within the metropolis. The investment expenditure on transport in 2007-2012 amounted to over PLN2.1 billion, which on a per inhabitant basis made Gdańsk the leader in Poland. The development of the public transport system in the city, achieved by purchasing buses and trams as well modern-

ising and extending the tram network ensures essential conditions for increasing the percentage of inhabitants using public transport on an everyday basis. Particular attention should be also paid to the cycling infrastructure, whose development is extremely dynamic. Over the last ten years, the length of bike routes in Gdańsk has more than double, which has facilitated the increase in the number of bike journeys to 4% of the total journeys in the city. The fact of Gdańsk signing the Charter of Brussels assumes further systematic increase cycling's share in the total number of daily trips in the city.

**The basic transport challenges include further improvement of conditions for pedestrian and bicycle traffic and improvement of the public transport system integrated with active forms of mobility.**

Further development of the city's road network should be carried out in such a way that road traffic does not cause a barrier effect for local mobility. The city's internal and external accessibility cannot be enhanced in conflict with the needs of safe and comfortable travel by the inhabitants of Gdańsk.



**BUSINESS** constitutes the material base for the prosperity of every town or city. The TriCity is one of the most economically important urban complexes in Poland,

ranked fifth in terms of gross domestic product per inhabitant and demonstrating the highest rate of growth in 2009-2011. The level and increase in GDP are reflected in the increase of the inhabitants' income, which is one of the highest in Poland.

The major sectors of Gdańsk's economy are based on transport. Industries constituting a significant added value are based on maritime transport, refineries and shipyards, and they are complemented by resiliently developing sectors such as the power, chemical, biotechnological and ICT sectors. The one that has been growing in particular importance over the recent years is the logistics sector, with manufacturing and warehousing facilities. The investment areas, both in the vicinity of the port and near the Gdańsk ring road, are an attractive development factor for industrial production and logistics.

Gdańsk and the metropolis are among the largest and most dynamically developing business service centres (BPO) in Central Europe, using modern office spaces in the central service zone of Gdańsk.

Attention should be also paid to the issues of commercialisation of knowledge as part of the intersectoral cooperation of science, business and administration. Elements that are of key importance here are the development of industry, and diversification and support for local entrepreneurship, including, in particular, innovative start-ups. Micro- and small enterprises, including

+ BUSINESS

in the creative and ICT sectors are of great value in the rapidly changing economic reality due to their flexibility and potential for the creation of new jobs and generating added value.

For years, an important element of economic development has been the systematically increasing number of visitors to Gdańsk, which in 2013 was over 6 million.

Additionally, numerous congress, fair and exhibition events, including those devoted to one of the greatest local assets of the city, i.e. amber, make Gdańsk one of the most attractive tourist destinations in the Baltic Sea basin. Its attractiveness to tourists is enriched by an extensive and diversified cultural scene. Culture in Gdańsk has a significant influence on its investment attractiveness and economic development.

+ BUSINESS

I HOPE THAT  
**IN 2030,**

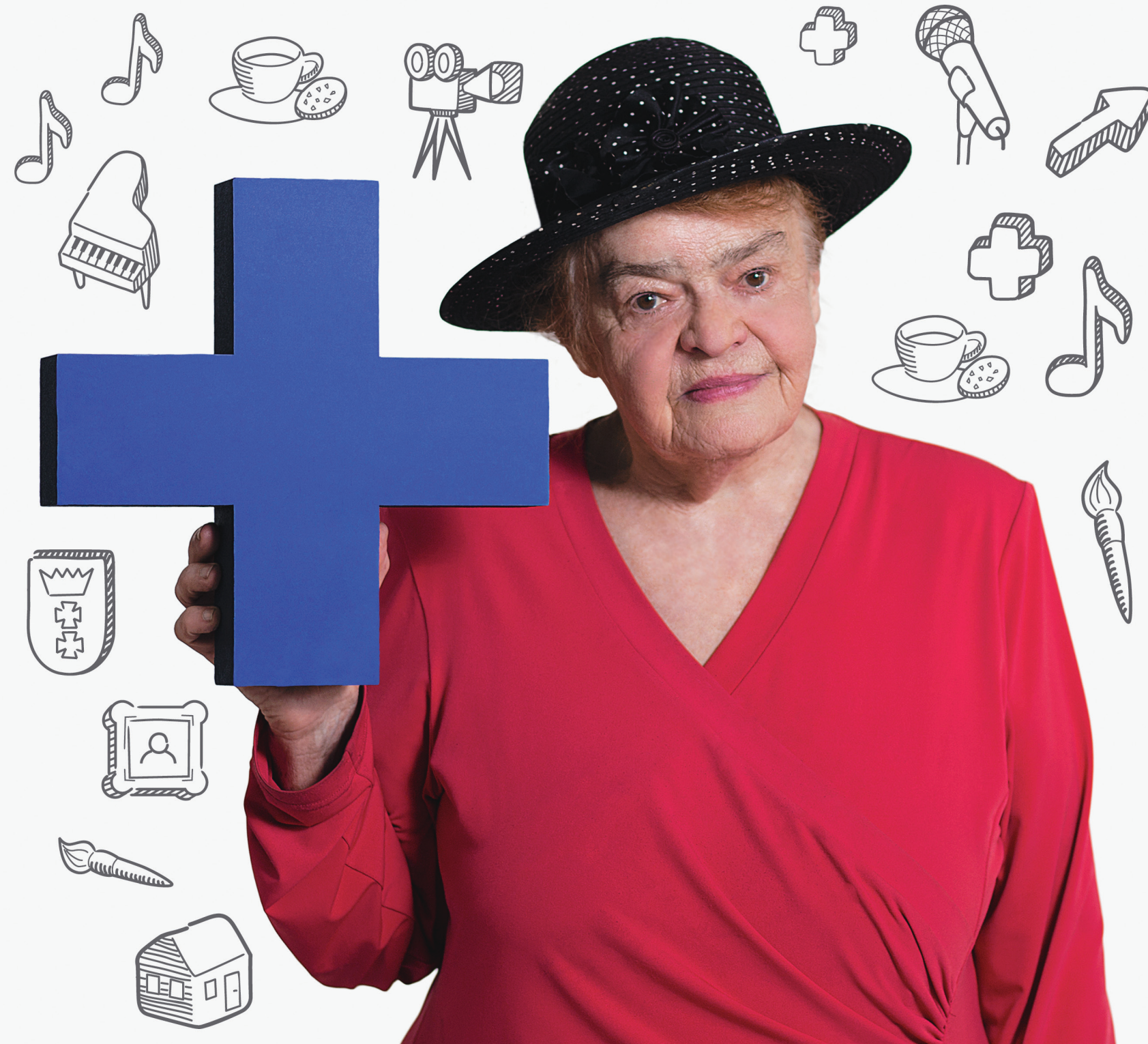
THE DISTRICTS OF GDAŃSK

.....  
**WILL HAVE COMMUNITY CULTURAL  
CENTRES TEEMING WITH LIFE,**  
.....

JUST LIKE "DOM ZARAZY"  
IN OLIWA

**WHERE PASSIONATE  
PEOPLE CONGREGATE.**

*Danuta*



## +3 Strategy creation process

The process of creating the Gdańsk 2030 Plus Development Strategy and defining the far-reaching priorities, directions and objectives included in it is open to all inhabitants. Specification of development challenges, identification of problems and, finally, selection of the elements of a common vision require social approval. Thanks to this approach, dialogue and co-responsibility, which are the foundations of sustainable development, are nowadays the basis for shared and participatory management of urban development.



The process of the Strategy's creation was aimed not only at joint specification of visions, priorities and objectives, but also at the creation of possibilities to actually influence the decisions made. Referring to the knowledge and needs of the Gdańsk community, the mechanism of consultations with the inhabitants and opinion leaders and experts in various fields of the city's life was used for this purpose.

**The city's inhabitants, supported by the employees of the City Hall, experts, and social and economic leaders, compiled this document as the result of a process which took nearly one year. The findings of debates, meetings and public consultations match the conclusions drawn as a result of the participatory stage.**

The Strategy concept emerged in autumn 2012, in connection with the organisation of the congress "City Plus. Managing Metropolises of the 21st century". In July 2013, the Working Team for Gdańsk 2030 Plus Development Strategy was appointed, which organised the process of its compilation. Great support during the whole process of the Strategy's creation came from the substantive contribution of the Programme Board of the Gdańsk 2030 Plus Development Strategy, comprised of 23 leaders of economic, scientific, social and political communities of Gdańsk. An important part of the Strategy's creation was the inhabitants' participation, initiated by an Internet survey entitled "What will your Gdańsk look like in 2030?", in which over 3,000 people took part.

Moreover, social research was conducted with a representative sample of 1,000 inhabitants to diagnose the perception of the city and development

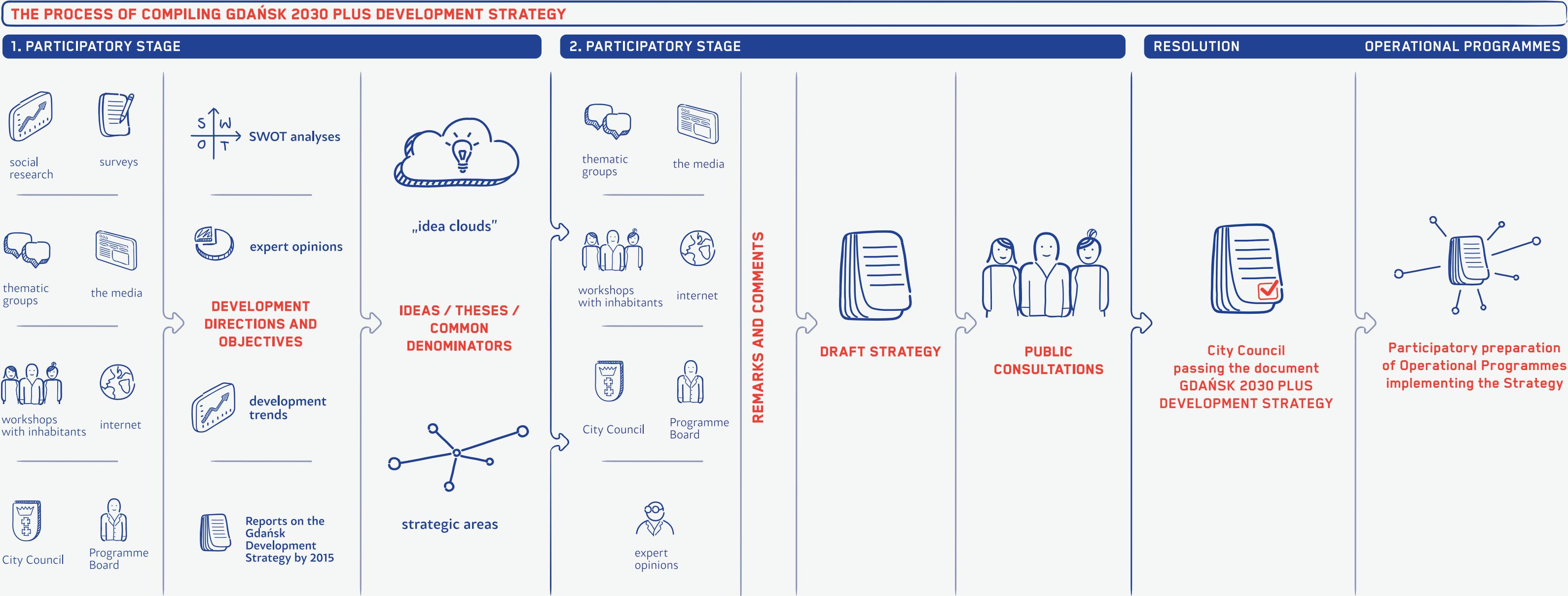
changes in Gdańsk over the recent years. Another source of information on the social needs of the inhabitants of Gdańsk was a survey questionnaire, in which the respondents were representatives of universities, business, and various institutions and organisations. An important element facilitating communication and on-going reporting on the Strategy creation process was the website [www.gdansk.pl/strategia](http://www.gdansk.pl/strategia).

**The process of compiling the Gdańsk Development Strategy had a multi-stage, inclusive and flexible nature. Based on the knowledge and involvement of the inhabitants of Gdańsk, a common vision, priorities and objectives were determined.**

The diagram on pages 32–33 presents the stages and elements of the process of forming and defining Gdańsk's strategic development directions. The process, which has become a value itself, will be continued and strengthened in the future.

The fundamental stage of work on the Strategy's compilation was the inhabitants' opportunity to share their ideas for the city's development during open meetings. The people involved in the work on the assumptions for the Strategy document were experts in the field of everyday life – inhabitants whose observations, experience and ideas reflect the actual needs and visions of Gdańsk's development.

These needs were discussed during 12 meetings held in September and October 2013, in 12 districts of the city: Przymorze Wielkie, Wrzeszcz Górny, Orunia-Św.Wojciech-Lipce, Oliwa, Śródmieście, Piecki-Migowo, Zaspą Młyniec, Młyniska, Siedlce, Chełm, Przeróbka and Osowa. These meetings took the form of workshops – they were "brainstorming" meetings. The participants' task was to determine the development directions and specific actions which can facilitate the improvement of the quality of life in Gdańsk. The participants of these meetings focused on education, maritime economy, technological innovations, safety, mobility, housing, cooperation for the benefit of



Gdańsk, health, culture and local integration in neighbourhood space. In December 2013, an additional meeting was held to sum up the series of workshops conducted with the inhabitants' participation.

The participatory stage of the Gdańsk Development Strategy's creation also covered meetings with students of upper secondary schools in Gdańsk and university students. Moreover, meetings were organised with the local media, entrepreneurs, the Gdańsk Culture Council and non-governmental organisations. Additionally, debates devoted to preventive medicine and health promotion, mobility and social development were held. Furthermore, the councillors of the City of Gdańsk, especially the members of the Committee for the Gdańsk City Council Strategy and Budget, participated in the work on the Strategy. **In total, over 800 people participated in 26 meetings, debates and workshops held in 2013.**

The results of social participation were then compared with SWOT analyses conducted, development trends, expert opinions and the report on the achievement of the objectives of the Gdańsk Development Strategy by 2015. As a result, **common denominators were selected, which were presented in the form of "idea**

**clouds", i.e. strategic priorities. They are the key values that are to ensure the long-term development of Gdańsk.** With the aim of verifying the undertaken actions, an external assessment for the work on the Strategy was justified, which clearly confirmed the value of social participation for the city management processes.

The participatory stage in the process of the Gdańsk Development Strategy's composition was continued in 2014. Subsequent workshop meetings were held, which basically referred to the contribution resulting from the previous phase of the process. The priorities developed, together with the specified strategic development areas, were subject to a debate with the business community, the councillors of the City of Gdańsk and, consistently, with the inhabitants. Additionally, a special workshop, directly devoted to the vision of Gdańsk's development, was organised for people associated with culture, innovative entrepreneurship, non-governmental organisations and the media.

The local community was further included in the work on the Strategy as part of month-long public consultations on the draft document, which took place between May 14th and June 13th, 2014. The draft Strategy was shared on the websites of the Gdańsk City Hall, including

[www.gdansk.pl/strategia](http://www.gdansk.pl/strategia). As part of public consultations, additional meetings were held, which were an occasion for the inhabitants, the Gdańsk Youth City Council and the members

of the Gdańsk Metropolitan Area Association to express their opinions. Councillors and the media were informed about all undertaken actions on an ongoing basis.

**In the meantime, the competition "MY GDAŃSK 2030" made it possible to involve younger generations in the process of thinking about the future of our city.**

The competition was addressed to the students of schools in Gdańsk, and its participants, using diverse fine arts, computer graphics and multimedia techniques, presented their visions of Gdańsk in 2013 in a creative way. The submitted works were assessed by a special jury, appointed for this purpose, and presented on a special website, enabling those interested to take part in public voting. The competition ended with a gala awards ceremony and exhibition of the works, held in the seat of Gdańsk City Council.

The distinguished entries were also used to create an interesting form of the Strategy document itself. The Strategy is the result of an open form of document preparation, using dialogue with the inhabitants of Gdańsk as the main tool of strategic planning.



Work awarded in the competition MY GDAŃSK 2030 in the junior high school category

**Author: Paulina Sokólska,**  
Junior High School No. 8, grade II





MY VISION OF THE PLACE  
I WILL LIVE IN 2030, IS AN

# ECOLOGICAL TRI-CITY.

.....

IT WILL TAKE ME

**15 MINUTES FROM ANY GIVEN LOCATION  
IN THE CITY TO GET TO THE NEAREST PARK.**

I WILL BE ABLE TO FREELY GET AROUND THE CITY BY BICYCLE.

.....

**I WILL FEEL THAT I AM CONTRIBUTING  
TO THE CITY'S DEVELOPMENT,**

AS MAJOR INVESTMENTS WILL BE SUBJECT  
TO CONSULTATION AMONGST ALL THE CITIZENS.

*Elzbieta*



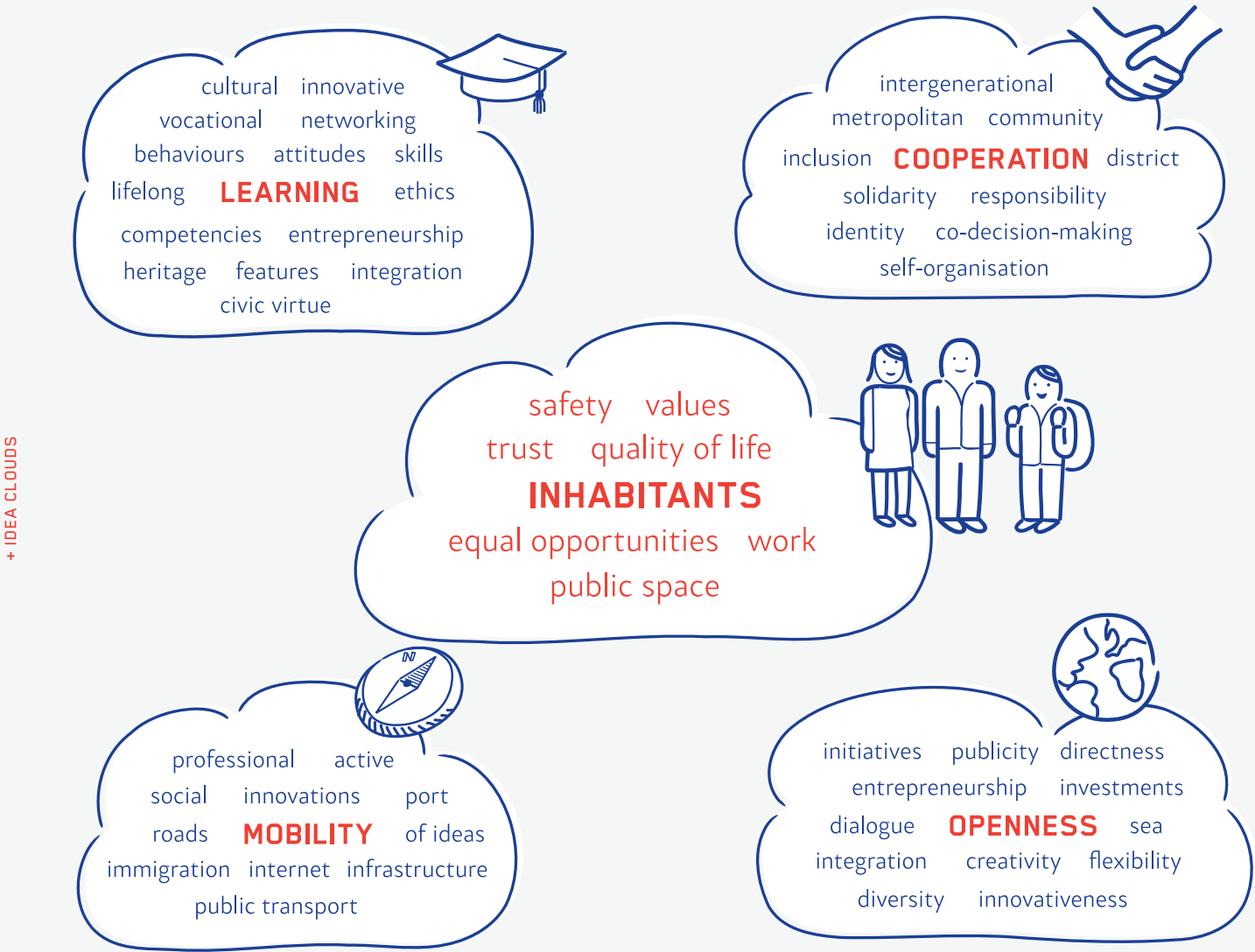
## +4 Strategic priorities

In the social process of the Development Strategy creation, already at its early stage, common denominators, often emphasized by the inhabitants, students, entrepreneurs and experts, began to appear clearly. The fundamentals and principles of further development of Gdańsk began to gather around several major priorities – **cooperation, openness, mobility and learning** – thus creating particular “idea clouds”. However, **the key value for the city is its inhabitants**, and therefore, they were the focus of the actions based on the priorities mentioned above.

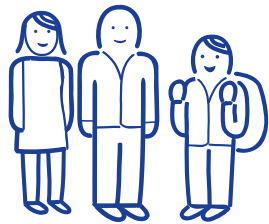


The concept of an “idea cloud” metaphorically refers to the reality in which we function nowadays. What is growing in importance in this reality is a notion from the world of IT – the cloud, related to the storage and processing of information on remote servers. The metaphor of a “cloud” in strategic planning induces us to reinterpret notions of local development so that they can reflect the new type of online relations, which are characteristic for the globalising world. The concept of clouds is based on the use of a flexible and open set of notions and priorities, integrating issues, which refer to various spheres of city life in different ways.

The presented “**IDEA CLOUDS**” show not only objectives, but, what is much more important for long-term development, values which are to be the grounds for the successful future of Gdańsk in conditions that are difficult to predict. At the same time, these development indicators are to be its strong foundations, protecting the city against the short-sighted perspective “here and now”. The “clouds” are present throughout the Strategy on every level of its implementation.



## The key players integrating all the said spheres and constituting the major priority of the Strategy are:



- + **inhabitants**, for whom it is exceptionally important in the development of Gdańsk to create a high quality of life in a friendly, accessible and safe space. Inhabitants who have trust in one another, who are satisfied with their jobs and who can take advantage of the chance for their multidimensional development, are the overriding value in strategic actions undertaken in order to satisfy social needs more fully.

## Four basic priorities of strategic development:

- + **cooperation**, based on respect and trust, creates the fundamentals of safety and social order. Every dimension of cooperation – between inhabitants, institutions, entrepreneurs and local governments of metropolises – strengthens relations and co-responsibility. It is cooperation that creates a community, its identity and internal solidarity. It is an essential condition of social and economic activation and involvement of every inhabitant in the process of Gdańsk's development, based on the exchange of information and social dialogue oriented to co-decision-making;
- + **learning** is a constant process of learning, acquiring knowledge, skills and competencies, but also creating attitudes, features and behaviours which are necessary in the modern, democratic and subjective society. Learning is not only good education enabling us to fulfil our professional and financial ambitions, but also the basis of a fulfilled life and the foundation of social and cultural development;



- + **mobility**, and in particular active mobility, can become an important catalyst of a new attitude to the directions and factors of the city's development. Gdańsk is of great importance for the national transport system, and it has a developing sea port and an airport, and a well-developed transport and infrastructural system. Mobility is also of great importance in the sphere of capital, information, cultural, value and knowledge flows. The inhabitants' ability to adapt to changing conditions is an important element of social mobility;



- + **openness** is an important feature influencing creativity and innovativeness, and the readiness to implement new technologies and social and cultural integration. Creativity and readiness

to face challenges are indispensable features of enterprising people, and entrepreneurship is the basic factor of economic development and the driving force behind strong human capital. One of the dimensions of creativity is kindness and sympathy for people around us and those coming to Gdańsk. Openness based on respect and trust is the basis of transparency and directness in democratic societies. This means the openness of both the inhabitants and urban spaces. An important feature of the city is also its openness to Europe, which, due to the increased flow of ideas from major European scientific and business centres, will contribute to an increase in the development potential of Gdańsk.

**These priorities, which are elements of the Strategy's implementation, will increase the value of local conditions, simultaneously optimising the possibility to use future opportunities and avoid developmental hazards.**



# IN 2030,

MY DAUGHTER APOLONIA WILL BE

**AN OPEN-MINDED TEENAGER  
WITH HIGH SELF-ESTEEM,**

CURIOUS ABOUT THE WORLD.

.....

SHE WILL MAKE CONSCIOUS DECISIONS  
REGARDING BOTH HER  
**PROFESSIONAL CAREER AND PRIVATE MATTERS.**

.....

*Katarzyna & Apolonia*



## **+5 Vision and development challenges of Gdańsk 2030 Plus**

The vision of Gdańsk expresses the highest level of objectives in a general way, presented as the expected and desired image of the city in the future. This vision, which is adjusted to the social and economic particularities of the city, aims to specify the characteristic features expressing the uniqueness of Gdańsk's potential and development conditions. It constitutes the framework for strategic actions and inspires all the participants of the implementation process to take actions for the achievement of strategic objectives.

The 2030 Plus vision of Gdańsk's development is, above all, the result of far-reaching objectives and ideas developed as part of public consultations. It was the inhabitants themselves who expressed their dreams and hopes regarding the city in which they, their children and grandchildren would like to live. The demands, recurring during numerous meetings, in surveys and debates, made it possible to create the vision of the city's development.



The implementation of this vision will result in a lasting:

- + improvement of the quality of life
- + increase in the number of inhabitants

The vision of Gdańsk is a city gathering and attracting what is most valuable – people who are **proud of their heritage, community spirited, open-minded, creative, developing** and jointly shaping their future.





The major directions on which the **city's development** will be focused by 2030 are reflected by **measurable development challenges**, attributed to individual areas. They indicate the inhabitants' ambitions and aspirations towards the improvement of Gdańsk's competitiveness and attractiveness:

#### + Education and social capital:

- improving accessibility of educational and care services,
- improving the quality of school education,
- enhancing social cohesion and supporting socially excluded people and people at risk of social exclusion,
- increasing the inhabitants' involvement in the city's affairs.

#### + Economy and transport:

- increasing the number of jobs,
- increasing the share of public transport and pedestrian and bicycle traffic in the inhabitants' travels.

#### + Public space:

- increasing the number of inhabitants satisfied with public space,
- improving the quality and accessibility of recreational areas.

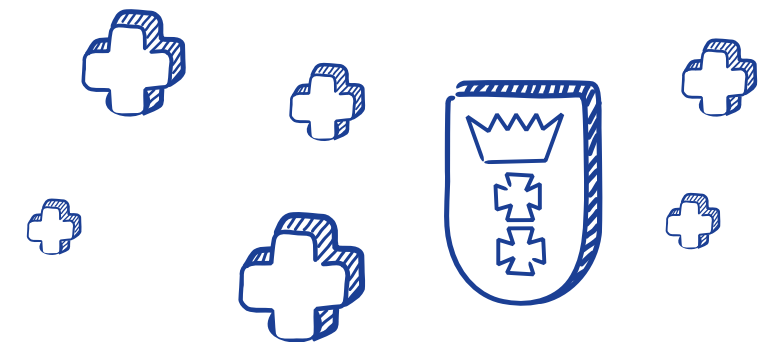
#### + Culture:

- increasing the level of inhabitants' and tourists' participation in culture,
- increasing the level of inhabitants' identification with Gdańsk.

#### + Health:

- improving the state of the inhabitants' health,
- increasing the level of physical activity among inhabitants.

**GDAŃSK 2030 PLUS IS A CITY OF POSITIVE CHANGES** – always going ahead and one step ahead of others. We want Gdańsk 2030 Plus to be a modern city and the centre of a metropolitan area. A city inspiring others to act, attractive, safe and harmoniously developing, offering a high quality of life, open to diversity, providing good jobs and opportunities to all of its inhabitants. We want Gdańsk 2030 Plus to be a city of prospects for people, who are offered here the best conditions for education and personal and professional development. We want the inhabitants of Gdańsk to be active people, integrating with others, taking responsibility for the common good, fulfilling their ambitions and confidently looking to the future.





# GDĄŃSK

## IN 2030

# TO BE A GREEN CITY FULL OF TREES.

**ITS CITIZENS WILL CARE FOR  
THE CITY'S NATURE AND ENVIRONMENT**

– THEY WILL COMMUTE BY TRAMS OR BY BICYCLES AND DRIVE ELECTRIC CARS.

GARDENS SHALL GROW ON THE ROOFTOPS  
OF THEIR HOUSES.

*Cristian*





## **+6** Areas of strategic development

The actions for the development of Gdańsk in the next few years result primarily from the current conditions and development trends, as well as the inhabitants' ambitions and expectations. They indicate the major spheres of social and economic life of Gdańsk.



Gdańsk in 2030 has a chance to become a modern metropolitan city, favouring mobility. The developing ports (sea port and airport) and transport systems (road and rail) are elements in the current and future positive image of the metropolis. They also constitute perfect conditions for the development of services and other forms of infrastructure for the present-day economy. It is the city's coastal location, its economy and transport systems that are the greatest assets of the city, determining its high competitive advantage. Gdańsk, as an area of flows and inspirations, is an opportunity but also a challenge for the managing institutions and inhabitants. In order to fully use the development potential of Gdańsk, constant cooperation and mobility, as well as education and openness, which determine specific strategic objectives when applied in individual spheres and areas, are necessary.

The determination of the areas of strategic development of Gdańsk, on which **the major local actions and projects will be focused, is just as important as outlining the priorities and visions. They are addressed to all the inhabitants of Gdańsk, irrespective of their age, sex, education, social status, religious affiliation, ethnicity or origin.** According to the idea of openness and cooperation, the Strategy is addressed to everybody for whom Gdańsk is important.



Each strategic area has had its basic **STRATEGIC OBJECTIVES** for Gdańsk's development by 2030 assigned to it.

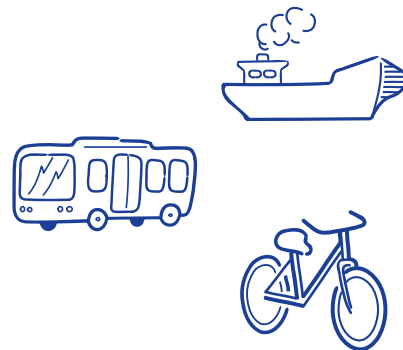
## Education and social capital are the basis for shaping further development of Gdańsk by:

- + establishing an effective system of multistage education at every stage of life, including vocational education, flexibly following technological development and the needs of the economy, and providing access to the labour market to all participants in the education process,
- + providing school students in Gdańsk with conditions that significantly contribute to discovering and supporting children's and young people's interests and talents, both in educational institutions and other elements of the social network,
- + developing educational partnership: families, schools, local communities in cooperation with employers, universities and other institutions of the public and non-public sectors,
- + establishing conditions for the creation of enterprising attitudes, starting in the first years of pre-school education by supporting actions for active and practical forms of learning, shaping enterprising competencies,
- + shaping social and professional mobility and supporting participation in social life through learning in formal and informal education systems at various stages of life,
- + creating conditions for active citizenship, self-organisation, implementation of social innovations, co-responsibility and social solidarity.



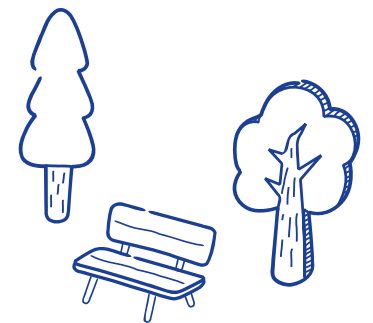
## Economy and transport:

- + creating innovative and open business solutions, facilitating the creation of new jobs, attracting external business entities to Gdańsk and creating a comprehensive offer of support for entrepreneurship, including start-ups, which would be adjusted to specific needs,
  - + strengthening the flow of goods, services and knowledge passing through Gdańsk,
  - + using the tourist potential and resources in order to increase the city's competitiveness and attractiveness,
  - + shaping attitudes and competencies facilitating the development of a creative and innovative economy,
  - + increasing competitiveness and cooperation of business entities, schools, universities and institutions, especially in the field of entrepreneurship promotions, education in the field of creativity, maritime economy, power generation, IT, industry, leisure and creative industries,
- resulting in knowledge commercialisation and the creation of new and innovative projects,
- + developing modern and sustainable systems of pedestrian and bicycle traffic and the related public transport to improve the conditions of everyday mobility,
  - + creating and modernising the transport infrastructure, and improving the conditions of transport accessibility of Gdańsk,
  - + ensuring the improvement of energy efficiency and energy security, and reducing greenhouse gas emissions in the city and the metropolis.



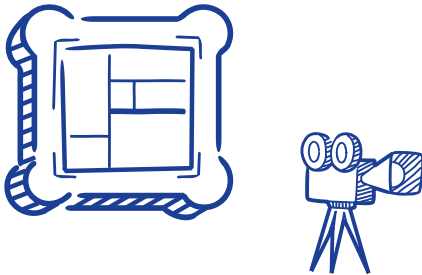
## Public space:

- + determining clear and public principles for sustainable management of public space, taking into account the maintenance of necessary area reserves for housing, recreational, service and production purposes,
- + improving the quality of functional, aesthetic and natural areas for the improvement of the conditions of life of the inhabitants of Gdańsk,
- + sustainable management and protection of the natural environment,
- + creating optimal conditions for the development of families, the increase in the number of inhabitants, equalization of opportunities and social inclusion,
- + increasing the level of inhabitants' satisfaction with the accessibility and quality of public services,
- + creating open, integrated and safe urban spaces, which would be accessible to inhabitants and which would ensure multi-functional use, taking into account protection against extraordinary events and their adaptation to the consequences of climate change,
- + strengthening multiparty cooperation within the metropolis, leading to the improvement of the metropolitan area's competitiveness.



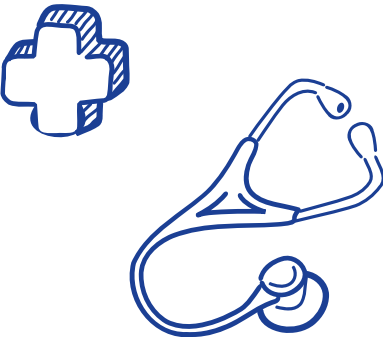
Culture:

- + protecting and strengthening the material and spiritual heritage of Gdańsk,
- + strengthening the community and cultural identity of the inhabitants of Gdańsk, and creating conditions for neighbourhood integration,
- + building the position of Gdańsk as an international centre of culture,
- + diversifying the cultural opportunities, improving the accessibility of culture and stimulating the development of creativity and art,
- + stimulating passions and interests, and active participation in culture, and creating conditions facilitating personal development.



Health:

- + shaping health-positive habits and attitudes among inhabitants, increasing their physical activity and promoting healthy lifestyles, resulting in the improvement of the state of the inhabitants' health, including the reduction of the number of people falling ill with 'diseases of civilisation',
- + inter-sector cooperation for the creation of innovative solutions in the field of public health,
- + extension of the opportunities for physical activity at municipal sports and recreation facilities,
- + cooperation of amateurs, professionals, inhabitants and physical education organisers, enhancing the social role of sports, and supporting inhabitants' physical activity.





# GD AŃSK

## IN 2030

WILL PRESENT A HIGH LEVEL  
**OF AMATEUR SPORTS,**

IT WILL HAVE A  
**HIGHLY DEVELOPED SPORTS  
AND RECREATIONAL BASE.**

**"IN A HEALTHY CITY,  
A SOUND MIND LIVES  
IN A SOUND BODY"**

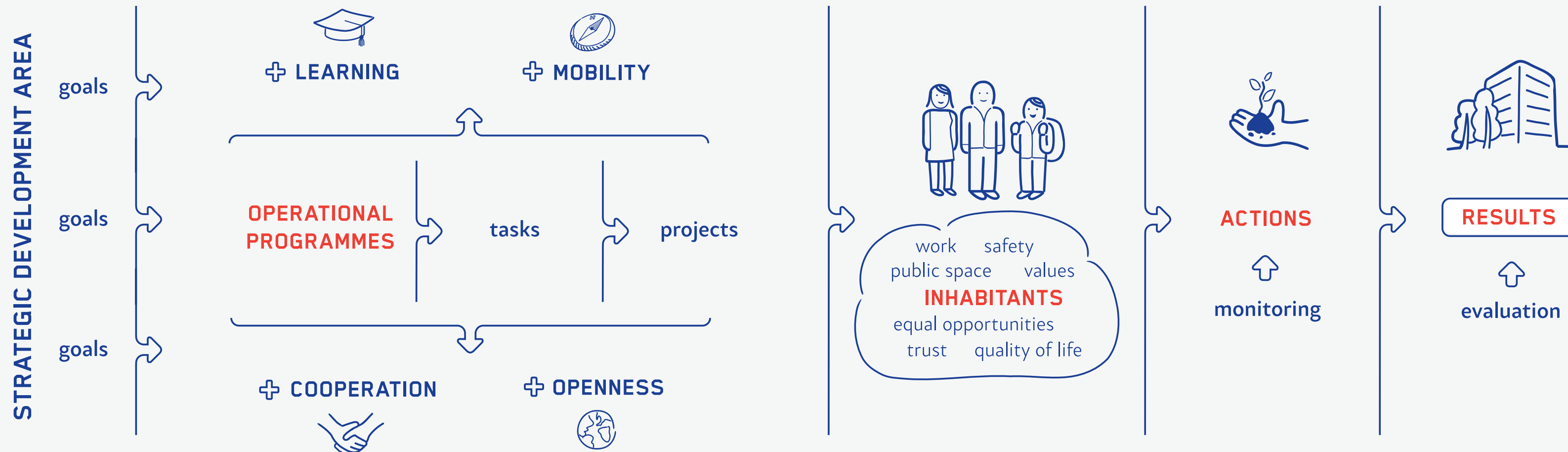
Bartosz



## **+7** Assumptions for the Strategy's implementation

The most important factor verifying the legitimacy of the assumptions and objectives of every strategy is the manner and level of its implementation. This Strategy specifies the basic priorities and fundamentals of development, going beyond 2030. It is not only the specification of development directions, but also the way of their programming.

## THE PROCESS OF IMPLEMENTING THE STRATEGY





**The Gdańsk Development Strategy is the primary element of the management of Gdańsk's development. The Strategy will be implemented by way of mutually complementary Operational Programmes, which will include actions leading to the achievement of the specified objectives and the indicators of their achievement.**

Each Programme will be developed on the basis of a sectoral diagnosis and defined threats and opportunities. d documents will be prepared in consultation with the inhabitants. The Programmes, covering objectives to be achieved and the expected results, will be correlated with the city's budget and will, in particular, cover education, culture, health, innovativeness and entrepreneurship, as well as transport.

Individual objectives of the Strategy will be achieved through projects and undertakings coordinated as part of Operational Programmes. **At every stage of the Strategy's implementation it is necessary to take into account all the priorities specified in the Strategy creation process. The projects specified in each of the Operational Programmes will be based on the ideas of cooperation, openness, education and mobility.** Cooperation should be the basic factor in the creation of Operational Programmes. Only Programmes prepared together with various departments and units of the city, the inhabitants, the sphere of science and education, non-governmental organisations, metropolitan partners or entrepreneurs stand a chance of being successful and achieving long-term benefits.

The openness of the process of selecting projects for implementation, their hierarchy, and clear, public criteria of their selection underlie the idea of an open city, which Gdańsk is beginning to become. Access to information, learning and cooperation complement the open nature of project creation the process.

Educating the stakeholders and beneficiaries of the adopted actions, based on the openness and cooperation of various groups, makes it possible to predict the consequences of actions and increases responsibility for the decisions made. The mobility of ideas is an essential feature of open and flexible solutions, which should be modified depending on changes in initial conditions and expected results. This is of particular importance in times of more rapid social and economic changes.

**The basic factor in the achievement of the Strategy's objectives is consistency in the implementation of the adopted solutions and constant monitoring at every stage of implementation.**

These actions will be complemented by monitoring the implementation and the achievement level of the objectives of Operational Programmes, complying with the priority values specified in the "idea clouds", as well as strategic objectives. Open, participatory and flexible systems of Strategy implementation, prepared in extensive cooperation between various groups and based on a continuous process of learning, will become the basis of the long-term development of Gdańsk and its inhabitants. The Strategy's implementation will be based on an open system of planning, social responsibility and the system of decision-making support.



# IN 2030,

I WILL BE A CEO  
**OF AN INNOVATIVE**  
ICT COMPANY,

WHICH WILL BENEFIT FROM  
**GDAŃSK'S CREATIVE POTENTIAL.**

Karol





The document “Gdańsk 2030 Plus Strategia Rozwoju Miasta”  
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