

# STRATEGIC PLAN FOR GDYNIA



**RESOLUTION NO XLI/744/98  
OF THE GDYNIA CITY COUNCIL  
28 JANUARY 1998**

concerning the development programme of Gdynia included in the document „Strategic Plan for Gdynia”.

Acting in accordance with the Act on Local Government from 8 March 1990 Gdynia City Council passes the following:

**§1**

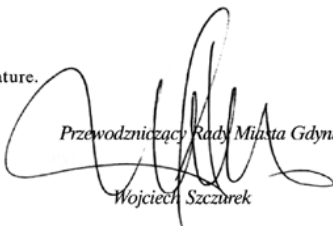
The Gdynia City Council passes the development programme encompassed in the document „Strategic Plan for Gdynia”, the document being an enclosure to the Resolution.

**§2**

Gdynia City Board is responsible for implementation of the aims defined in the strategic programme as stated in the document and to execute the priority programmes defined in the document in accordance with the timetable elaborated in the above document.

**§3**

The Resolution is in force from the date of signature.

  
*Przewodniczący Rady Miasta Gdyni*  
Wojciech Szczurek

<b>Text:</b>	Małgorzata Dehmel, Wiktor Szydarowski
<b>Maps:</b>	Wiktor Szydarowski, Jarosław Czochoński
<b>Scientific Consultancy:</b>	prof. dr hab. Włodzimierz Rydzkowski
<b>Consultancy:</b>	Jan Wasilewski
<b>Supervision on behalf of the City Board:</b>	Deputy Mayor Maciej Brzeski
<b>Graphic design:</b>	Sławomir Kitowski
<b>Photos:</b>	© Sławomir Kitowski
<b>HTML version:</b>	Michał Dąbrowski / Studio Spartan

## INDEX

1. History of the strategic planning process in Gdynia
2. Gdynia's development conditions
3. Diagnosis of the Gdynia's socio-economic development in 1990 - 1996
4. Strengths of the city resulting from its development trends in 1990's
5. Weakness of the city resulting from its development trends in the 1990's
6. Opportunities for the city resulting from favourable internal and external conditions
7. Threats for the city resulting from unfavourable internal and external conditions
8. Mission of the Municipal Government
9. Strategic goals of Gdynia
  - o The urban centre of economic growth
  - o The environmentally friendly city
  - o The safe and useful city
  - o The open city
10. General and detailed development goals and executive tasks - the synthesis
11. Management of land - City Hall's tool in its development strategy
12. Financial limitations in execution of the strategic plan for Gdynia
13. Priority programmes of Gdynia's strategic plan
  - o Waste Management Programme
  - o Modernisation of the City's Road Network
  - o Gdańsk Bay Clean Waters Programme
  - o Development of infrastructure in Areas Designated for Residential Functions
  - o The Downtown Development Zone Programme



## **HISTORY OF THE STRATEGIC PLANNING PROCESS IN GDYNIA**

The resolved in 1990 The Act on Territorial Self - government threw open the door to a transfer of some administrative power from the central level to newly established local municipalities. Taking on the responsibility of democratic management in market economy conditions, the municipality of Gdynia has been confronted with the urgent need to express desirable objectives and directions of the city's development, in order to facilitate the decision-making process in the local administration activities.

Gdynia City Hall initiated work on a strategic plan of local socio-economic development in 1992, through the Baltic Gateways project under the umbrella of the Ouverture programme. The project, financed by the European Common Market, aimed at establishing of a co-operation network between the port cities of North Tyneside (Great Britain), Esbjerg (Denmark), Rostock (Germany) and Gdynia. Taking full advantage of the project's international experts, specialising in maritime economy, economic development, and strategic planning, Gdynia City Hall launched a preliminary strategic planning process.

For the preparation of the Baltic Gateways Conference, four local working groups of 32 members were combined. These working groups included civil servants, councillors, and representatives of major enterprises, scientific and research institutes, and economic chambers. At the conference, the working groups summarised their findings related with physical, social and economic values of the city, vision and aims of its development. They also presented characteristic features of planning for a maritime economy, municipal development, strategic procedures, and ownership transformations.

On June 24, 1992, followed by the resolution of the City Council no. 317/XLV/92, a new Finance and Economic Strategy Commission was founded, with the scope of responsibilities comprising: spatial planning, communal real estate management concepts, economic programmes, ownership transformations and municipal budget. This new commission has been contributing to the strategic planning process through collecting results and pronouncing opinions and motions to the successive working stages.

Two years later, the City Board and the City Council of Gdynia adopted the Strategic Plan for Gdynia - Conditions and Aims of Development as a legal local act (resolution of the City Council no. LXX/682/94 dated April 27, 1994). The document was produced by a team of officials from the City Hall of Gdynia under the guidance of Dr Stanisław Szwabski from the City Board. The team was supported by Prof. Jerzy Kołodziejski and Dr Marek Dutkowski as external consultants. Parallel, a diagnosis on Gdynia's economy was issued (Dutkowski M., [Ed.], 1994, Gdynia 1990-93. Transformations and Development).

The next stage of local strategic planning involved a much broader scale of work for external consultants. Six branch teams were appointed, dealing with the following sectoral policies: economy, housing, education, transportation, social problems and ecology. The consultants were expected to identify local development problems, verify conditions and aims of development contained in the resolved document, and to elaborate scenarios on threats and opportunities for development. The results were presented at specially organised workshops to the councillors, officials from the City Hall, and guests from the outside.

Outcomes of the discussion which took place at these workshops solidified the diagnosis of the city's development (Strategic Plan for Gdynia - Sectoral Policies. Diagnosis) and recommendations flowing from development conditions and scenarios (Strategic Plan for Gdynia - Scenarios and Recommendations). That stage of the work was concluded with a series of six sectoral seminars, attended by civil servants, councillors, external experts, and representatives of local enterprises, and research and scientific institutes. The seventh, overall seminar was directed at providing the team elaborating the Study on Conditions and Directions of Spatial Management of the City of Gdynia with concrete guidelines.

**All these previous documents discussions and consultations provide a basis for a newly synthesised Strategic Plan for Gdynia. This present document is a link between the experts' recommendations and future tasks of City Hall departments. It will also prepare a firm ground for the municipality and local enterprises on more fruitful co-ordination of development plans.**

This Strategic Plan for Gdynia - Development Objectives and Executive Tasks comprises a current diagnosis of the socio-economic state of the city screened through the latest statistic data, followed by enumeration of the strong and weak points of the city, and the threats and opportunities for its development. This document also presents conditions of the Gdynia's development on the local, regional, and national scale, as well as in the context of the Baltic Sea Region and European Union. The declared mission of the municipality, revealed in the following pages, leads to the enumerated development objectives of the city. The objectives have been set in a hierarchy, starting from the overarching goal, through general and detailed goals, and ending with executive tasks. Each task has a designated City Hall administrative unit or department that is responsible for its completion within a specified time horizon. The financial feasibility analysis then prioritises those tasks whose implementation is crucial for the stable development of Gdynia.

This present document does not constitute the final stage in Gdynia's strategic planning, since it requires constant updating to respond to changing conditions. Further stages should lead in the following directions:

- launching of a public debate over the adopted document,
- co-ordination of development plans of the municipality and major enterprises located in Gdynia,
- running of parallel works on implementation tools for the strategic plan (priority programmes, financial prognoses on municipal investments, long-term investment programmes etc.),
- preparations for the Gdynia 2000 diagnosis as a background for the Gdynia in the European Union strategic plan.

**"STRATEGIC PLAN FOR GDYNIA"  
AUTHORS OF FORMER STUDIES**

**Strategic plan for Gdynia. Conditions and aims.**  
(May '94)

authors	Jan Wasilewski, Małgorzata Dehmel, Piotr Podhajski
coordination	Stanisław Szwabski
consultancy	Jerzy Kołodziejcki
editor	Marek Dutkowski

**Strategic plan for Gdynia. Scenarios and recommendations**  
(August '96)

leaders of branch policy groups:

economic policy	Jan Kuligowski
social policy	Jacek Zaucha
education policy	Tomasz Szkudlarek
housing policy	Grażyna Włodarczyk
transport policy	Jan Bogusławski
environmental policy	Marek Dutkowski
synthesis	Marek Dutkowski, Marek Dutkowski, Tomasz Parteka

**Strategic plan for Gdynia - branch policies, diagnosis.**  
(March '96)

leaders of branch policy groups:

economic policy	Jan Kuligowski
social policy	Jacek Zaucha
education policy	Tomasz Szkudlarek
housing policy	Grażyna Włodarczyk
transport policy	Jan Bogusławski
environmental policy	Marek Dutkowski
author	Jerzy Bieliński, Jacek Bocheński, Danuta Gościńska-Zatyj, Krzysztof Grzelec, Jadwiga Kaleńczyk, Jarosław Kowalski, Maria Piotrkowska, Piotr Podhajski, Halina Rogozińska-Pindera, Stanisław Szwankowski, Witold Toczyński, Olgierd Wyszomirski, Maciej Bartkiewicz
editor	Marek Dutkowski

**Strategic plan for Gdynia. Hierarchy of aims.**  
(January '97)

authors:

economy and maritime economy	Jan Kuligowski
social problems	Jacek Zaucha
education	Tomasz Szkudlarek
housing	Grażyna Włodarczyk
transport	Jan Bogusławski
ecology	Marek Dutkowski
concept and synthesis	Marek Dutkowski, Marek Dutkowski, Tomasz Parteka
editor	Marek Dutkowski

**MEMBERS OF GDYNIA CITY BOARD  
DURING THE TIME OF PREPARING THE "STRATEGIC PLAN FOR GDYNIA"**

**1990 - 1994 (I makeup)**

Mayor	Franciszka Cegielska
Deputy Mayors	Maciej Brzeski, Henryk Majkowski, Ryszard Toczek
Board	Tadeusz Aziewicz, Andrzej Boczek, Stanisław Szwabski

**1990 - 1994 (II makeup)**

Mayor	Franciszka Cegielska
Deputy Mayors	Maciej Brzeski, Henryk Majkowski, Ryszard Toczek
Board	Kazimierz Iwaszko, Bogusław Stasiak, Stanisław Szwabski

**1990 - 1994 (III makeup)**

Mayor	Franciszka Cegielska
Deputy Mayors	Maciej Brzeski, Bogusław Stasiak, Ryszard Toczek
Board	Kazimierz Iwaszko, Henryk Majkowski, Stanisław Szwabski

**1994 - 1998**

Mayor	Franciszka Cegielska
Deputy Mayors	Maciej Brzeski, Wiesław Byczkowski, Henryk Majkowski, Zdzisław Ura
Board	Bogusław Stasiak, Tadeusz Wolszczak

**MEMBERS OF COMMISSION ON FINANCES AND STRATEGY  
DURING THE TIME OF PREPARING "STRATEGIC PLAN FOR GDYNIA"**

**1990 - 1994**

**Councillors**

Ireneusz Gzella	- chairman (up to 1993 r.)
Tadeusz Aziewicz	- chairman (since 1993 r.)

Andrzej Bukowski, Tadeusz Jaroszyński, Danuta Komisarajtis-Kochańska, Jan Schmidt, Edward Szmit, Witold Toczyski, Tadeusz Wolszczak

**Members non-councillors**

Lech Krzaczkowski, Włodzimierz Rydzkowski

**1994 - 1998**

**Councillors**

Ireneusz Gzella	- chairman (up to 1993 r.)
Tadeusz Aziewicz	- chairman (since 1993 r.)

Andrzej Bartnicki, Tomasz Brajer, Edward Budzyń, Jarosław Duszewski, Rafał Geremek, Mieczysław Karwowski, Marek Stepa, Stanisław Szwabski

**Members non-councillors**

Sergiusz Gniadecki, Ryszard Jarmoszka, Danuta Komisarajtis-Kochańska, Przemysław Kulawczuk, Tadeusz Palmowski, Jan Pastwa, Jan Schmidt



## **GDYNIA'S DEVELOPMENT CONDITIONS**

The aim of creating a strategic plan is to define the municipality's development goals implementation methods with clearly stated tasks. The scope of these goals and tasks is local. Therefore, this local strategy has to coincide with the long term strategies of the country and region. Only complementary actions with clear-cut economic and social advantages guarantee success.

Strategy for Poland - 2010 drawn up by Centralny Urząd Planowania (Central Planning Office): "Poland, in undergoing fundamental economic and political transformation changes, aims at shaping and strengthening democratic rules and market economy conditions. Work is continued for Poland to become a European Union member state. From our own experience, as well as that of other nations, it is a well known fact that such a time demands co-ordination of all engaged parties: enterprises, state administration, and other authorities.

This quoted document defines the most important problems and directives for the long term development strategy of the country:

- sciences and education - important factors in the restructuring of the economy
- technical and structural modernisation of the economy
- ownership transformations
- upgrading the quality of life
- self-governmental independence (professional and local)
- protection of the environment

The mission of the Gdańsk Province elaborated in the document *Województwo gdańskie 2000 plus. Strategia rozwoju* (Gdańsk Province 2000 Plus. Development Strategy) is to maximise opportunities arising from the province's favourable location at the cross-roads of international transportation routes and co-operation between north, south, east, and west. "The new geopolitical situation of the 90's makes this Gdańsk mission feasible. After 50 years of political divisions, European nations once again become integrated and the Gdańsk Province is an important link in this process. Trade and transport activities were the reasons for Gdańsk to flourish in the past. Then favourable location at the crossing of main sea and river routes was a decisive factor. Today, at the end of the twentieth century, investments determine success. Investments form new quality transportation links (especially A-1 motorway) and trade and port services [...]. It is of extreme importance to undertake actions on behalf of the construction of the North-South Motorway.

The main development goals of the Gdańsk Province elaborated in the document are:

- development of international transportation connections serving Gdańsk and Gdynia (the A-1 motorway, express road to Kaliningrad, Via Hanseatica, Trans European Railways, ferry connections, port infrastructure and the Tri-City airport serving Gdynia, Gdańsk and Sopot);
- active participation in creating the Southeast Baltic Region (Baltic) encompassing southern Scandinavia, the east Pomerania region, Kaliningrad, Klaipeda, and Bornholm as factors strengthening the Tri-City's international position (europol);
- acceleration of the restructuring and privatisation process of the maritime economy, and support of entrepreneurial activities as well as acquiring foreign capital for increasing the region's competitiveness;
- preparing, in co-operation with labour unions, the labour market to meet the demands of the restructured industry (especially the shipbuilding industry);
- counteracting unemployment and social threats;
- creating and marketing of European tourism products, including increased profitability of

- tourism after the season;
- increase of security by securing property and public order;
- overcoming the financial crises of health service - necessary for increasing public health and especially counteracting the effects of social illnesses;
- development and rationalisation of higher education centres and activating university degree centres in the Tri-City;
- building up self-identification with one's own region and taking a worthy place in the united Europe by making use of the maritime tradition, cultural values of Kaszuby and Kociewie, and circumstances arising from the new administrative division of the state.

The above described Gdańsk Province development goals are basic for implementing Gdynia's development strategy. However, they should not be treated as being superior, but rather complementary. This condition is of the utmost importance when the implementation process starts. An obstacle is the past economy structure with its big, state owned enterprises. Gdynia maritime enterprises pose the most difficult obstacle in the transformation process of the economy. Their privatisation process is slow. Most of them are joint stock companies with a 100% of the shares held by the National Treasury and acting in total isolation from the city's strategic plans. The city's influence on their development plans and goals is minimal. Its meaning in the maritime economy is dependent on changes taking place on the international market. The unclear maritime policy of the Polish government stands as a major threat to the city's steady development. The new Law on Ports is the first step on the way to change this unfavourable situation. Under this law, the municipality is a partner in the decision- making process, defining the future use of the port, port area, and infrastructure management. Unfortunately, the city's influence is limited only to the area of Port Gdynia Holding S.A. In the future, the area of influence should encompass the whole port.

Cohesion between local and regional development goals is further hindered by the poor organisational structure and complicated relations between local and regional authorities' jurisdictions (local, national and special administrations).

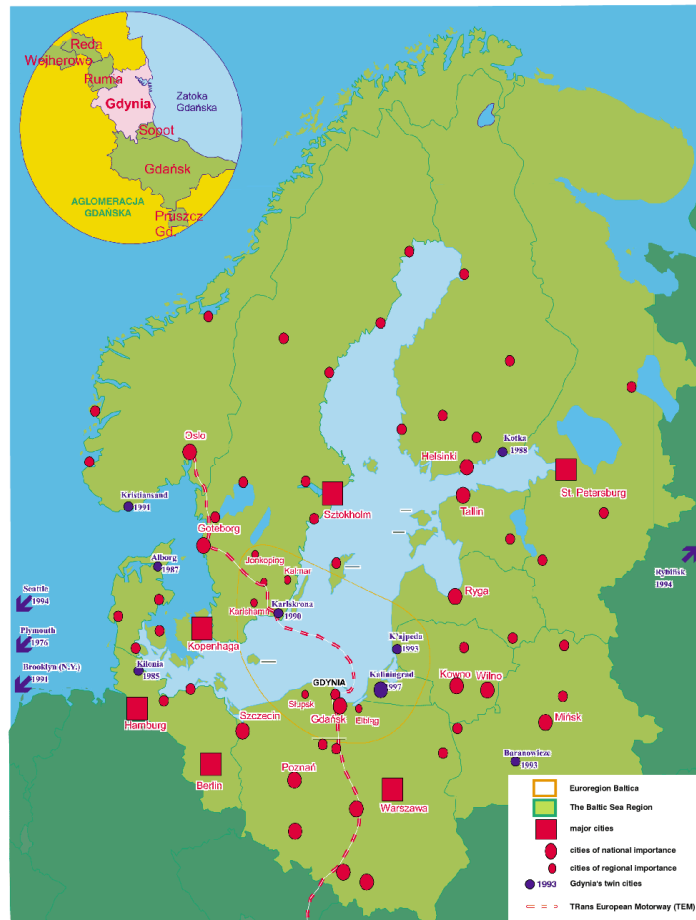
**Gdynia has good conditions for co-operation with foreign partners in accordance with priorities of Poland's international policy and Gdańsk Province's development directions:**

- **it is favourably located in relation to its natural and traditional foreign co-operation partners;**
- **it is part of the Tri-city, the biggest urban area in Northern Poland and on the South Baltic Sea, influencing the quality of life in the whole region;**
- **it is located in Central Europe on the north-south and west-east transportation routes;**
- **it is an active partner in international organisations and international regional development programmes;**
- **it has meaningful achievements within the international policies in the Baltic Sea Region.**

The long-term goal of the Tri-City's policy is to achieve the status of a European metropolis (europol) and a leading Baltic European centre. In order to achieve this goal, local authorities should acquire the ability to be compatible with the policy of building a Baltic Sea Region of Europe. Inter-regional and international co-operation between Baltic cities, among them Gdynia, should be conducted with participation of all interested parties and with political, economic, social, cultural, and scientific institutions. An important factor includes co-operation between Euroregions, for the integration and co-operation of institutions and organisations along with standards adapted by the European Union - European Charter of Local Self-Government and European Charter of Regional Self-Government.

The development strategy of the region seen in the domestic and international aspect is very important for the city. The Baltic Sea Region has vast economic potential: 17 cross-border regions of cooperation, 8 metropolitan areas with population over one million, 34 cities where international fair and trade events are regularly held, 67 university degree schools, 90 million hectares of wooded areas, and 40 million hectares of arable land.

### Location of Gdynia in the Tri-City agglomeration, region and Europe



From the point of view of Gdynia's interests, the most important were documents accepted by the European Union enabling establishment of funds supporting the development of the Baltic Sea Region. These funds can be fully used by such organisations as the Union of the Baltic Cities, Baltic Ports Organisation, and Baltic Sea Tourism Commission of which Gdynia is an active member. Gdynia also co-operates with the Baltic Sea Chambers of Commerce Association promoting free trade in the region; the city is active in the Baltic Sea States Council, the Ministerial Conference of the Baltic Sea States, and in sub-regional conferences of the Baltic Sea States. Very important is also Gdynia's participation in the international programme the VASAB 2010 - Visions and Strategies Around the Baltic. Gdynia is also engaged in the formation of the Baltic Sea cities network (twin cities) and cities located on the Trans-European Motorway route (co-operation with the Union of TEM Cities, charring the Union of Amber Road Cities). In addition, Gdynia presides on the Union of the Maritime Cities and Communes encompassing 31 municipalities on the Polish coast. Gdynia is also a founding member of the Association of Communes of the Baltic Euroregion.

Gdynia deals with the World Bank, the United States Agency for International Development, and the European Bank for Reconstruction and Development. Their engagement is clearly shown by the amount of capital invested. One of the city's successes was acquiring funds for modernisation of the

central distribution heat network and Kwiatkowski Route. Proof of Gdynia's position and the city's recognition was entrusting the city to host the 10th EuroPartenariat Poland 94' -the first one to be held outside the European Union's borders. In 1996, the Baltic Sea Partenariat was held in Gdynia and one of its organisers was the Gdynia World Trade Center. The aim of the Baltic Sea Partenariat is to promote and develop economic links between the nations and regions of the Baltic Sea Region.

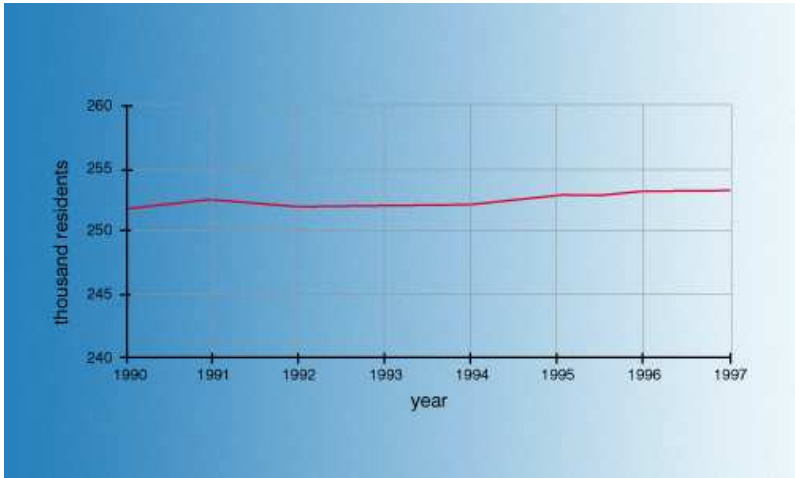
The above mentioned conditions are reflected in Gdynia's development strategy (see chapter: Gdynia's strategic goals)



### **DIAGNOSIS OF THE GDYNIA'S SOCIO-ECONOMIC DEVELOPMENT IN 1990-96**

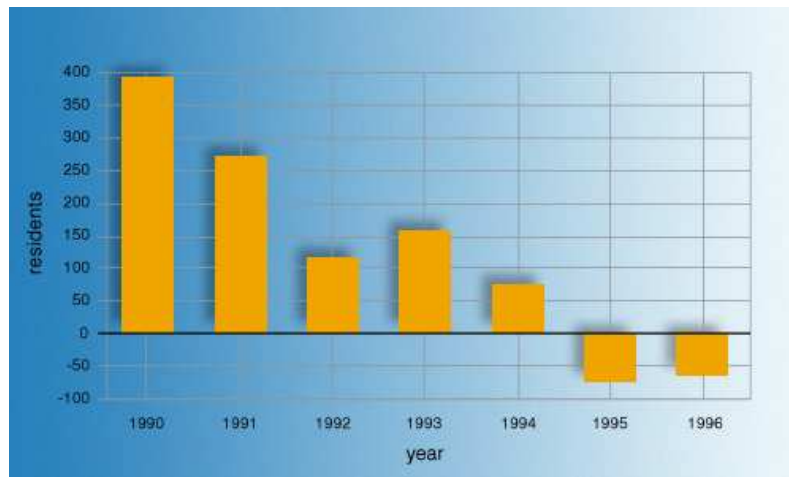
Statistical data from 1990 to 1996 show the following trends and tendencies in the city's social and economic life:

#### **1. Resident Population**



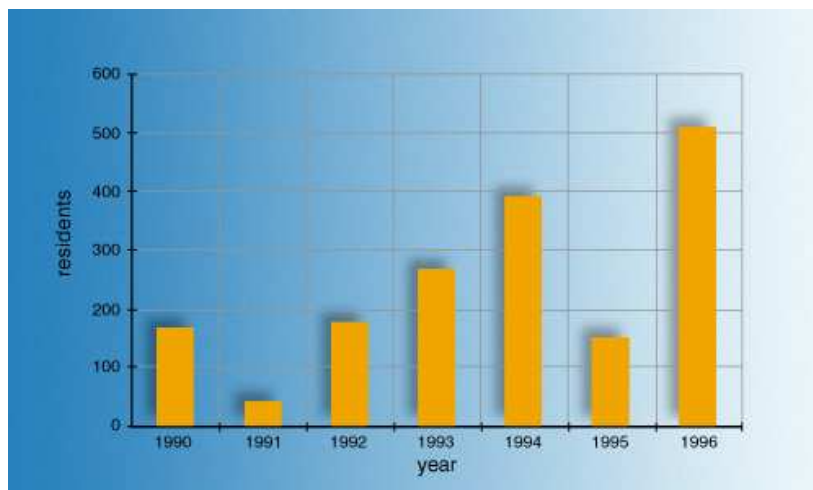
1. Population remains steady at just over 250,000.

## 2. Natural Population Dynamics



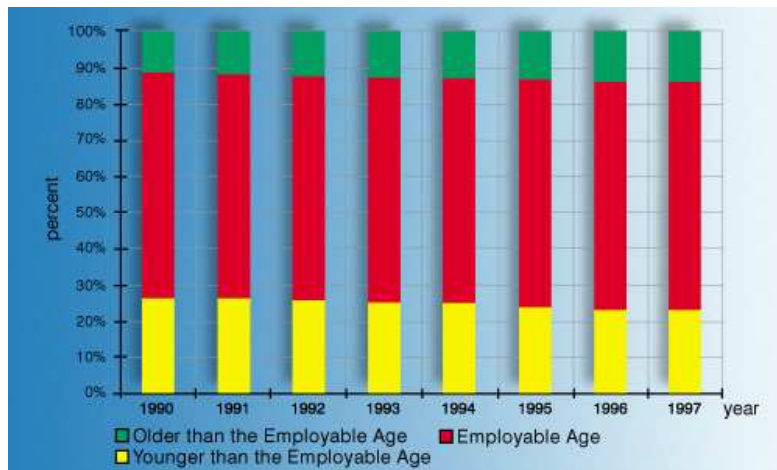
2. The number of births decreased while the number of deaths increased due to the overall aging of the population.

## 3. Resident Migration



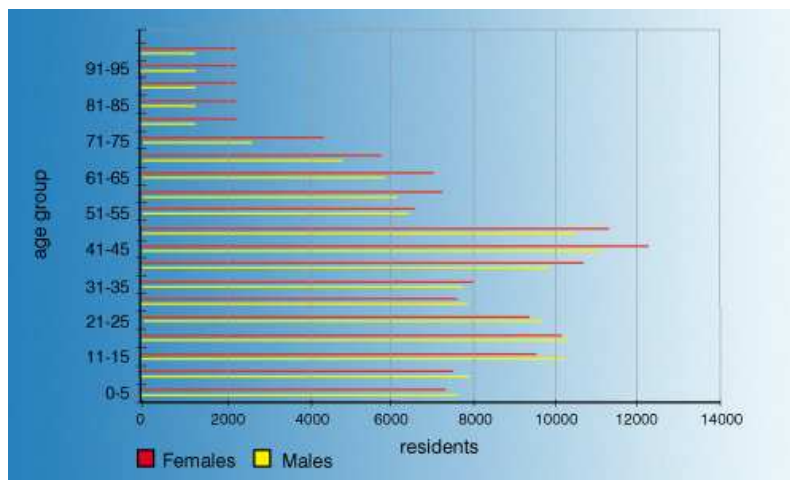
3. The number of incoming resident registrations increased faster than the number of residents leaving the city.

#### 4. Residents of Employable and Non-employable Age Groups



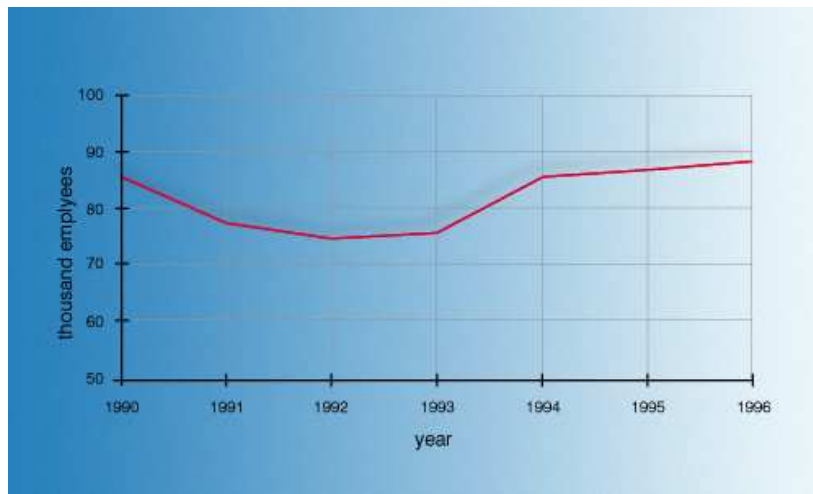
4. Although the percentage of residents Younger than the Employable Age decreased, and the percentage Older than the Employable age increased, the percentage of Employable Age increased very little due to the immigration of workers.

#### 5. Population by Age Groups in 1996



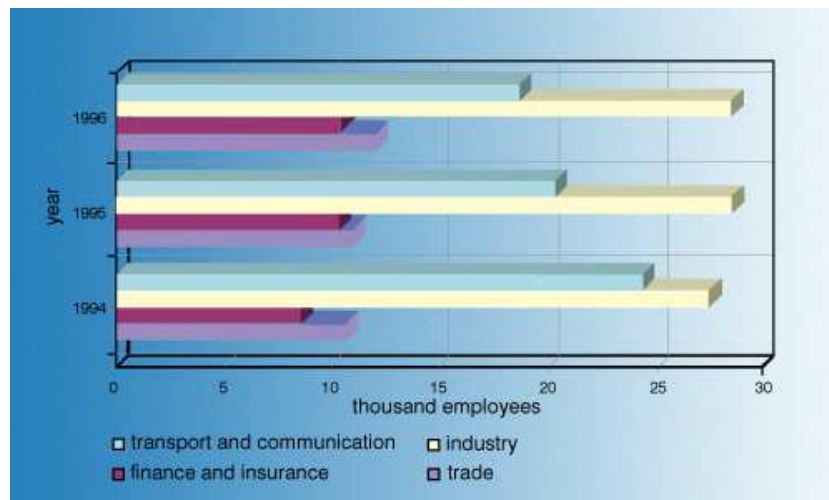
5. Over the age of 65, there were more women than men due to higher male mortality rate.

## 6. Employment in Gdynia Businesses Contracting over 5 People

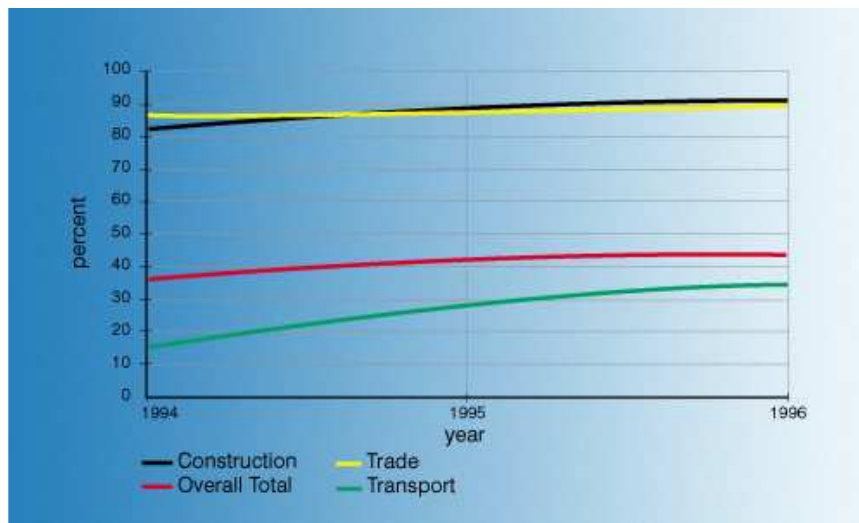


6. After a decline, the number of employed turned back upward by 1993.

## 7. Employment

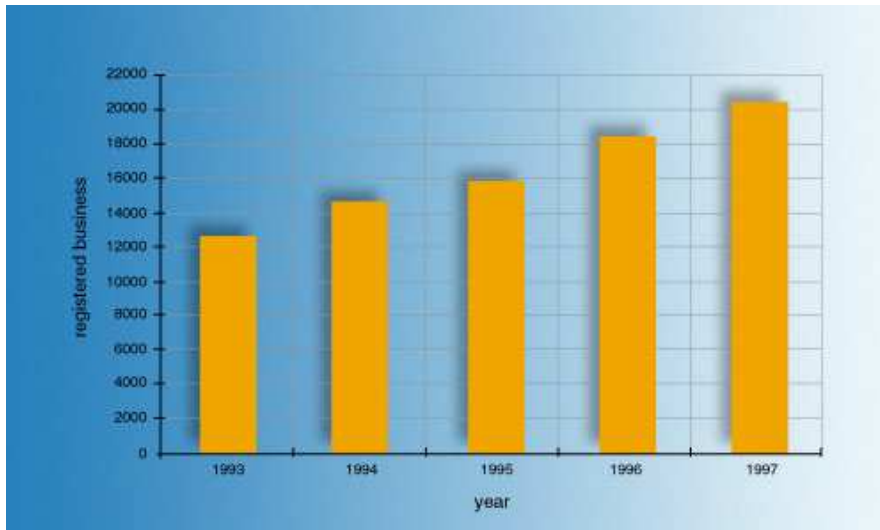


### 8. Privately-owned Business in Selected Economic Sectors using the Statistical Classification of Economic Activities in the European Community



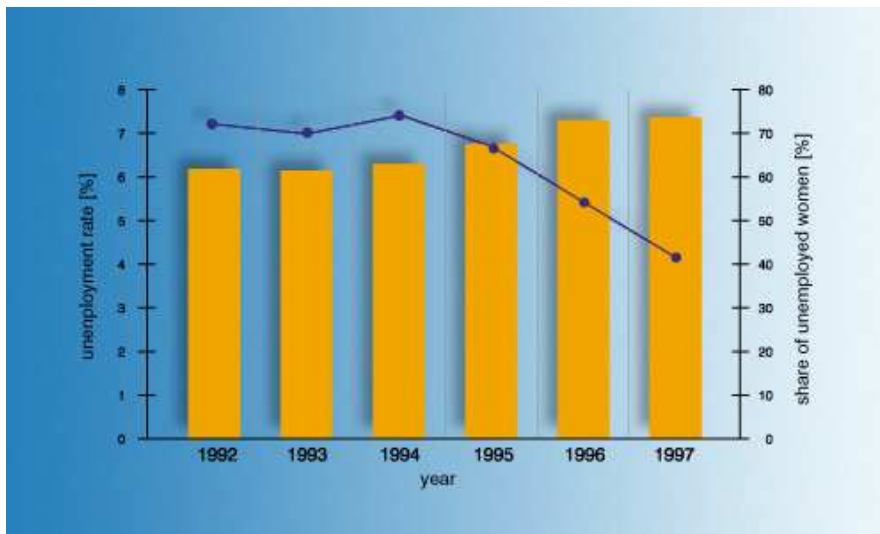
7. - 8. Employment increased in finance and insurance, trade, and industry (for males), evincing the attractiveness of the job offers in these private sectors. Meanwhile, transport and communication sector employment declined.

### 9. Registered Businesses



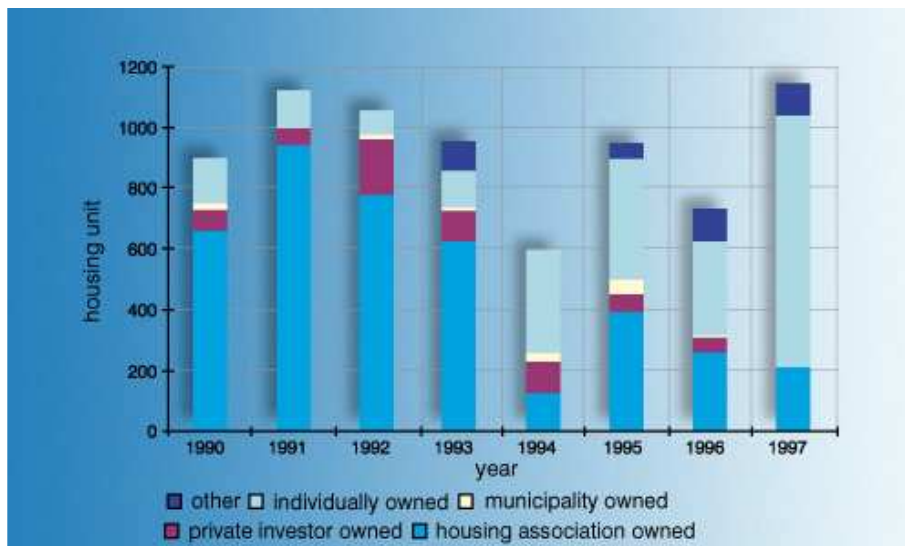
9. The number of registered businesses quickly grew.

## 10. Unemployment



10. The overall unemployment rate has been lowered while the share of unemployed women increased to 75% of all unemployed. The unemployed were usually people with vocational and technical education. Considering the age structure, unemployed women were generally under 44 years old while employed men were usually under 25 years old.

## 11. New Housing Units

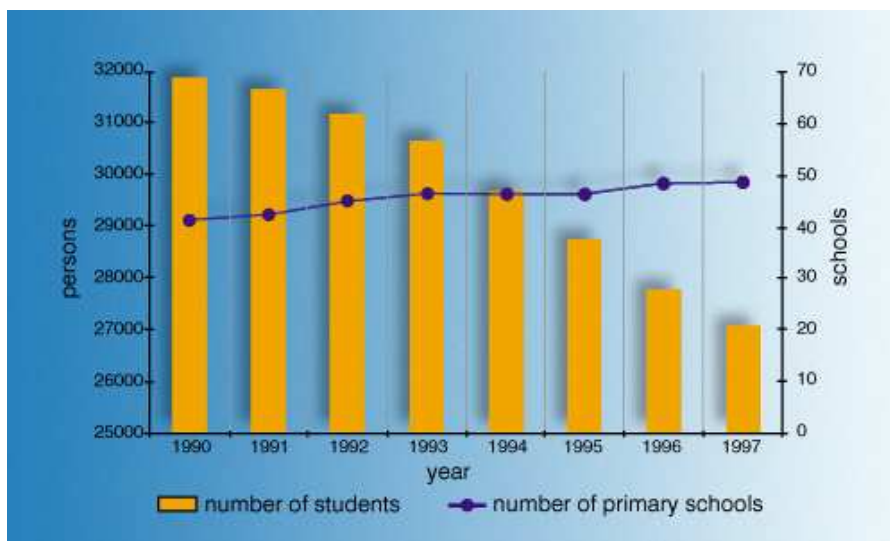


## 12. Usable Floor Space of New Housing Units



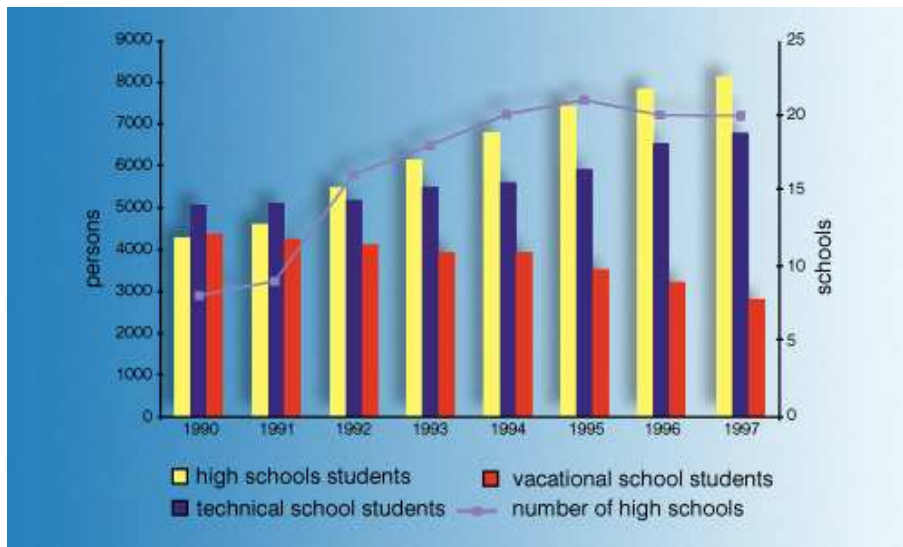
11-12. Few new housing units were offered to residents (500 - 1000 per year) but they are of a much higher standard; evincing an advantage of private investors over housing associations.

## 13. Primary Education



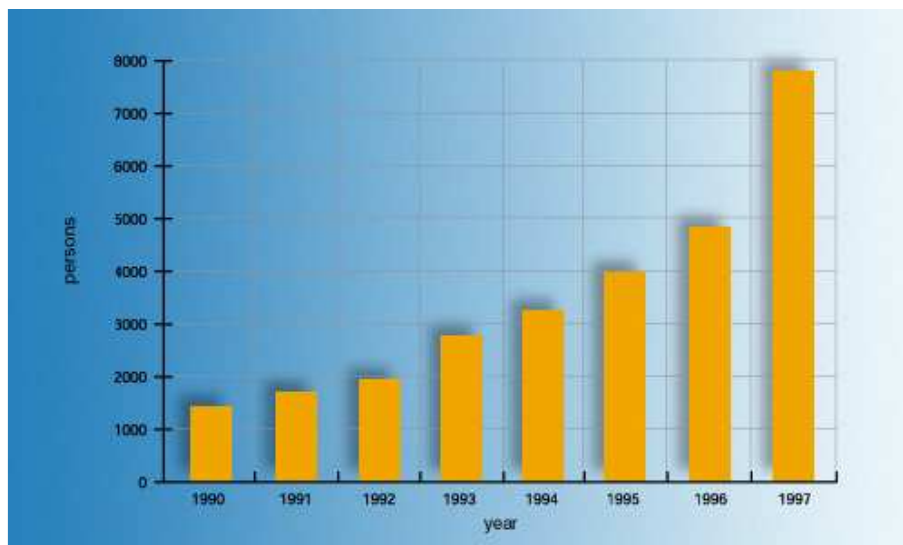
13. Although the students born during the period of rapid population growth had graduated from primary schools, the number of primary schools remained steady.

## 14. Secondary Education



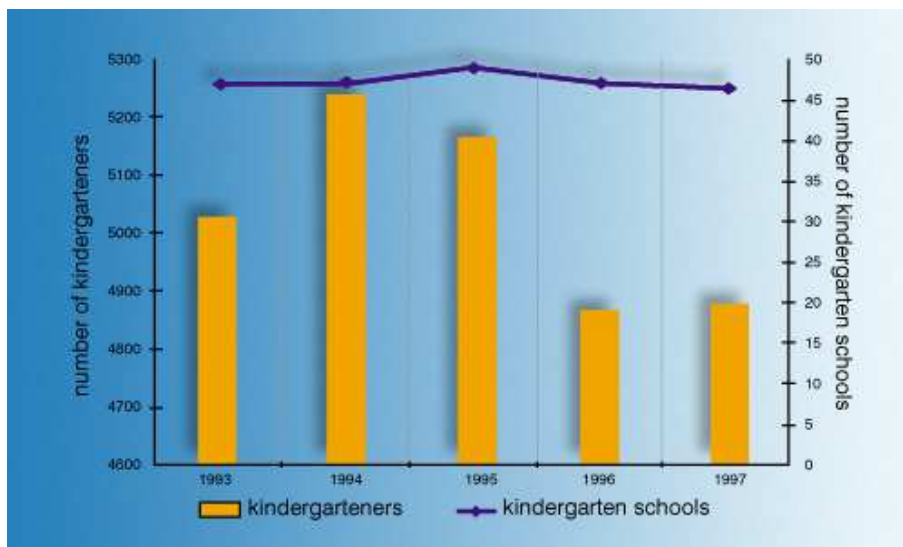
14. The number of secondary schools increased, usually using existing buildings and teachers from primary schools. The number of vocational students significantly declined.

## 15. University Students



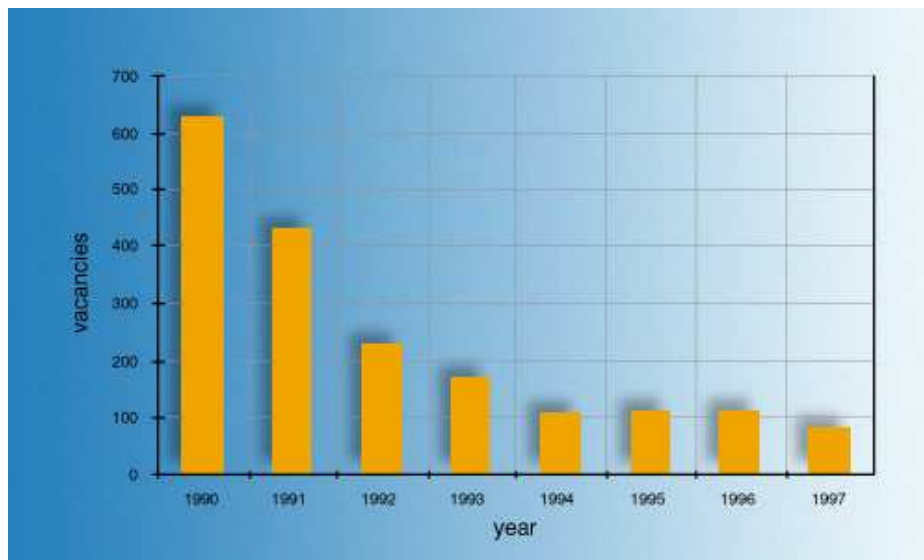
15. The number of university students quickly increased.

## 16. Kindergarten Education



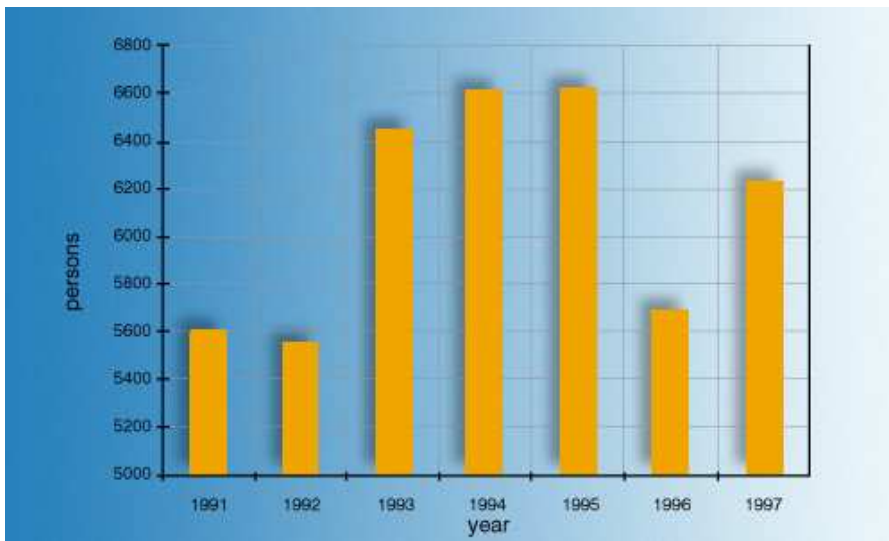
16. Kindergarten enrollment decreased as the population of kindergarten-aged children decreased.

## 17. Day Care Nursery Vacancies



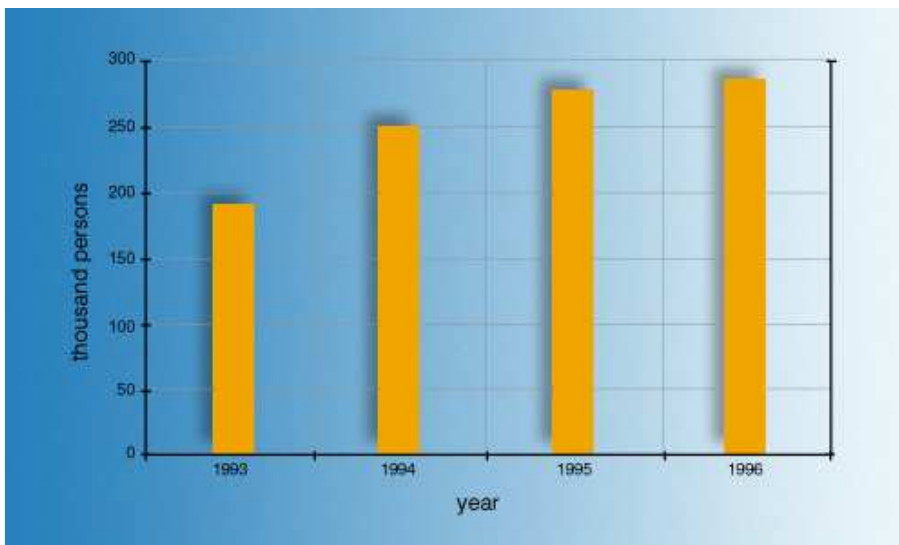
17. The number of Gdynia's day care nurseries and vacancies decreased considerably.

### 18. Residents Granted Social Welfare Services



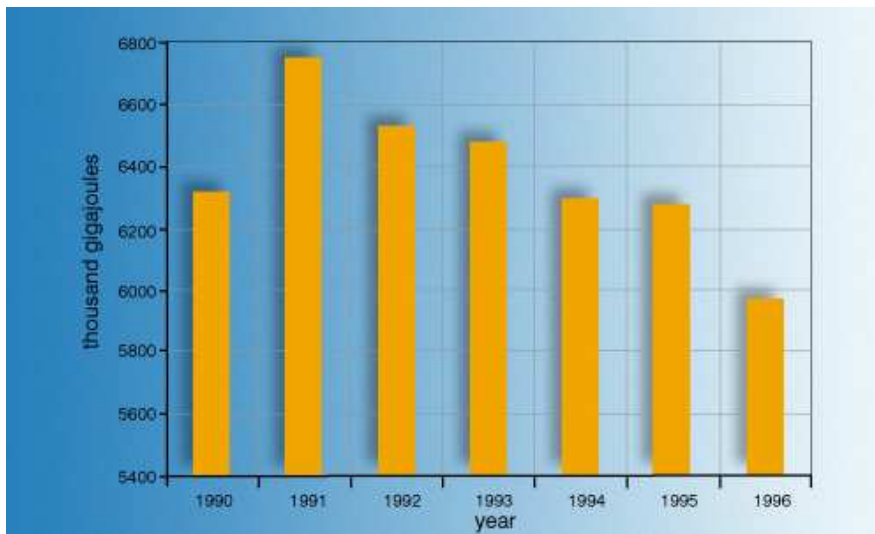
18. The number of residents assisted by the local social welfare system increased greatly until regulations changed in 1996.

### 19. Cinema Audience



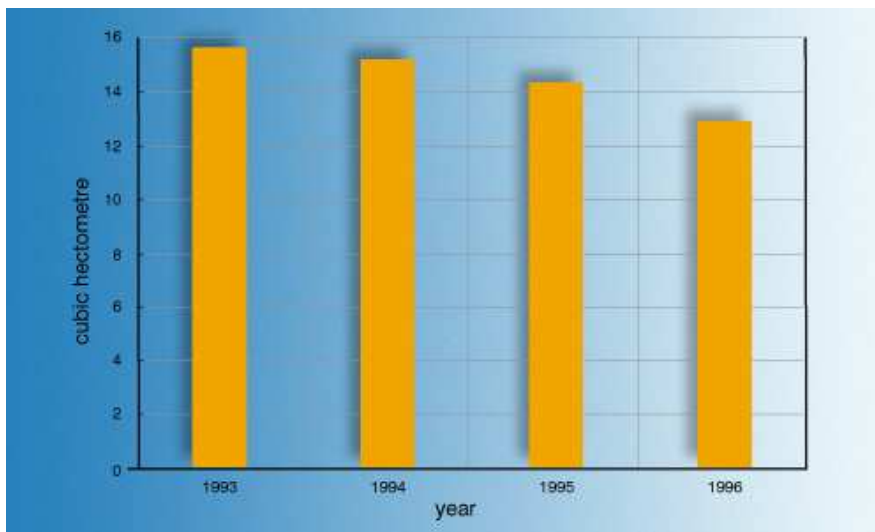
19. Cinema attendance steadily increased.

**20. Distribution of Central Heat by OPEC (Heat Power Regional Enterprise Ltd.)**



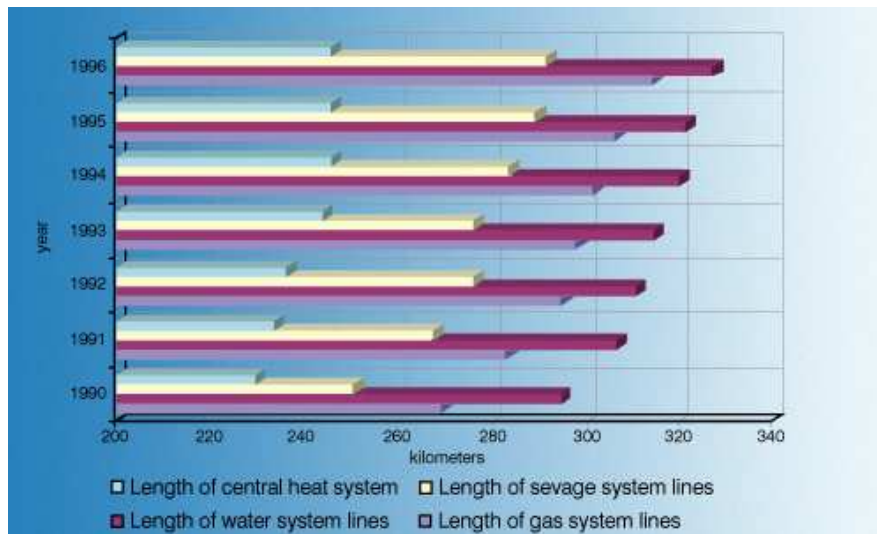
20. Heat usage decreased resulting in central heat plant capacity surplus.

**21. Household Water Use**



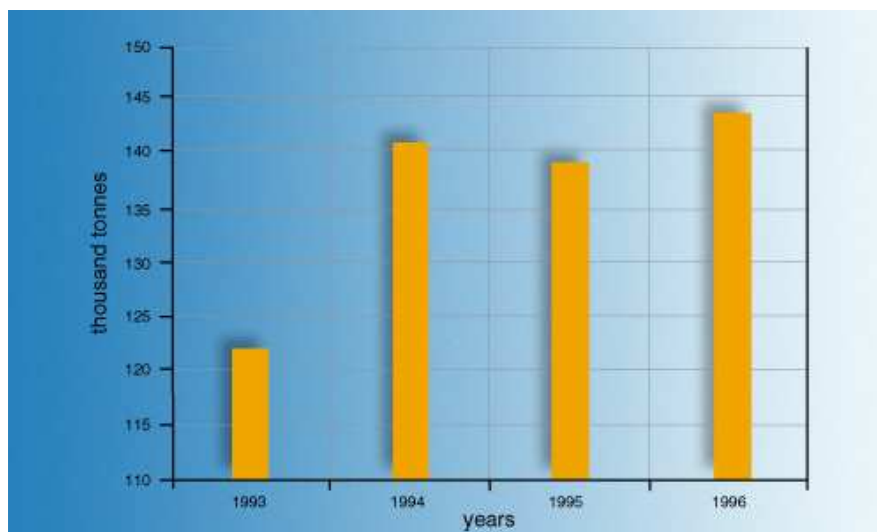
21. Decrease was due to lower water consumption per household.

## 22. Infrastructure Systems



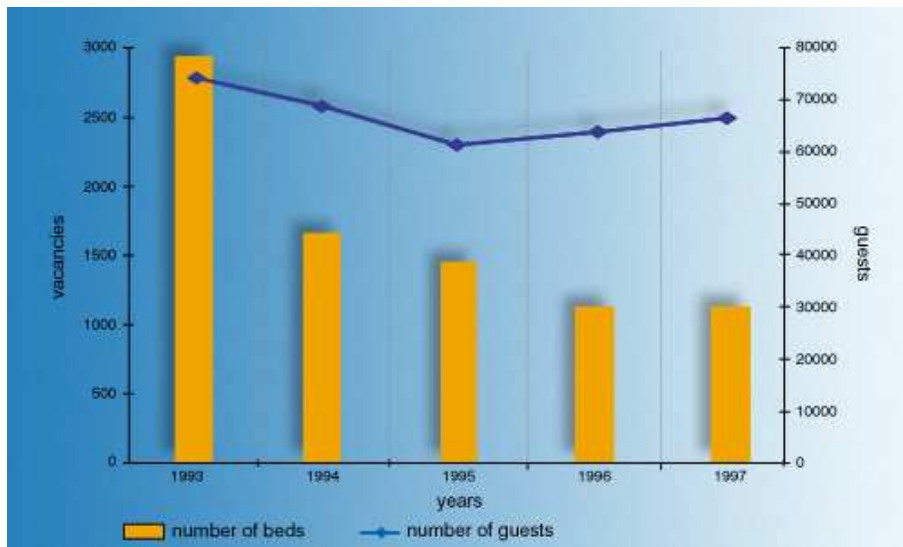
22. Systems were steadily extended, serving more customers.

## 23. Solid Waste Management



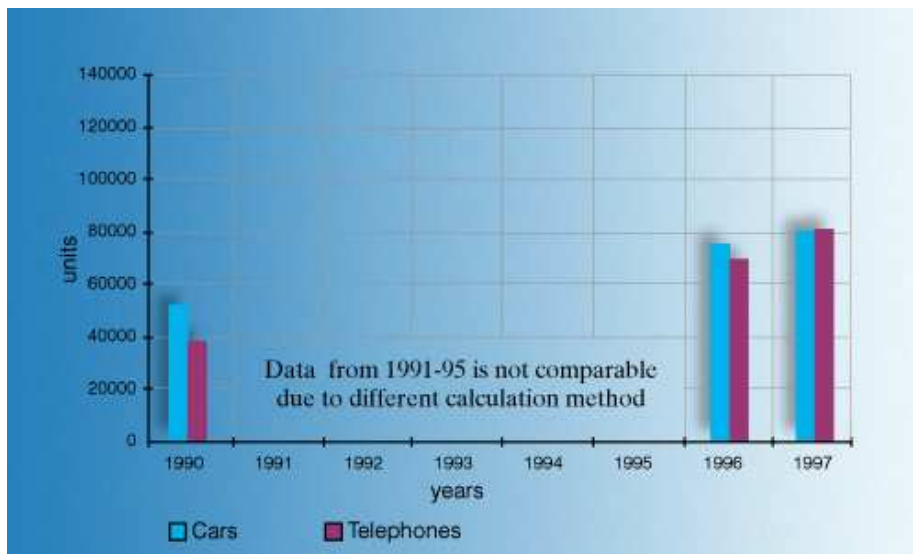
23. Solid waste increased.

## 24. Accommodation



24. Number of beds decreased due to closing down of substandard facilities.

## 25. Cars and Telephones



25. The numbers of cars and telephones quickly increased.



**The municipality's activities, in respect to development trends, should concentrate on:**

- **monitoring economic and social processes;**
- **analysis of statistical trends;**
- **anticipating future demand for municipal, social and educational services;**
- **liquidation of monopoly practices in municipal services through legal measures and by contracting private services under the municipal control;**
- **maintaining a friendly investment climate (tax relief, tax exemption, clear investment procedures);**
- **acquisition of land for future investments crucial to the development of the city;**

City Hall should pay particular attention to negative trends resulting from Gdynia's demographic situation, economic and political transformation processes, and global trends. Special attention should be paid to the following:

- weak condition of Gdynia's maritime enterprises due to the lack of a clearly defined national maritime policy and slow pace of privatisation;
- widening gap in the wealth of Gdynia's residents resulting in the city's division into richer and poorer districts;
- emigration of the wealthy and their companies to neighbouring municipalities resulting in a decrease of the municipal tax base;
- overall aging of the population requiring an increased social welfare budget;
- decline in the number of employed women, lack of job offers on the Gdynia labour market;
- growth of crime;
- low growth rate of the housing market;
- low level of attractiveness and diversification of the accommodation sector;
- unsolved problem of the steadily growing amount of waste, and of its proper utilisation.

The privatisation and transformation processes of Gdynia's largest maritime enterprises resulted in their holding a good position on the market (e.g. Port Gdynia Holding S.A.). In late 90's, maritime activities still dominate the city's economy. These activities encompass nearly all sectors, beginning with shipbuilding, ship repairs, production of fittings, shipping, port services, deep sea and Baltic fishing, along with trade, rescue, education, navy, and maritime administration. About 30% of all

employed are in the maritime sector of the economy. Most of them are residents of Gdynia. This dependence on the maritime sector constitutes one of the city's basic weaknesses.

Most of the land in the port area is owned by the national government. Only some is owned by the municipality. At the same time, the biggest maritime enterprises are joint stock companies with a 100 % of the shares held by the National Treasury. The following large maritime enterprises are located within the Gdynia port area: Port Gdynia Holding S.A., "Nauta" and "Radunia" ship repair yards, "Dalmor" Deep Sea Fishing, Processing and Trading Enterprise, PRO, Polish National Railways and many other medium and small, mostly private, companies serving the ships and their cargoes. The Maritime Administration, Customs Office, and other national agencies are also present.

The port of Gdynia directly borders city districts on its south and north. This is a handicap for expansive development. In comparison to Gdańsk and Szczecin, Gdynia has much less land at its disposal. But in spite of this, there still are land reserves. They are favourably located in close vicinity of the port and the city. These areas can be used for port-industry and city functions, and waterfront development. Thus in the future, on a much larger scale, it will be possible to develop mixed port-city functions, especially in the eastern part of the port. This part of the port needs restructuring. The western part of the port of Gdynia is well adapted to handling containers and logistic services, but the eastern part, handling mainly conventional general cargo, has to be modernised to meet today's and future requirements. Also bordering this part is the area called the Downtown Development Zone. With the city preparing itself for its new role as part manager of the Gdynia Port Authority, the municipality has ordered studies exploring the possibilities of locating functions other than port-industry in this zone.

Another very important function of any commercial port, is ferry connections. In Gdynia, ferries maintaining a regular daily connection to Karlskrona in Sweden, call at a provisional ferry terminal located directly by the Container Terminal. According to Swedish predictions, by the year 2010, both passenger and cargo traffic between Sweden and Poland will double. Thus plans are to build a modern ferry terminal and in Basin V a ro-ro terminal. The decision as to where to locate the terminal will have crucial influence on future land use of the port area and future needs for road infrastructure serving both the port and the city.

About 175 hectares of the port of Gdynia is occupied by shipyards. The two biggest, Stocznia Gdynia S.A. and the Naval Shipyard, have the largest land reserves at their disposal that are currently not sufficiently utilised. Technical infrastructure for shipbuilding in both of the shipyards is sufficient. There's no need to anticipate further shipbuilding uses of the areas. Therefore, these land reserves can be destined for functions other than shipbuilding.

The chaos that resulted from the diminishing fishery function is one of the main weaknesses of the city's and port's land management. There are no perspectives for the revival of this fishery function. There are ports nearby that are much more favourably located in relation to fishing grounds. Also labour costs are, and will be in the future, higher in Gdynia. As a result, over 90% of the Gdynia fishery port is now underused and undergoing major changes as to its utilisation. The Deep Sea Fishing, Processing and Trading Enterprise "Dalmor" is in charge of management of this area.

Apart from the above-mentioned functions, the port of Gdynia houses a sailing harbour, a harbour for coastal passenger ships, a pier for cruisers visiting Gdynia, school ships, and the Naval Port. Gdynia may also become a NATO base in the near future.

All these functions, apart from the Naval Port, are located in the south-east part of the port in General Zaruski Basin and in the south-west part of Basin I, lying on the premium area of Gdynia's waterfront.

Predictions indicate that one of the most quickly growing demands for the port will be sailing. The number of yachts calling at Gdynia should increase about 10% annually after the year 2000. Club ownership of yachts will diminish giving way to private ownership. This process has already started and will grow in force as the population grows richer. These transformations, accompanied by the growing number of coastal passenger vessels and super-fast ferries calling at Gdynia, shall have a major impact on future functional structure of the east port of Gdynia.



### **STRENGTHS OF THE CITY RESULTING FROM ITS DEVELOPMENT TRENDS IN 1990's**

- reputation as an efficiently managed urban centre of well-to-do and enterprising residents,
- prestigious status as the maritime capital of Poland, famous for its nautical tradition,
- base and headquarters of the Polish Navy,
- international contacts and position providing the Gdynia's residents with the feeling of the European and Baltic affiliation,
- close vicinity to Gdańsk, the capital of the region, and Sopot - both cities acclaimed cultural, tourist and recreational centres,
- commercial port opportunities for core municipal development activation, due to its adjustment to handling the cargo in multimodal technologies and to serving passenger ferries,
- high share of employment in the service sector, caused by a rapid growth in retail and wholesale trade, and financial, insurance, consulting, developer, and information services,
- significant potential of higher marine education and sea research institutes,
- location as a substantial road and rail transport node,
- close proximity to the 'Gdańsk-Trójmiasto' international airport,
- developed network of environmentally friendly trolley transportation,
- improved quality and number of phone connections,
- low unemployment ratio, compared with national and regional averages,
- high standard of secondary education (international top-class achievements of students at the 3rd High School),
- network of non-state primary, secondary and higher education centres,
- dominant share of students in high schools, compared with technical and vocational schools,
- considerable number of cultural events organised for the residents of Gdynia, and their relation with the marine traditions of the city,
- strong neighbourhood ties between residents,
- seaside location -determining development of port and shipyard functions, coastal navigation, and sea-related tourism and recreation,
- diversified natural landscape with considerable height differences (40-60 meter-high escarpments of moraine plateaux), large share of forested areas within the city limits (the Tri-City Landscape Park), and proximity of the lakeland -providing splendid recreation conditions,

- low indices of air pollution,
- full supply of electric and heat energy demand,
- large groundwater resources, providing high-quality potable water carrying no biological or organic load,
- well-settled local spatial management plans,
- high share of private ownership in Gdynia's real estate.

### **WEAKNESSES OF THE CITY RESULTING FROM ITS DEVELOPMENT TRENDS IN THE 1990's**

- poorly diversified local economy, dominated by the maritime branches and susceptible to fluctuations in foreign trade, sea shipping, ship construction and fishing industries,
- low rate of privatisation and restructuring of state-owned enterprises located in Gdynia,
- insufficient capacity of its road network and unsatisfactory road connections to the port areas,
- overall ageing of the population due to a negative birth-rate,
- housing deficit resulting in high density in existing facilities,
- large share of multi-family housing areas of a low standard,
- unsatisfactory cultural role,
- shortage of tourist accommodations,
- incomplete sewage system,
- unsatisfactory technical and sanitary condition of water intakes and supply system,
- unsettled management problems in OPEC (Heat Power Regional Enterprise Ltd.) and PWiK (Water Supply and Sewerage Enterprise Ltd.), especially a deficiency in coherent municipal property management regulations for these companies,
- incomplete management of the swimming areas, including a swimming ban along the Kacza River outlet due to its pollutants,
- impossibility of a self-contained solution of the waste management within the city's boundaries,
- limitations in possible directions of the city's spatial expansion due to its location and certain special zoning restrictions,
- existence of physical barriers (escarpment of moraine plateau) and legal constraints (coastal zone protective and technical belts, and nature protection areas -landscape park and nature reserves) to the spatial expansion of the city,
- lack of municipal land equipped with technical infrastructure and intended for housing,
- existence of military areas excluded from public use along the swimming area (at the top of the moraine plateau),
- insignificant share of urban green areas and recreational areas.



## **OPPORTUNITIES FOR THE CITY RESULTING FROM FAVOURABLE INTERNAL AND EXTERNAL CONDITIONS**

- continued decentralisation of the nation resulting in the formation of large, economically independent and strong regions, and an increase in administrative power of the municipalities,
- prioritisation by the central authorities of the north-south transport corridor (including the A1 motorway),
- possible establishment of firm co-operation between the urban centres of the Tri-City area aimed at joint resolution of supralocal problems,
- taking up of spatial and strategic planning co-ordination within the Tri-City,
- steady increase in the number of EU programmes supporting urban development in the Baltic Sea Region,
- resolution of the new 'Ports Act', allowing for a partial influence of the local municipalities on development of port areas,
- existence of land reserves in the port and industrial district and at the edge of the downtown and the port areas, permitting prospective development of the distributive & logistic functions of the port and the prominent functions of the city,
- agreement between the urban community and Gdynia City Hall on major strategic goals for the development of the city,
- supplementation of the city's economic potential with new high-tech businesses,
- growth of financial, insurance, and information institutions, including those dealing with maritime trade,
- breaking of monopolies in municipal services,
- implementation of the reconstruction strategy of the bus stock in Gdynia -which encourages development of public transport as an alternative to private automobile dependency,
- possibility of the municipality's use of the military airfield at Babie Doły,
- location of a NATO naval and air base in Gdynia,
- improvement of tourist services of the city through new investments in yacht sailing, ferry lines, and beach maintenance.



## **THREATS FOR THE CITY RESULTING FROM UNFAVOURABLE INTERNAL AND EXTERNAL CONDITIONS**

- possible slower rate of privatisation and market processes in the national economy due to unpredicted political decisions,
- complicated, ineffective, and disintegrated administration structures (national and municipal governments) within the city,
- lack of collaboration between authorities of the urban centres in the Tri-City area, following a lack

- of normative solutions,
- weakness of democratic procedures,
  - lack of evident national maritime policy,
  - continuation of the existing national budget policy, which forces municipalities to maintain education centres from their own incomes (as the municipalities receive an inadequate share of national revenue),
  - incoherent national education policy caused by various political orientations, hampering with implementation of the education policy at the local level,
  - low effectiveness of the health care sector and lack of necessary structural reforms,
  - abandonment of crucial infrastructure projects (Kwiatkowskiego Route, Rose Throughway),
  - increased Downtown and main road traffic jams due to tremendous growth in the number of vehicles, followed by increased air pollution indices due to car exhaust,
  - lack of public acceptance for the priority of public transport, leading to further expansion of private automobile traffic,
  - low awareness of citizens on their role in building the future of the city (voting, community participation, and social awareness),
  - possible outflow of prosperous and self-motivated residents, due to scarcity of available high-standard housing in Gdynia,
  - uncontrolled inflow of poor Polish and international citizens,
  - stratification of different financial standings of Gdynia's districts, resulting in a wider gap in the standard of living between these individual city districts,
  - increase in racketeering and criminal offences,
  - lack of successful actions towards an integrated waste management system in the scale of the whole Tri-City, and a simultaneous increase in the mass and volume of wastes,
  - lack of a common management model for municipal grounds and premises,
  - unplanned housing areas and suburban sprawl,
  - concentrations of sub-standard housing areas.



## **MISSION OF THE MUNICIPAL GOVERNMENT**

In conformity with the letter of law, Gdynia City Hall is responsible for providing all residents of the municipality with an appropriate standard of living. Therefore, the municipal obligations to its citizens include: safeguarding their basic necessities (incl. utility services and housing), ensuring access to the culture and leisure time amenities, as well as maintaining public security.

The municipal authorities in Gdynia, however, wish to focus on actions greatly exceeding the statutory minimum. With the forthcoming new millennium and approaching integration of Poland with the European Union, Gdynia City Hall is generating activities that enable the city to play a vital role in the united Europe. The mission of the municipality is realisation of the motto:

### **GDYNIA - THE CITY OF EUROPEAN STATUS**

**The European dimension of Gdynia will manifest itself in four goals which envision Gdynia as:**

- **The urban centre of economic growth**
- **The environmentally friendly city**
- **The safe and useful city**
- **The open city**



## **STRATEGIC GOALS OF GDYNIA**

**The overarching goal declared by the municipal government is to achieve a steady, publicly acceptable and sustainable development, in order to match European Union standards of living, through the most favourable utilisation of its natural, human, financial, and location resources.**

The above goal will be accomplished by securing efficient performance of the city regarded as a complex interplay of transportation, social, educational, and housing systems -guided by municipal policy and engineering. This must involve a proper division of finances for current maintenance of the municipal infrastructure and for future project expenses.

Implementation of the Strategic Plan for Gdynia should ensure a continuous growth of the regional, national, Baltic, and European status of the city.

The Gdynia's general development goals listed below evolve the overarching goal and embrace, in a synthesised form, definite categories of actions which upgrade development of the city to a standard approximate to European centres of similar size, location, and function.

Execution of the first general goal, named **The urban centre of economic growth** provides for more attractive offerings to the local labour market, including: a wide range of positions for employees having different skills, a high standard of vocational institutions, satisfactory salaries, an advanced and production-related research and development sector, and easiness in shifting and upgrading professional qualifications. Increased competitiveness of the local economy can also be achieved through opening its branches towards innovative technologies and sophisticated services.



The next goal, entitled **The environmentally friendly city** accepts a superior principle of sustainable development of an urban centre, which allows for meeting current demand of its community without threatening the supply/demand balance of future generations. The principle of local and regional sustainable development is the key word in the UN document known as Agenda 21, and remains in force both in urban planning and in all other fields of strategic planning. Strict implementation of environmental requirements in everyday city life and the launching of a constant consulting process with the local community will favour only those investment activities which contribute to improvement of the natural environment and mitigate undesirable impacts. Detailed strategic goals form the elements of the Agenda 21 for Gdynia and the prospective Agenda 21 for the Baltic Sea Region.

**The safe and useful city** is the strategic goal which considers the comfort of being in a city, hence it includes the biggest number of social and spatial factors. Both residents and visitors to a city are perceivers of the urban landscape. They evaluate its spatial and architectural harmony, aesthetics of built-up areas and arrangement of the surroundings. Simultaneously, they appraise the availability and quality of municipal services, including basic utilities, telecommunication and public transportation. The usefulness of a city is also evaluated through the condition and capacity of road connections between individual city districts, distribution of parking areas, availability and quality of retail trade and cultural, tourist, recreational, health, educational, and social welfare services, as well as through the security of individuals and their property. A significant strong point of a city is a wide offer of attractive housing areas, including single-family housing, co-operative housing, and facilities for disadvantaged social classes. Finally, quality of urban life consistently relates to the available system of recreational green areas.

The last of the general goals, labelled **The open city** responds to the problem of transport links between a city and other domestic and international centres. The considered issues range from

transport of goods and passengers by road, rail, air, and inland waterways, to communication accessibility in the shape of quantity and quality of phone and computer connections.

Each of the general goals consists of a number of detailed objectives which are split into executive tasks to be implemented by individual administrative units or departments of the Gdynia City Hall.



## **1. THE URBAN CENTRE OF ECONOMIC GROWTH**

### **1.1. COLLABORATION OF DECISION-MAKING INSTITUTIONS FOR THE BENEFIT OF DEVELOPMENT OF THE TRI-CITY AREA AND REGION**

#### **1.1.1 Undertaking of joint efforts to attain metropolitan status for the Tri-City area**

Conceding a new legislative status to the municipalities included in the Tri-City area would enhance their budgetary position based on broader competencies and bigger subsidies from the central budget for maintenance and development. For that purpose it is advisable to establish a co-operation forum for regional, municipal and communal authorities. This would facilitate solving supralocal development problems, such as integrated public transport system, water supply, sewage disposal, and waste management -with financial support from the central and regional budget, and domestic and international funds, including EU assistance programmes. Institutionalisation of collaboration between various administration centres will initiate dialogue on methods of preventing harmful competition between enterprises that operate in the same sector (ports, trade and exhibition companies), which should upgrade their position and significance. The urban centres are also capable of conducting complementary investment policies and common marketing actions for the benefit of development of the Tri-City agglomeration, through common investment offerings at domestic and international trade and exhibition events. The suggested forum should gather the top representatives of state, municipal, and special administrations operating in the Tri-City agglomeration, with participation of local parliamentary deputies.



### **1.1.2 Establishment of an advisory body consisting of representatives of economic and research entities**

An advisory body would act as a consulting board responsible for providing opinions and facilitating co-ordination of spatial development actions in the Tri-City area. It is of utmost importance to harmonise land uses between adjacent municipal boundaries. It is also important to co-ordinate the location of commercial malls and large-scale industrial facilities. The consulting board would comprise chairmen of the Commerce and Industry, Trade, Treasury, and Agriculture Chambers, head managers of the bank offices seated in the agglomeration, presidents of the Tri-City universities and colleges, and directors of scientific and research institutes.

### **1.1.3 Agreement of various circles on common lobbying for priority projects**

Interests of various decision-making groups in the Tri-City area are often incoherent, and sometimes even contrary to one another. So far, there has been no prominent lobbying organisation which would unite efforts of regional and local authorities and research and economic establishments for strengthening the status of the region in national and European frameworks. Founding of such regional lobby could facilitate acquisition of means from the central budget for necessary investment projects (renovation of hydrotechnical infrastructure in the ports, capacity extension of throughways), as well as contribute to recognition of the north-south transport corridor linking Scandinavia with Central and Eastern Europe as a priority in the national transport policy. The lobby would concurrently support an upgrade in the rank of the agglomeration and the region on international arena, through strengthening their position in discussion on directions of the European spatial development policy.

### **1.1.4 Conducting of joint actions towards transformation of the Tri-City area into a European metropolis (europol)**

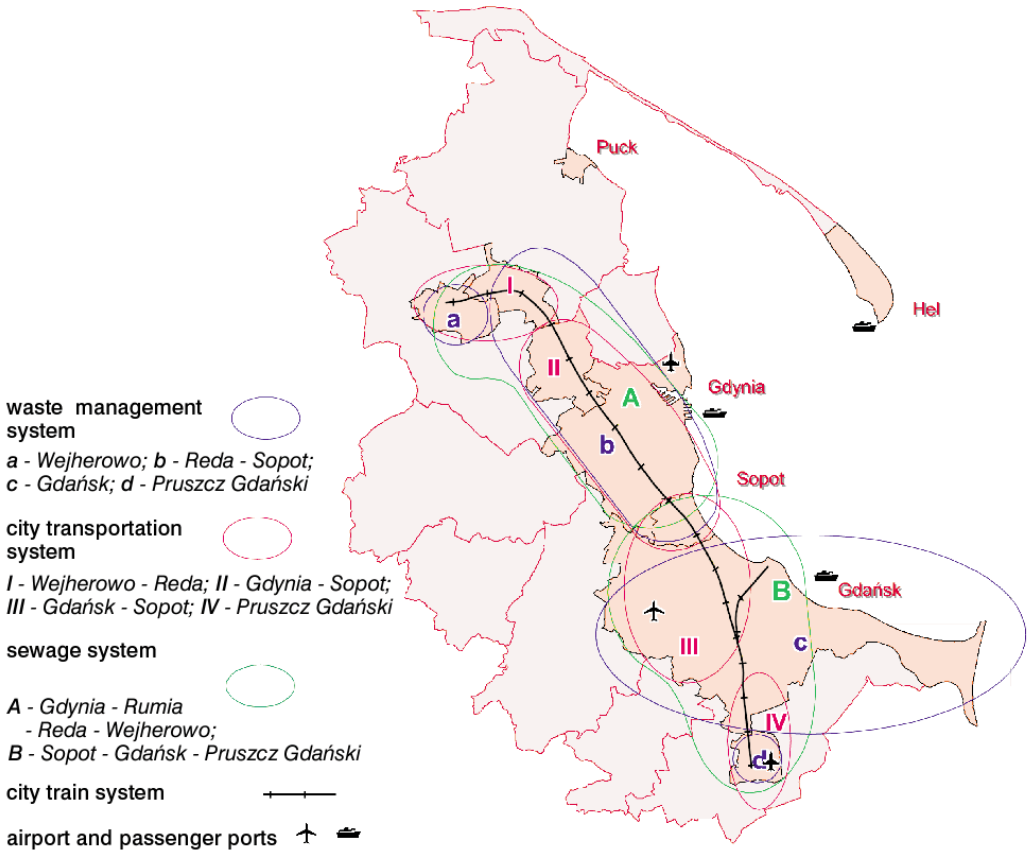
A skilful utilisation of the location value and the potential of the ports and the urban centres would be beneficial for the Tri-City agglomeration. It could gain a world-wide acclaimed status as a

European development pole, an international trade and business centre, and a metropolitan area of modern industry and services. This policy can be exemplified by construction the World Trade Centre and the WTC Gdynia EXPO in Gdynia or prospective location of a NATO naval and air base.

**NO-ACTION CONSEQUENCES**

- inefficient resolution of supralocal development problems (waste management, integrated public transportation system, air and water pollution prevention)
- lack of spatial zoning consistency between adjacent land uses of different municipalities in the Tri-City agglomeration
- decline in national and international rank of the Gdańsk region

**Municipalities in the Tri-City agglomeration**





## **1.2. EXTENSION AND ENRICHMENT OF INDUSTRIAL, COMMERCIAL, FINANCIAL AND TOURIST ECONOMIES OF GDYNIA**

### **1.2.1 Diversification of the local labour market with high-tech industries and services using the latest inventions in science and engineering**

The analysed statistic data prove that the local economy of Gdynia is much dependant on the fluctuating maritime sector (port transhipments, ship building, fishery, sea shipping) which provide about 30% of job positions in Gdynia. Drawing new high-tech investments to the city would reduce this undesirable dependency, and improve the competitive potential of the local economy in light of a gradual lifting of customs barriers between Poland and the European Union.

### **1.2.2 Support for the diversification of production and services in maritime sector enterprises**

The diversification implies widening the scope of activities by maritime sector enterprises through new land investments, aimed at increasing production volume and value added services (e.g.

technology parks). The undertaken actions would give the maritime sector companies greater resistance to demand fluctuations of their traditional products.

### **1.2.3 Increase in the number of small and medium commercial, service, and production enterprises**

Two effective tools in multiplying the number of businesses operating in the city are maintaining a favourable investment climate, and suitable marketing. Both facilitate initiatives among the residents, and the active role of outside investors. This would be of great assistance in lessening the dominance of large state enterprises and in advancing the role of the private sector.

### **1.2.4 Implementing a rational policy towards small and large commercial shopping centres**

The policy of the municipal authorities towards commercial companies planning to locate their centres within the city limits ought to reconcile issues between traders and customers. After the period of spontaneous growth in small retail trade, the market is being conquered by large consortia. A reasonable approach, supported by several Gdynia citizen surveys, places large-scale commercial centres (e.g. hypermarkets and malls) in the suburban areas, near motorway exits, to serve newly erected residential areas. This option might limit their economic impact on the downtown commercial district which, in turn, should upgrade the standard of its facilities (exclusive shops and restaurants), in accordance with the function of this part of the city.

### **1.2.5 Active promotion of Gdynia products abroad**

The task refers to a double promotion -both of producers of given products, and their city, which was able to attract these manufacturers with its location values (supply of grounds, accessibility for delivery of raw materials, market location, r&d background, and labour force skills).

### **1.2.6 Marketing of the city as a convenient centre for locating banking, insurance, and financial institutions**

The recent years in Gdynia have shown a correct response to the world-wide tendency of financial sector expansion. Further actions by the municipality should attract these types of services to a degree observed in other European cities of similar size and function.

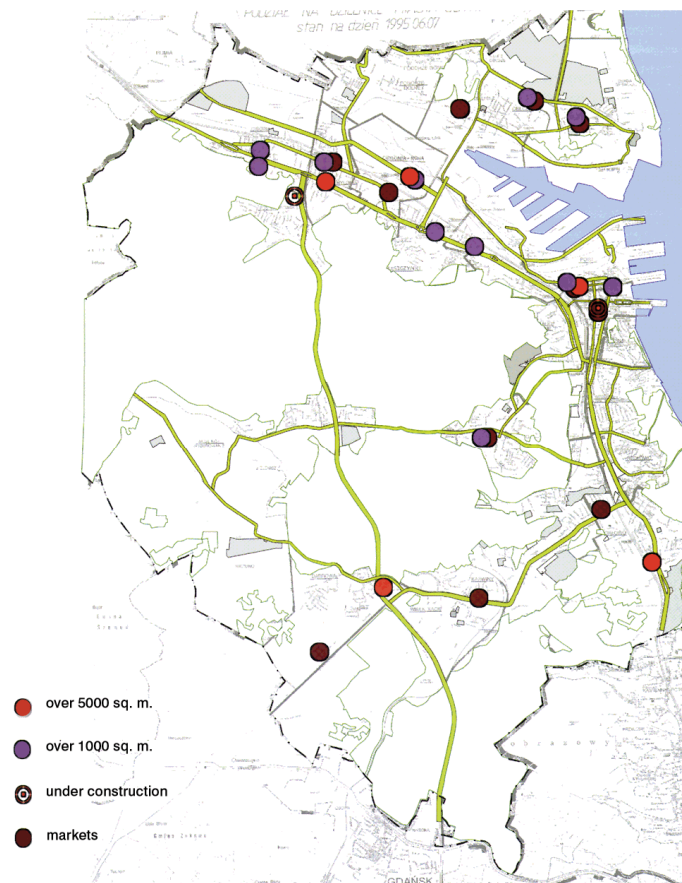
### **1.2.7 Creation of attractive conference facilities**

Actions towards enlivening of contacts and information exchange between representatives of local and outer businesses should take into account the considerable economic potential of Gdynia, its prestige on international forum, and its location in the Tri-City area of 1 million residents. Therefore, it is recommended to provide business traffic with a wide-ranging facilities, including modern conference and exhibition rooms, as well as high-standard hotels, catering, entertainment, and sport facilities. This postulate is reflected in the construction of the World Trade Centre.

### 1.2.8 Use of the seaside location of the city in construction of a waterfront infrastructure

An ever increasing passenger traffic on the Gdynia-Karlskrona ferry line signifies a growing interest in the Gdańsk region by Scandinavian tourists. The present ferry terminal is situated deep inside the port basin, away from the downtown, in a poorly accessible provisional site. Plans by the Port Gdynia Holding S.A. anticipate erection of a modern terminal in the 8th Basin. It is also worth considering to use the President Basin, situated close to the downtown, for large cruising and naval ships. Since Gdynia is the only Polish port adjusted for hosting such vessels, it has to maintain an appropriate standard of quay infrastructure and qualified port service. An equally urgent assignment concerns construction of a yacht port, tied with the marina network along the southern coast of the Baltic Sea which meets the blue flag standards.

#### Main trading units in Gdynia



#### NO-ACTION CONSEQUENCES

- non-competitive local economy
- strong dependency on maritime sector branches susceptible to economy fluctuations
- growth in unemployment rate, considerable costs for readaptation and renovation of degraded urban areas, increase in social welfare expenditures

### **1.3 LEADING A COHERENT DEVELOPMENT POLICY BY THE MUNICIPALITY AND MAJOR ENTERPRISES LOCATED IN GDYNIA**

#### **1.3.1 Establishment of a permanent platform for co-operation, contacts, and information exchange**

Realisation of this task would help initiate consultancies and communications on plans and development strategies, related mostly with land use issues, for all interested organisations and citizens. It is also intended to start a mutual information exchange on current activities, so far led sporadically and as a result of single meetings. An example of desirable co-operation is constitution of the Port Parties Council grouping the most vital enterprises dealing with port services in Gdynia, whose representative will have a seat in the board of trustees over the prospective Board of Port Gdynia stock company. The municipal interest in the Board's actions is defined by the Act on Ports which allows for a partial influence of the municipality in the management of grounds being in charge of the Board. The remaining port grounds, however, will be controlled solely by the established state-owned enterprises.

#### **NO-ACTION CONSEQUENCES**

- no management of unused grounds due to contradicting and exclusionary interests of individual parties



### **1.4 ENHANCEMENT AND EXPANSION OF SCIENTIFIC, RESEARCH AND HIGH EDUCATION INSTITUTES**

#### **1.4.1 Support for maritime research and development centres promoting new technologies**

Execution of this task gives way for enhancement of the Gdynia's status as a significant international maritime research centre. At present, the city is the heart of Polish research on maritime economy. Skills of experienced personnel employed in the laboratories ought to be utilised for the development needs of the city and contribute to local economic growth. The municipal authorities should also support all initiatives strengthening the role and position of scientific and research institutes in local economic life.

#### **1.4.2 Wide co-operation with departments of the Gdańsk University and maritime schools (Marine Academy and Naval Academy)**

The task reflects the need for preserving a wide education offerings in the city, practical use of scientific achievements and teaching staff of the high education institutions, as well as maintaining the university prestige of Gdynia.

#### **1.4.3 Promotion and co-operation with municipal and private colleges**

Gdynia was the first city in the Tri-City region where a private administered college was founded (College of Business and Administration). Another private high education institution in Gdynia is the College of International Economic and Political Relations. The wide spectrum of educational offerings throughout the city has resulted in an increase in the quality and versatility of education. The current work of the two colleges is supported by representatives of the Tri-City's enterprises. Training in modern management approaches helps equip the graduates with suitable skills for professional careers in constantly changing economic conditions.

#### **1.4.4 Proposing diploma works of the university and college graduates which are useful for local development**

There is always a need for connecting education to the practical side of local social and economic life. Diploma works are regarded as a vital source of information for the municipality, whilst graduates usually have positive attitude towards developing practical theses. It is recommended to keep steady co-operation with the Gdańsk University, Gdańsk Technical University, Marine Academy, and Naval Academy in resolving important local development problems (one example of such co-operation is municipal stipends for research on Gdynia's historic past).

### **NO-ACTION CONSEQUENCES**

- **barriers to the diversification of the local economy**
- **decline in status of Gdynia as a maritime research centre**
- **meagre educational offers of the city, inducing outflow of student candidates to other university centres**
- **weak ties of education with social and economic life**



## **1.5 BROADENING AND STRENGTHENING OF INTERNATIONAL AND INTERREGIONAL RELATIONS OF GDYNIA**

### **1.5.1 Active participation of the city in Baltic Sea Region organisations**

The city of Gdynia is involved in co-operation with several Baltic Sea Region institutions, including: Union of the Baltic Cities, Baltic Sea Tourism Commission, Union of the Seaside Cities and Communes, Transport Infrastructure Needs Assessment (dealing with studies on transport investment needs), Baltic Sea Commission at CPMR and Congress of Local and Regional Authorities in Europe. The Baltic region is becoming more and more exposed to EU policy, evinced by adoption of the EU document entitled Baltic Sea 2000 and extension of the Union to the north and east. Co-operation with Baltic institutions ought to be performed both in economic and social aspects. From the viewpoint of local interests, it is also important to delegate representatives of Gdynia to the structures of the Baltic Euroregion.

### **1.5.2 Participation in Baltic Sea Region development programmes**

The focus should be based upon the development works on of the 6th Crete transport corridor (one of the nine priority transport corridors in Europe). Construction of the Trans-European North-South Motorway is of utmost importance for the city's development. Lobbying of this road connection may be carried out by the Amber Road Cities Association, which was launched by Gdynia, and the Union of Seaside Cities and Communes (one of the principal statute objectives of the organisation). Using other programmes, like Baltic Sea Business Co-ordinator, the municipality should initiate and facilitate direct business contacts between enterprises and economic chambers.

### **1.5.3 Support and participation in international commercial exhibitions in the Baltic Sea Region**

Attendance in such events will showcase the city as a vigorous economic centre and encourage inflow of foreign capital to local investments. The municipality should reap maximum benefits by organising the Europartenariat and Baltic Sea Partenariat prestigious events.

#### **1.5.4 Co-operation with sister cities in various programmes and undertakings**

More effective co-operation with sister cities in education, health care, municipal engineering, environmental protection, culture, sport and recreation should be extended to joint investment programmes, resident exchange visits, fighting social problems and organising joint cultural and sport events.

#### **1.5.5 Completion of the sister cities network**

Prospective co-operation agreements with seaside cities in Latvia and Estonia would complete the chain called the Baltic Circle. Then, the City of Gdynia will have partner urban centres in all Baltic Sea Region countries.

#### **1.5.6 More active use of European funds for the benefit of the Gdynia's development**

It is recommended to elaborate an efficient method of securing EU funds for local and regional development problems influencing the social and economic situation of Gdynia, such as: marketing studies of transport corridors, restoration of post-industrial areas, and tourism development.

#### **1.5.7 Presentation of the city at European investment fairs and World EXPO exhibitions**

A constant, yearly participation in large international exhibitions is crucial for successful promotion of the city and for strengthening its image. The Gdynia's presentations should include offerings of the Gdynia's municipality, enterprises, and organisations.

### **NO-ACTION CONSEQUENCES**

- limited profits from international competition and co-operation development opportunities
- isolation of the city to the economic periphery of the continent
- economic stagnation, followed by increased poverty in the community

## **2. THE ENVIRONMENTALLY FRIENDLY CITY**

### **2.1 CREATION OF A LOCAL SOLID WASTE TREATMENT SYSTEM**

### **2.1.1 Leading public information, awareness, and education actions to introduce the system**

Information and education actions aim at familiarising the residents of the city to the concept of a comprehensive waste management system, which is designed for several neighbouring municipalities due to unfeasibility of Gdynia resolving the problem solely by itself. A public awareness campaign is intended to encourage active citizen participation in the waste management process, because their role is crucial for the success of the whole undertaking. Plus, the municipality must gain acceptance of its residents to change waste fees covering utility costs.

### **2.1.2 Site selection and activation of a new municipal landfill**

The current landfill, located at Łężyce and serving about 350,000 residents, is in its final years of operation. The estimates predict that a new municipal landfill ought to be activated by the end of 2000. For the whole technological process of waste disposal, a location of a new site is essential. Placing the landfill site within a radius of 15-20 km from Gdynia city centre will enable construction of the whole waste facility complex in one cluster. If the landfill site is set outside 30 km, the waste pre-treatment facilities should be placed within administrative city limits, so that only processed waste is deposited.

### **2.1.3 Selection and implementation of a waste management option, which supplements landfills with other treatment methods**

As a consequence of Poland's accession to the European Union, deposition of unprocessed wastes will be prohibited. Therefore a necessity arises to introduce more technologically advanced facilities. An optimal waste management system should comprise of a landfill being only a final stage in waste deposition. Supporting facilities should lessen waste volume and, successively, increase the span of the landfill's use. The options, which vary in waste treatment approach and installation size, consider the following stages: segregated refuse collection, compost processing, an incineration plant, a sorting and briquetting plant, a construction of material waste site, and an ash waste site.

### **2.1.4 Securing of the solid waste management system's feasibility through a correct fee policy**

Operation costs of the system depend upon financial costs, degree of technological complexity and advancement of selected system, location of waste treatment facilities, and finally upon quantity and quality of recovered raw materials and energy. Income from the sale of raw materials and energy may diminish the overall costs. Sustenance of the high standard of waste management will require increasing waste fees for the citizens, which, as estimated, should not excessively burden the households.

## **NO-ACTION CONSEQUENCES**

- growth in volume of unprocessed waste
- lack of location for a new landfill, after the landfill at Łężyce is full
- no concept for management of noxious wastes (car wrecks, chemicals, construction

- wastes, plastic packaging)
- increased social conflicts over the location of new facilities
- increase in number of illegal garbage dumps in Gdynia and neighbouring municipalities

## **2.2. RESTORATION OF THE QUALITY OF GDYNIA'S GREEN AREAS, STREAMS, BEACHES AND GDAŃSK BAY COASTAL WATERS**

### **2.2.1 Completion of sewer piping in built-up areas**

Since 1992 the municipality has been taking sophisticated actions towards connecting areas lacking sewer systems to the public sewer which transports wastewater to the 'Dębogórze' sewage treatment plant. In the Kacza River drainage basin, 20 km of the sewer network was installed. The construction project resulted in a considerable decrease in sewage load carried to cesspools which used to leak pollution into open streams and coastal waters. The built-up areas of Oksywie, Osada Rybacka, substandard housing areas in Grabówek, Chylonia, and Redłowo districts, as well as certain locations in the suburban areas, require sewer system investment projects. Complete sewer piping will increase the purity of transit streams that, in turn, will allow for opening the whole beach strip in Gdynia for public use.

### **2.2.2 Renovation of the sewage network for failure-free operation**

The completed extension of the 'Dębogórze' sewage treatment plant results in increased system capacity and maximum reduction of harmful effluent. The investment project was targeted at minimising repeatable sewage inflow exceeding the capacity of the old plant, which then dumped untreated sewage directly to the Bay of Gdańsk. A recent introduction of a new, more effective system brought about a significant decrease in shutdown time and emergency sewage dumping. Further infrastructure renovation will be helpful in preventing sewage disposal directly into streams, port basins, and open sea waters.

### **2.2.3 Elimination of pollution dumped through storm-water sewers**

Beside episodic failure of pumping-stations resulting in emergency sewage waste dumping, another significant environmental problem results from pollutants carried by storm water. Despite construction of pre-treatment facilities in storm-water collectors (detritors, separators) runoff from hard-surfaced areas carries a considerable amount of pollutants and sludge. Renovation of the storm-water drainage system involving construction of highly efficient pre-treatment facilities should eliminate the hazard.



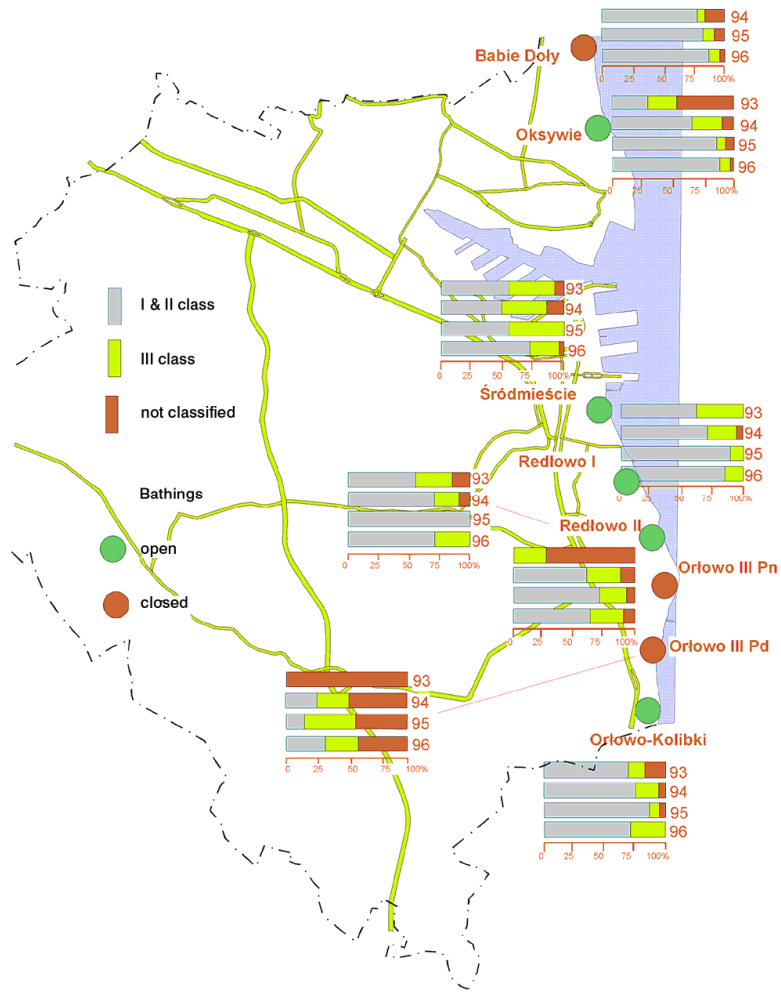
#### **2.2.4 Enforcement of proper sewage disposal for all enterprises within Gdynia**

The majority of production plants in Gdynia carry their wastes through the municipal sewage system to the 'Dębogórze' treatment plant. Only few enterprises dump the sewage directly to the surface waters, whilst some of them (mainly military units) operate without the water supply and sewage effluent disposal consent. Penalties for environmental offences are often being deferred or even pardoned, in view of mitigation investments realised by the offenders. The municipal authorities with the Provincial Inspector for Environmental Protection, must persuade violating enterprises in Gdynia to connect their facilities to the public sewer or to perform adequate technologic operations for reducing environmental hazards. This would decrease the amount of sewage that is dumped directly into coastal waters.

#### **2.2.5 Extension of the water and sewage infrastructure in Gdynia's development areas in concordance with environmental requirements**

This postulate concerns mainly the prospective residential areas based on the Study on Conditions and Directions of Spatial Management of the City of Gdynia. Storm water and domestic sewage from those areas can be transported by municipal pipeline networks. In case of local sewage treatment options should involve modern technologic solutions (e.g. bioblocks). Parallel actions will focus on desludging and removal of solid pollutants from stream channels and culverts.

# Waters in Gdynia





### **2.2.6 Retention and pre-treatment of inland waters and preferences for natural methods of channel improvement**

This task includes actions that prevent dumping of runoff pollution from being carried by streams and discharged into the sea, especially during intensive rainfalls. Natural methods of channel improvement will allow for infiltration and self-purification of the water during its underground flow.

### **2.2.7 Enforcing effective pollution control methods for vessels calling at the harbours in the Bay of Gdańsk**

Lack of sufficient enforcement of environmental law for vessels calling at the ports increases potential environmental hazards to the coastal waters. Impurities carried by sea currents might produce episodic water quality deterioration. A solution to this problem is enforcement of co-operation between the municipality, port authorities, and the State Environmental Inspectorate.

### **2.2.8 Implementation of an ecological education programme in the local community and among tourists for achieving a high environmental quality of recreational areas**

This task should be realised through environmental courses at schools (see point 3.2.1), periodicals, leaflets, and radio reports. The provided information should emphasise the proper disposal of solid wastes, including large-size refuse. This will minimise unauthorised dumping in wooded areas and at stream channels, and improve the quality of the environment in the vicinity of public beaches. It is also recommended to promote environmentally safe practices at small private garden plots situated within watersheds which discharge into the Bay of Gdańsk.

### **2.2.9 Procurement of a proper standard of sanitation services at the beaches and swimming areas**

The coastal zone represents a sensitive and fragile ecosystem. It is also an area of particular concentration of tourists. In order to maintain high recreational values of the zone, concrete prevention actions against dissemination of faecal contamination are necessary such as providing a sufficient number and quality of sanitation facilities and regular clean-up of the beaches by contracted firms).

#### **2.2.10 Co-ordination of land and sea waste management**

A new vessel refuse collection programme, approved by HELCOM, determines that all ship wastes ought to be picked up on land. This will result in increase of overall waste volume. It is hence urgent to co-ordinate responsibilities in waste treatment on land and sea through collaboration of the municipality (handling domestic wastes) and the port (managing refuse collected on board).

#### **2.2.11 Granting the City Guard the power for urban landscape environmental law enforcement**

Due to a small number of environmental inspection officers, it would be beneficial to cede on the city guard, after training, the function of 'ecological police', with a power to impose fines for environmental pollution (in accordance with the Act on Maintaining Cleanliness and Public Order in Municipalities, resolved on September 13, 1996). The collected fines should feed a local environmental protection fund, which would directly allocate means for various ecological initiatives.

### **NO-ACTION CONSEQUENCES**

- **increase in volume of effluents polluting surface waters**
- **hazardous deterioration of sanitary state of swimming areas in Gdynia**
- **disturbance of ecological equilibrium in the Bay of Gdańsk (water eutrophication, mass algal blooms)**
- **further degradation of the coastal zone**

## **2.3 CREATION OF A NATURE PROTECTION SYSTEM IN GDYNIA**

### **2.3.1 Creation of a conservation plan for green areas based on collaboration between the municipality, neighbourhood councils, and landowners**

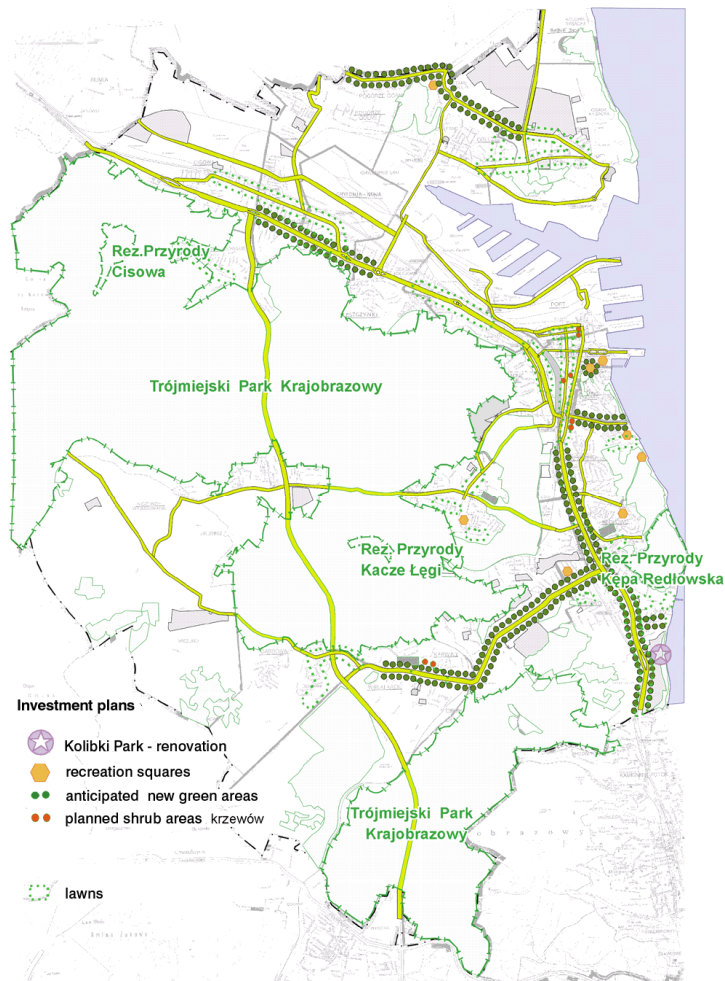
A very low share of urban green areas in the total area of Gdynia, additionally lessened by conversion of arable land into housing areas, gives reasons for enlarging the acreage of green areas to the optimal degree. All city districts are predisposed for establishing urban parks fitted with recreational facilities. Co-ordinated planning actions should embrace the green areas distinguished for their cleaner air, lower noise levels, and landscape values, potential planting areas, and legally protected areas within the city boundaries. Concrete postulates in that respect concern: suitable management of the Kolibki park as the principal element of ecological system of protected areas, implementation of a planting programme (including planting of some tree species which are less

susceptible to air pollution) and maintenance of a network of ecological corridors linking major urban green areas.

### 2.3.2 Consideration of green area development in the preparatory process of local spatial planning

This task results from the need to preserve existing urban green areas, as well as new space for plantings. This especially refers to newly built residential areas in Gdynia where residents expect both housing and recreational functions. It is also crucial to guarantee green area continuity between different municipalities and between local spatial management plans.

#### Green areas in Gdynia



#### NO-ACTION CONSEQUENCES

- devastation and degradation of the green areas in Gdynia
- decrease in share of forested areas within the city limits and worsening of vegetation

- quality in residential areas
- decline of air quality in the city



## **2.4 MAINTAINING GOOD AIR QUALITY IN GDYNIA**

### **2.4.1 Support of efforts towards decreasing atmospheric emissions**

Production plants in Gdynia are in the process of implementing the Environmental Nuisance Decrease Schedule approved by the Environmental Protection Department at the Gdańsk Province Administration Hall and co-initiated by municipal authorities. The most important recent achievements in improvement of air quality have been as follows: the shutdown of district heating power plants EC I and EC II, the installation of low nitrogen oxide emission burners on EC III boilers (which combust low-sulphur coal), the reduction in in the Nauta Shiprepair Yard chimney emissions due to renovation of heat systems and use of low-sulphur coal, and the substitution of coal with gas or oil in boiler plants at local kindergartens, schools, and clinics. The principal impact on urban air quality is exerted by the most polluting enterprise in Gdynia - the EC III thermal power plant. It is responsible for over 90% of sulphur dioxide, nitrogen oxides, and suspended particulates emissions.

### **2.4.2 Enforcement of environmental requirements on all construction projects in the city**

For the success of this task, it is essential to apply, by the municipal authorities, criteria for assessing investment projects from the viewpoint of the forthcoming sustainable development policy of the city. The review process for building licences seems a reasonable tool in shaping environmentally friendly activities of potential investors in Gdynia.

### **2.4.3 Elimination of local coal-fired boiler plants, by connecting areas to the district heating network**

Completion of the programme to eliminate local coal-fired boiler plants is essential for procuring good air quality indices in Gdynia. At present, over half of 30 plants have been connected to the municipal heating network.

### **2.4.4 Promotion of environmentally safe heating systems in suburban areas of Gdynia**

Alternative heating systems ought to be introduced in those city areas whose connection to the central heating system is not economically feasible (i.e. investment costs exceed anticipated revenues), as well as in the cases where potential heating investment projects are lagging behind. Proposed heating systems should provide perfect combustion of its fuel.

### **2.4.5 Completion of the bus stock replacement**

Due to considerable depreciation of the public buses serving passengers in Gdynia, a new public transport stock replacement programme was initiated in 1995, supported with funds obtained from municipal bond issue. The programme focused on the purchase of 60 low-suspension buses, more

environmentally preferable than the previously used stock. Its continuation will involve a complete replacement of the used buses, accompanied by erection of a new bus garage located on the urban periphery.

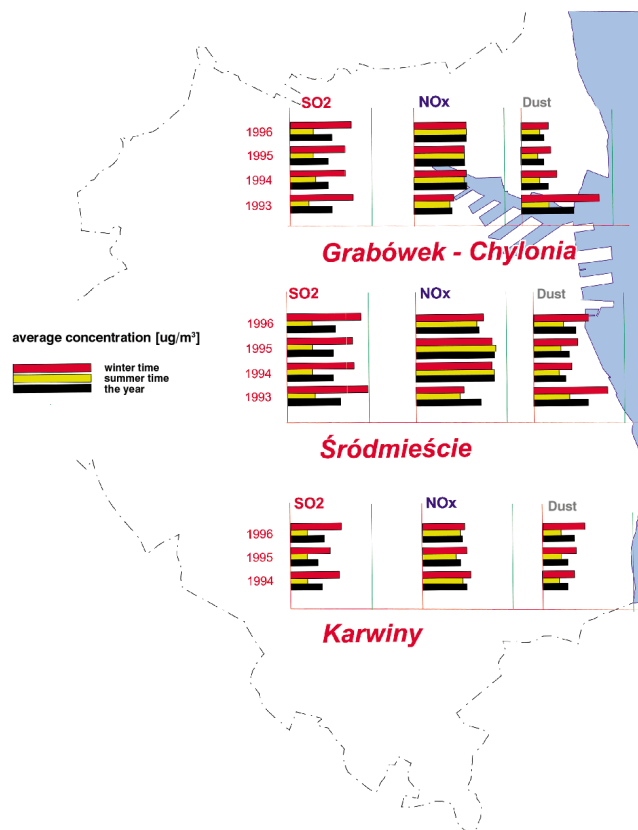
#### 2.4.6 Advancement in the stock and network of the trolley transport

Trolleys serve about 25% of the overall passenger transit in Gdynia (excluding Fast Commuter Trains). It is possible to increase their share in the modal structure through extension of the current network, considering capability of the trolley stock to serve long-distance connections. The quality of trolley passenger transit is expected to grow with the establishment of the new Trolley Transport Company within the existing Municipal Transport Board.

#### 2.4.7 Setting of restrictions against private motor-vehicle traffic in the downtown

This postulate of selective closing of streets in the downtown to private motor-vehicle traffic is concordant with tendencies in European cities and preferences that local residents expressed in public surveys. A direct benefit for the city of such a decision is a decrease in air pollution indices (mainly nitrogen oxides due to car exhausts emission), and the encouragement of pedestrian traffic. The actions should however be mitigated through construction of a parking space network surrounding the downtown, with a convenient parking charge system.

### Air pollution in Gdynia 1993-96





#### **2.4.8 Moving lorry traffic out of the built-up area**

Heavy lorry transit along the main transport axis in the Tri-City area produces additional noise and air pollution, and faster degradation of roads and overpasses. Lower transport velocity in jammed streets leads then to greater fuel consumption. These are arguments for moving the transit flow out of the dense built-up areas, providing in turn, adequate parking spaces for lorries in freight traffic ban hours.

#### **2.4.9 Extension of an environmentally friendly bicycle system**

Surveys reveal a growing interest in bike commuting and recreation. Development of a bicycle infrastructure, as a part of the local transportation system, would involve the tracing of interlinked bike routes, arrangement of bike parking areas and rental shops, as well as providing privileges in transporting bikes by bus and train. The task should be executed in the long-term horizon since it requires reconstruction of streets and pavements due to their insufficient width.

#### **2.4.10 Completion of the air monitoring network in Gdynia**

In 1993, the municipality joined the Tri-City Agglomeration Regional Monitoring Agency which was founded for establishing an air monitoring network in the built-up zone spread from Tczew through Gdynia. Air quality in Gdynia is presently being monitored by one monitoring station located at Pogórze. The network will contain about 10 stations situated in sites representative of a given area. The stations will automatically deliver data to a central unit from where the information will be reported to the recipients. The project will allow for an immediate assessment of air quality of the monitored urban centres, warning against smog episodes.

## **NO-ACTION CONSEQUENCES**

- **increase in air pollution (especially in cancerogenic compounds)**
- **worsening of citizens' health**
- **increase in vulnerability to cancer and cardiac diseases**



### **2.5 DECREASE OF THE URBAN INFRASTRUCTURE ENERGY USE**

#### **2.5.1 Introduction of an energy-saving street lighting**

Street lighting uses almost 2% of the electric energy delivered to the city. In recent years (1995-97), capital was expended to replace mercury lamps with more energy-saving sodium ones along the main roads. A further decrease in energy usage by street lighting will be achieved through replacement of energy-saving lamps in other built-up areas of the city, fitted with automatic daylight sensor switches.

#### **2.5.2 Further decrease in household water consumption**

Households newly equipped with water meters prompted residents to use water resources in a more reasonable way (as water rates became dependent directly on water usage). It is then proposed to furnish all household water installations connected to the municipal network with water meters.

#### **2.5.3 Maintenance of the good water quality delivered to recipients in Gdynia**

Water delivered to Gdynia's recipients is acquired wholly from underground reservoirs and its quality is among the best in the country. Implemented renovation works succeeded in removing undesirable iron and manganese content. Maintaining of the good water quality requires, however, further improvement in the technological and sanitary state of water intakes and supply network,

systematic elimination of temporary household networks in peripheral areas of the city, and computer modelling of water system.

#### **2.5.4 Lessening of energy losses from the transmission grid of the municipal heating system**

Current renovation project is conducted by OPEC (Heat Power Regional Enterprise Ltd), with the support of the World Bank. Its aim is to secure essential savings in heat energy volume through: lessening of heat losses and water losses in the grid, improvement in equality of the water, and regulation of the heat energy used, that will minimise economic and ecological costs. Investment plans anticipate renovation of successive sections and of the network and heat exchange stations, and development of new main heat pipelines made of modern pre-insulated pipes.

#### **2.5.5 Promotion of heat energy usage meters in households connected to the municipal network**

The example of decreased water usage meters in Gdynia's households due to installation of water gives way for similar actions in heat energy management. The relatively high costs of thermostatic valves and heat energy meters are quickly compensated through a decrease in fees for heat energy supply which are usually largest fee on utility bills.

#### **2.5.6 Preferences for energy-saving technologies in the construction industry**

The involved actions may be executed through concrete criteria for approving construction permits. Approval will be given to building proposals which use high thermal insulation materials and energy-saving heat systems or apply additional façade insulation layers, for example.

### **NO-ACTION CONSEQUENCES**

- increase in water and heat energy usage
- appearance of the effects of underground water resource depletion, followed by threat of water salinification
- increase in operation costs of the municipal heating system (failures, flow capacity decline)
- rise in heat energy billing rates

## **2.6 CONDUCTING NOISE POLLUTION PREVENTION ACTIONS**

### **2.6.1 Support new production plant technologies that have low noise pollution impact**

Similar to air quality protection, noise and vibration of technologic processes in production plants ought to be mitigated through an appropriate policy on the issuing and withdrawal of construction and operation licences.

### **2.6.2 Installation of acoustic walls along arterial roads that exceed noise levels**

Executed tests indicate main roads in Gdynia exceed standard noise levels by 10 decibels on average. Despite lower loudness parameters of contemporary vehicles, the rates have been constant since the 80s, due to more traffic. The observed ongoing tendency, however, demonstrates elongation of upper noise levels episodes due to more and more intense traffic jamming. Mitigation actions should include installation of noise absorbing walls and acoustic landscape design along expressways and patches of green areas.

#### **NO-ACTION CONSEQUENCES**

- increase in vehicle noise pollution in the downtown and along main road arteries
- further noise load level stratification in different city districts
- noise as a factor for deciding not to settle down in Gdynia



## **2.7 INTENSIFICATION OF THE LOCAL SPATIAL DEVELOPMENT**

### **2.7.1 Filling of the gaps between built-up space connected to municipal infrastructure systems**

The ongoing market tendencies confirm progress in filling-up processes in the built-up space of Wielki Kack and Dąbrowa districts, concordant to development intensification predictions. In the Dąbrowa area every third site is assigned for housing purposes. In Wielki Kack, such assignation is given to every other site. The rate of housing development in Gdynia is assessed at 15-19 ha per year. The process leaves its mark in the division of smaller and smaller plots (not exceeding 500 sq. m.). While the municipal authorities in Gdynia should not oppose compact settlement in areas connected to municipal water and sewage network systems, they ought to preserve a decision-making tool in space management harmony issues (architectural concepts and façade aesthetics).

### **2.7.2 Encouragement of integrated housing estate developments**

Integrated housing estates are planned in areas with concentration of small plots determined by high land price. They mainly consist of dense ribbon-style housing estates built by developer companies. These integrated forms of development help make use of waste space that is located within the reach of network infrastructure.

### **2.7.3 Obtaining of the Downtown Development Zone land for municipal use**

The Downtown Development Zone is a prospective Gdynia development area. It spreads over 100 hectares. 98% is owned by the National Treasury and given as property to operating entities. The Zone's first development stage involved erection of the World Trade Centre Gdynia EXPO building. The next step will concern taking over some of the state-owned land. For that purpose, a dialogue was initiated with the Marine Administration Office (as one of the land-owning entities) and the Governor of the Gdańsk Province, followed by a particular resolution of the Gdynia City Council. The area is designated for mixed variety of urban and port functions which would be mutually interlinked. Anticipated urban functions include: financial and banking services, and high-tech industry.

### **2.7.4 Land provision for future investment projects in the port and industrial district**

The port and industrial district is, from the ownership viewpoint, a mosaïque of private, municipal and state-owned grounds. In accordance with the experts' recommendations, the municipality should undertake land-merging actions, amassing land resources for future investment projects.

### **2.7.5 Transformation of substandard housing districts**

Substandard housing districts are very often located on valuable grounds, in the vicinity of transportation routes, that promotes commercial and service functions. The municipal policy should tend to replace the current state of these grounds with functionally more mixed-use development of a higher standard.

## **NO-ACTION CONSEQUENCES**

- **uncontrolled and chaotic urban development, inconsistent with environmental requirements**
- **insufficient use of existing technical infrastructure potential**
- **expansion of scattered substandard housing sprawl on technically inappropriate areas**
- **shortage of land resources for public and private investment projects**

### **3. THE SAFE AND USEFUL CITY**

#### **3.1 INCREASED ACCESSIBILITY OF MEDICAL SERVICES**

##### **3.1.1 Co-ordination of the work of Gdynia's health centres**

The law on medical insurance (07.02.1997) states health centres will become independent, thus creating a new medical services market. Along with this, the municipalities will have to undergo structural changes. New public health centres will compete between each other (already two new centres are being built in the districts of Karwiny and Dąbrowa). The municipality's role will be to control the functioning of the centres in regard to the quality of services rendered, their financial condition, and whether they meet the public's demand.

##### **3.1.2 Execution of disease prevention programmes**

Cancer is a common illness in Gdynia. Most frequently occurring are malignant lung, bone, and breast cancers. Research shows that the poor state of the environment may be one of the causes -air pollution being a consequence of heavy traffic in the city centre. This creates a need to implement disease prevention programmes. Mammography is already under way, and prostate testing is planned. These programmes are preventative measures much less costly than treatment of illness.

##### **3.1.3 Increased diagnosis facilities**

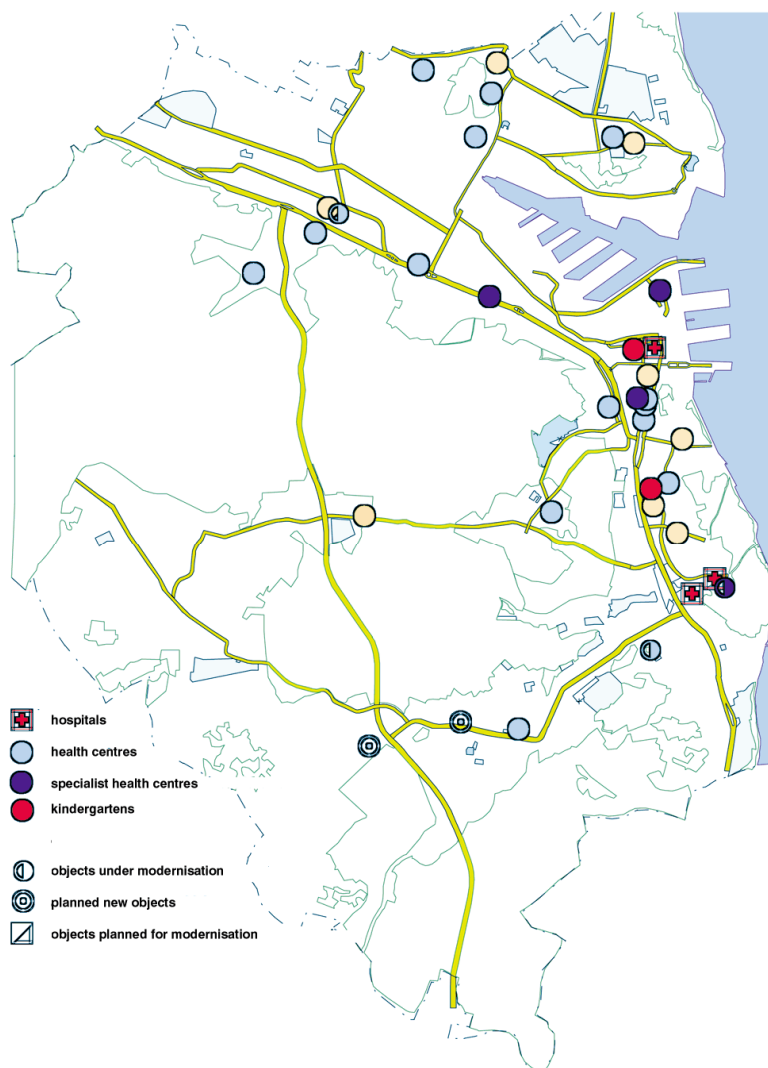
After evaluating the accessibility of public medical services in Gdynia we may say that it is satisfactory. The number of health centres and their distribution help ensure this. New centres are built in new districts. The main problem which still remains is the insufficient number of diagnostic

equipment (though nearly all the centres have ultrasonography). The only alternative for the patients is to go to a hospital or a private clinic.

### 3.1.4 Monitoring Gdynia citizen's health and supply of medical services

Monitoring will enable to plan the allocation of financial resources, the share of the private and public sectors in the medical services market, and whether private medical services are financially acceptable for the residents.

#### Health and social care units in Gdynia



#### NO-ACTION CONSEQUENCES

making up for the time lost due to the subsidiary policy of the national government, will take much longer. In the mean time, the public health sector and its accessibility to the citizens will be greatly diminished.

## **3.2 MAINTAINING HIGH STANDARD OF EDUCATION IN GDYNIA**

### **3.2.1 Stimulating changes in education programmes**

The proposal of the Ministry of Education is based, among other factors, on separating obligatory programmes - encompassing the minimum scope of required knowledge - and leaving the schools a free hand in broadening them with individual "author programmes". The role of the municipality will be to motivate the teachers to include in their individual programmes important local development issues which relate to regional development, and its economic, social, cultural, and ecological problems.

### **3.2.2 Execution of the reform in vocational schools**

The existing vocational programmes don't meet the requirements of market economy rules. They teach in fields for which there is little demand. The new programmes, on one hand, should be better adopted to the existing and anticipated future market demand. On the other hand, they should let go of very specialised fields that make it much harder for vocational schools to retrain students. Transformation processes in high education lead in two directions: reform of vocational training, and changes in the structure of different types of schools. The growing popularity of grammar schools increases demand for university level school studies. The limited number of places in universities can be compensated by the growing number of high vocational colleges which offer the Bachelor's degree.

### **3.2.3 Encouraging the creation of private elementary, secondary, and university level schools.**

Public schools complemented with private ones increase market competency of schools, which in turn, will increase the students' level of education.

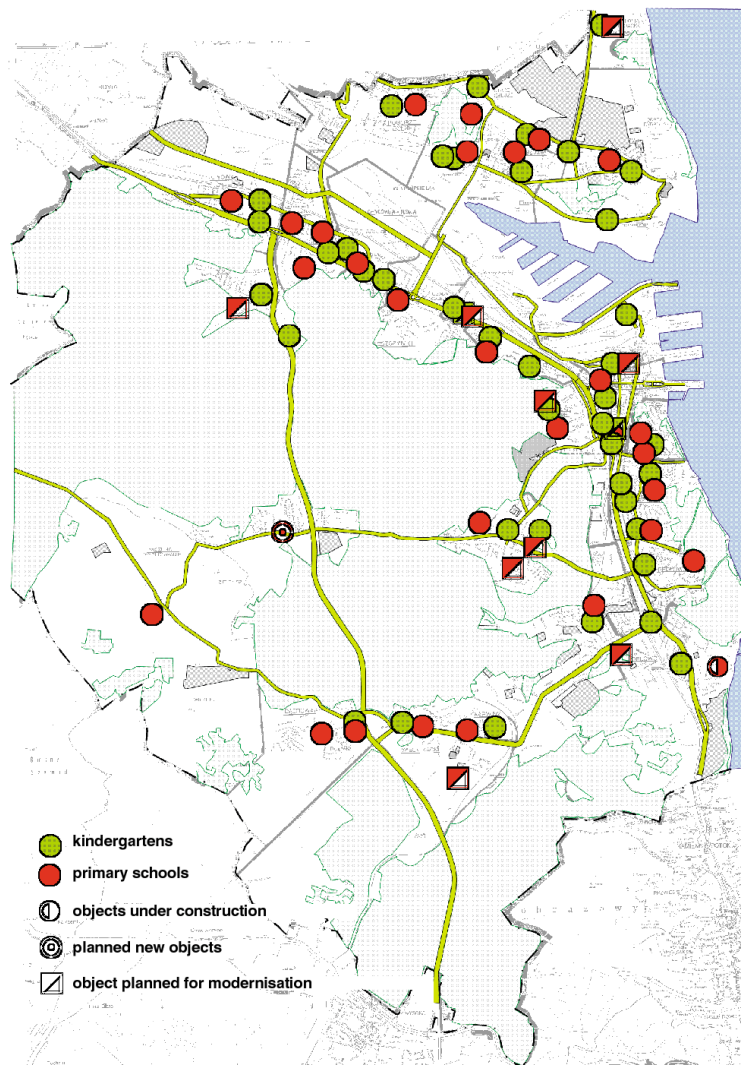
### **3.2.4 Scholarships for the best pupils and students**

Granting scholarships for the most talented and bright pupils and students will be an additional motivation for them to acquire knowledge. The financial motive and the prestige of the prize are additional values of Gdynia's scholarships.

### **3.2.5 Monitoring the effects of diversification of the education offer**

Diversification of the education system may cause, besides positive, also negative effects necessitating constant monitoring and, if needed, intervention. The negative effects decrease the quality of education in some schools already acting under more difficult conditions and bad management. This deepens the unequal education opportunities for youth from different social levels. All of this may result in school segregation, which is a source of social conflicts.

## Education units in Gdynia



### NO-ACTION CONSEQUENCES

- not utilising the potential and individualism of the teachers
- growing gap between school programmes and local needs
- gap between vocational school programmes and market demand
- lack of possibilities to increase one's own qualifications

### 3.3 SECURING THE CITIZENS' SOCIAL WELFARE NEEDS

#### 3.3.1 Working out solutions for social welfare problems

Until now, social welfare services were based on redistribution of financial resources and mitigating negative consequences, rather than correcting the problem source. There are no clearly defined procedures of co-operation between various institutions and organisations acting in social welfare.

Observed demographic trends and increased social problems will result in increased demand for social welfare services. Local authorities have to create preventive measures executed by the Municipal Centre of Social Welfare together with other institutions and organisations.

### **3.3.2 Monitoring of poverty in Gdynia's districts**

The distribution of funds has to be preceded by analysis of real needs. That is why it is necessary to conduct continuous research on quality of life of Gdynia's citizens. This concerns mainly districts inhabited by elder people and districts of high storey building. It has been noted that the alienation of citizens living in high storey buildings leads to social problems.

### **3.3.3 Execution of the municipal programme - aid for the disabled**

People with disabilities are served by the Municipal Centre of Social Welfare and some non-governmental organisations. None of these institutions conduct a real policy of integrating the disabled people with local community. The proposed aid programme could include: assembling and making important information available to people with mental and physical handicaps, representing their interests in respect to all parties acting in the city, and assembling funds from different sources and using them in the interest of the disabled. City Hall could take upon themselves organisational matters such as setting up a liaison acting on behalf of the disabled with his or her own budget and authority. Another solution would be for disabled people to appoint their own representative who facilitate the solving of their problems. The local authorities could financially support and enable the representatives to have influence on the decision making and executive power of the municipality.

## **NO-ACTION CONSEQUENCES**

- **current social welfare services don't meet demand. Demographic trends show that Gdynia's population is growing older, and services will be spread even thinner**
- **escalation of social problems**
- **disabled people will remain marginalised from society**



### **3.4 UPGRADING THE QUALITY OF MUNICIPAL UTILITY SERVICES**

#### **3.4.1 Liberalisation of the sphere of the public sector**

New national legal regulations favour the demonopolisation process of public sector even in these fields that until now have been treated as a natural monopoly. Evaluation shows that liberalisation should have a definite financial impact: decreasing costs for the receivers, and showing the actual operation costs of communal enterprises. The municipality could become just the organiser and not the actual producer of utility services. At present utility services (water supply, sewage treatment, heating, solid waste disposal, and environmental protection) are performed by the Association of Municipalities in the Valley of Reda and Chylonka. Their specific services in different fields are performed by:

- PWiK - water supply and sewage treatment
- OPEC - district heat supply
- a department of the Association responsible for waste disposal
- Co-ordinator of the activities of the communes on environmental protection.

The activity of the Association is not effective. The Association shouldn't be the owner of the PWiK and OPEC companies. The sphere of water supply utilisation should be separated from management. The Energy Law, passed in April 1997, creates possibilities for a rational and competitive market. Privatisation of OPEC is possible. One of the most crucial and urgent issues in Gdynia is creating a solid waste disposal programme. Choosing the most effective organisational form for rendering communal services, the municipality must be more open to the private sector and allow as much competition as it is possible.

#### **3.4.2 Modernisation of the infrastructure network and upgrading the quality of services for residents and businesses**

City Hall or its municipal companies should conduct investment activities aimed at upgrading the network in order to avoid emergency repairs. The necessity to modernise the network concerns heat infrastructure, water and gas supply, and telecommunication.



### **3.4.3 Improvement of the city's public transportation system**

Growing traffic on the streets of Gdynia, due mainly to the increasing number of cars, points to necessary preferential treatment of collective transport. In order to execute this, it may be necessary to broaden the roads, or one of the lanes could be used only by public transit or by cars that carry more than one passenger. Special, preferential signalling equipment can also be introduced. The Board of Municipal Transportation in Gdynia is the organiser and responsible for transportation within the area of five municipalities: Gdynia, Kosakowo, Rumia and part of Sopot and Żukowo. The Board of Municipal Transportation is a publicly-owned enterprise. Transportation services rendered by the Board in municipalities other than Gdynia are carried out on the basis of mutual agreements. The Board manages nine Transportation firms. Two firms are public: the Municipal Transportation Enterprise in Gdynia, the Municipal Bus Transportation Enterprise in Gdynia; three are state-owned enterprises: State Automobile Transportation Company in Gdańsk, Gdynia, and Wejherowo, and four are private firms.

### **3.4.4 Construction of integrated passenger junctions**

Construction of integrated passenger junctions which consist of City Train stations, bus and trolley bus stops, and car and bicycle parking is absolutely necessary for an efficient transportation system. Also necessary is a single ticket which can be used on all modes of public transit.

## **NO-ACTION CONSEQUENCES**

- **decrease in the quality of services, disruptions in transportation continuity, and increase of prices;**
- **slower tempo of the development of the city's economy.**



## **3.5 INCREASING THE CITY'S HOUSING OFFERINGS**

### **3.5.1 Designated areas for future housing districts.**

In the city's land use plans there are areas designated for residential uses. Further division of these areas for commercial housing estates, rental, and municipal housing will improve the decision-making process in reference to future investors and may put a stop to the chaotic sale of land.

### **3.5.2 Increase of the supply of land with infrastructure for housing.**

In order to increase the supply of land for housing, it is necessary to create a financial reserve in the city's budget for infrastructure investments. There is also a possibility that this may be done by developer investors. Among many different solutions, the best one is a joint venture of investors together with the municipality.

### **3.5.3 Activating the building market.**

The municipality has several options to influence the building market conditions and to increase the amount of new housing investments. These are either preferential taxes for investors who undertake the task to build rental housing, or periodical real estate tax exemptions for individual investors. Better organisation of the decision-making procedures is also of importance especially in reference to resolutions of the City Council concerning the form of availing land to future investors, earlier evaluation of the land, information concerning its availability, and efficient bidding procedures.

### **3.5.4 Increase of housing resources in Gdynia.**

One way of increasing the municipal housing resources is the construction of social welfare buildings. They would be designed for people from houses intended for demolition and with orders to evict. The municipality may be a participant in the Building Association, a not-for-profit housing association, offering flats for rent. The participation could take on the form of a land leasing, financial support, or credit guarantees.

### **3.5.5 Creating the necessary housing reserve**

A housing reserve will serve residents that have to leave because of major renovations, condemned flats, or in case of emergencies.

### **3.5.6 Upgrading the standard of housing**

A higher standard of housing will be achieved by way of major renovations, modernisation, and acquiring buildings whose adaptation to housing is economically justified. Repairs and modernisation works should be more effective through privatisation and a competitive service market.

### **3.5.7 Upgrading the efficiency of the housing administration.**

In order to execute this aim, the following actions should be undertaken: housing management should be separated from municipal structures, a competitive market created, rent should rise at least at the rate of inflation, privatisation processes separating administration from operations should be executed, and new organisational forms of management should be introduced. All profits should be reinvested.

#### **NO-ACTION CONSEQUENCES**

- **decrease in the tempo of construction**
- **the richer and better-educated may migrate to neighbouring communes**
- **vast decrease of housing reserves**
- **decrease in the standard of living**
- **broadening of the gap between richer and poorer districts**





### **3.6 INCREASING THE SECURITY OF RESIDENTS AND VISITORS AND THEIR PROPERTY**

#### **3.6.1 Support of families and family organisations**

Strengthening the role of families in public life is important because the family plays a major factor in upbringing and educating youngsters. Local authorities in Gdynia should give financial support to help social work organisations to intervene at the earliest signs of social problems.

#### **3.6.2 Increasing the efficiency of police and municipal public order services.**

Their efficiency is dependent on the qualifications of the employees and conditions under which they work. Due to lacking funds from the national budget, the municipality has to subsidise their activities. Better co-ordination between the activities of the police and municipal guard is necessary.

#### **3.6.3 Subsidising housing communities and housing associations in order to increase security**

This task considers the residents and their security needs and requirements.

#### **3.6.4 Planned development of Gdynia's districts.**

The modern attitude towards planning includes more than just basic functionalism. It also includes land uses for recreation and resting. Organised forms of spending free time can help prevent social problems.

### **3.6.5 New methods of ensuring public safety: The Secure City Programme.**

This programme draws upon the importance of prevention methods and popularisation of all issues connected with safety in the city. The undertaken actions encompass: financing safety courses, courses for teachers on preventing drug addiction, safety measures on roads, publications, television programmes, and more. The response of the programme to society is a major factor enabling institutional co-operation. Support must be given to the Integrated Security System. This system is based on close co-operation between all units responsible for securing safety in the city (local authorities; land, air, sea security services, enterprises, and security agencies).

### **NO-ACTION CONSEQUENCES**

- **disintegration of traditional social structures**
- **increase of social problems and crime**

## **3.7 RATIONAL ADMINISTRATION OF THE CITY.**

### **3.7.1 Reorientation of social policy -from segregated departments to an integrated, solution-orientated administration.**

Public activities are conducted within City Hall by different independent departments and the Municipal Centre for Social Welfare. The observed various social problems resulting from the level of education, health, quality of living, ways of spending free time, and fulfilling of needs, necessitate integrated activities aimed at coherent concept of solving these problems.

### **3.7.2 Organisational changes in the Municipality**

Upgrading the quality of work done by City Hall should take on two directions: maximising efficiency within the framework of the law, and upgrading the level of co-operation between the City Hall departments. These activities are aimed both at simplifying the procedure of rendered services (maximising services provided immediately) and preparing City Hall employees to implement Gdynia's development strategy (forming task force groups, and budgeting finances for their activities).

### **3.7.3 Utilising the potential of district councils.**

In accordance with the City's resolution on competence of district councils are auxiliary units of local authorities. Their tasks, among others, are to: introduce recommendations for local land use plans, comment upon the implementation of the city's functions in the district, present proposals concerning passing and implementation of the budget for the district's interest, and propose the names of streets and squares. The district councillors are at the same time representatives of local society, which means that they organise ventures and support initiatives of the residents in the field of upgrading conditions of life, public order and safety, education, culture, recreation, health, social

welfare, environmental protection, and infrastructure developments. District councils should be present on the map of the city as a whole, and work out methods of co-operation between them and local authorities.

#### **NO-ACTION CONSEQUENCES**

- decrease in the level of social services rendered as a result of bad co-ordination between the work of particular institutions
- lengthening of the time clients must wait to be serviced
- dissonance between local authority's activities and residents' expectations as a result of lack of information
- lack of the citizens' participation in the city's life



### **3.8 INCREASE OF THE CITIZENS' PARTICIPATION IN PUBLIC LIFE**

#### **3.8.1 Strengthening of local communities and neighbourhood links**

Questionnaire results indicate that Gdynia's inhabitants closely identify themselves with their place of residence. This fact should make it easy to mobilise their energy and initiative. However, identification with one's own city doesn't go hand in hand with public participation on behalf of local development. It is in the interest of the municipality to encourage local activities and support public participation of its residents. One way is to create a programme to educate local leaders. Another, is to organise cultural and sport outdoor events.

### **3.8.2 Encouraging schools and other institutions to become centres activating public participation**

This aim should be implemented through creating a network of institutions integrating local societies. Schools are predisposed to fulfil this role as cultural, education centres. Particularly schools should organise recreation activities after lessons (sport clubs, scouts, circles of interest) and initiate activities aimed at the development of entrepreneurial abilities, hard work, and ingenuity among children and youth.

### **3.8.3 Supporting non-governmental projects**

Gdynia has planned and implemented a co-operation program with non-governmental organisations, whose activity covers the area of more than just one district. Most of these organisations act in the field of health protection, social welfare, self-help and rehabilitation, education, culture and arts and organising free time. Their activity, with the best use of funds from the city's budget, will allow to fill the niche between social needs and possibilities of their fulfilment by various institutions designated for this aim.

### **3.8.4 Financial support for social initiatives**

Local authorities should support initiatives aimed at upgrading conditions of life by way of subsidies. An example of such activities is co-operation between local authorities and housing co-operatives in putting infrastructure into areas destined for residential functions. Another way of co-operation is providing financial aid for activities concerning the quality of the environment (renovation works, beautification of the surroundings).

## **NO-ACTION CONSEQUENCES**

- **Failure of the City's public participation programmes**



### 3.9 CREATING ATTRACTIVE RECREATION ACTIVITIES

#### 3.9.1 Development of sport and recreation areas in the city's districts.

This aim is to develop district infrastructure allowing active recreation. Growing interest in sport and recreation, especially among children and youths, needs an appropriate response from local authorities. It necessitates designating areas for sport uses, including school grounds and their appropriate preparation (accessibility of the grounds, gyms, tennis courts, equipment rental facilities etc.).

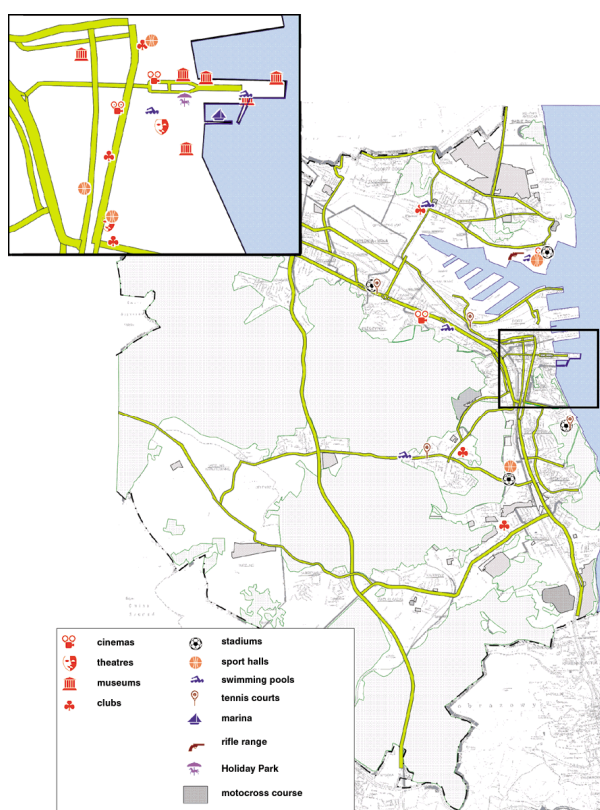
#### 3.9.2 A wide variety of cultural and sport events

Direct engagement of local authorities in organising cultural and sport events is an alternative way to television of spending free time. The events are addressed both to high culture and popular culture. They can have anniversary or circumstantial character. They are organised independently or together with Gdynia's sister cities, take place outdoors or indoors. These activities should be continued. Creating new cultural centres should be considered.

#### 3.9.3 Patronage for Gdynia's cultural centres.

The responsibility to fulfil cultural needs is also shown by financing or subsidizing those centres that cannot survive without outside help. Financial support can take on a form of fully sponsoring cultural events.

#### Culture and sport objects in Gdynia



## NO-ACTION CONSEQUENCES

- lack of possibilities to spend free time
- unsatisfactory role of Gdynia as a cultural centre
- increase of negative social problems (robberies, vandalism)





### **3.10 IMPROVMENT OF LOCAL ROAD SYSTEM**

#### **3.10.1 Increase of the local road system's capacity.**

Gdynia's internal road system is overloaded, which necessitates undertaking actions by the City to improve the situation. Apart from recommending that priority be given to public transport, the authorities propose to widen the streets (where it is possible), build bus stops (if a special lane for public transport hasn't been designed), modernisation works, and synchronisation of stop lights.

#### **3.10.2 Introduction of principal organisational rules within residential districts.**

This task concerns the re-occurring conflict between residential districts and public transport, especially along routes running through districts. Speed limits with enforcement, together with activities eliminating heavy traffic, will lessen the severity of traffic in those areas. It is necessary to co-ordinate the technical parameters of the roads with the urban plans.

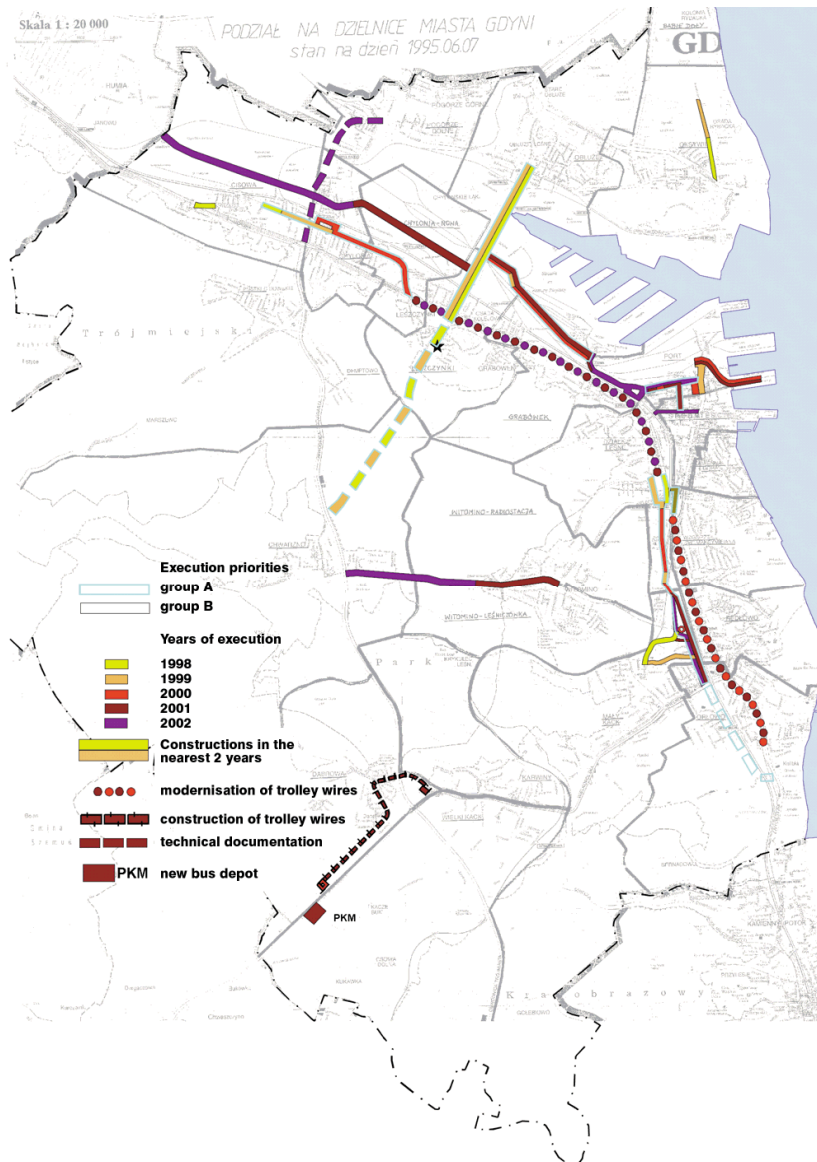
#### **3.10.3 Increase of parking lots in Gdynia.**

The unsolved parking problem is a burden both to those possessing cars as well as to those who haven't got them. Increase of parking lots at new locations (after demand and accessibility analysis), and construction of underground guarded parking should eliminate cars left on streets and pavements.

#### **3.10.4 Relieving traffic in the centre of Gdynia**

This task is connected with the possibility of lessening the traffic on the main route (Morska, Śląska, Al. Zwycięstwa streets) making use of roads leading to main residential districts. This is linked with the enlargement of their capacity. It concerns Droga Różowa and Chwarznieńska, Władysława IV, Jana z Kolna and Janka Wiśniewskiego streets.

## Road infrastructure programme 1998-2002



### NO-ACTION CONSEQUENCES

- further increase of traffic
- decrease in the technical state of the roads
- damage to property due to illegal parking
- decrease of the quality of life in residential districts (noise, fumes, threat of car accidents)



## **4. THE OPEN CITY**

### **4.1 INREASING THE CITY'S ROAD ACCESIBILITY**

#### **4.1.1 Finishing the construction of Kwiatkowski Route**

The construction of the third stage of Kwiatkowski Route will make it possible to directly connect the northern regions of the city and the port-industrial district with the Tri-City ring road and further on with the national road network. The importance of this route for Gdynia lies in the fact that in the future it will be a crucial part of the A-1 motorway and the projected Trans-European Motorway.

#### **4.1.2 Concept of the road network in Gdynia's northern districts**

This concept should be prepared in view of future developments in this area (expansion of the residential district up to the neighbouring Kosakowo) and the future role of the roads leading to the naval airport in Babie Doły - which possibly will become a NATO airport. This concept would be supplementary to the "Road Programme for the years 1998 - 2002" passed by Gdynia City Council.

#### **4.1.3 Construction of a modern bus station**

Gdynia maintains regular bus connections with the northern part of Gdańsk Province. An increasing part of Gdynia's passenger transportation market are international connections, mostly served by private enterprises. These connections are fully competitive with railway transport. The existing station nearby the Gdynia railway station doesn't meet modern standards. It is necessary to build a new modern bus station with technical and service facilities, part of an integrated transportation junction.

- decrease of Gdynia's investment attractiveness
- decrease of Gdynia as a transit partner due to alternative transport routes
- danger of economic stagnation





## **4.2 INCREASING THE CITY'S AIR TRANSPORT ACCESSIBILITY**

### **4.2.1 Upgrading the quality of transport service between Gdynia and the "Gdańsk - Trójmiasto" airport in Rębiechowo.**

Visitors coming to Gdynia by plane, if using public transport, are forced to take a long way through Gdańsk-Wrzeszcz. A special bus line between the centre of Gdynia and the airport, running to schedule with the arrivals of planes should be opened. At a later date, the possibility of customs clearing in the Gdynia terminal should also be made possible.

### **4.2.2 Making use of the potential of the naval airport in Babie Doły**

Favourable location of the airport in Babie Doły, located within the city's administrative borders and in close vicinity of port areas, destines it to become in the future an airport serving civilians and cargo.

## **NO-ACTION CONSEQUENCES**

- **Gdynia will become less interesting for foreign investors**
- **Not capitalising on Gdynia's becoming the future NATO base**



#### **4.3 INCREASING THE NUMBER OF TRANSPORTATION LINKS AND UPGRADING THE QUALITY OF SERVICES BETWEEN GDYNIA AND OTHER CITIES.**

##### **4.3.1 Active co-operation with transportation and telecommunication enterprises.**

Upgrading Gdynia's transportation accessibility necessitates co-operation between various enterprises, carriers, and telecommunication firms (Port Gdynia Holding S.A., Polish National Railways, Poland Telecommunications, airline companies, shipowners). One possible aspect of co-operation is defining the city's development needs and their reflection in the enterprises' strategic plans, which should benefit all concerned. The quality of services will increase due to infrastructure modernisation of stations (most of all the ferry terminal and marina) and other transport stops. As the quantity of services rendered will increase, new connections will emerge. For example, the Polish National Railways could increase its combined transport services, domestic and international passenger ridership and cargo transport.

#### **NO-ACTION CONSEQUENCES**

- Gdynia's strategic priorities not considered in the enterprises' development plans



## **GENERAL AND DETAILED DEVELOPMENT GOALS AND EXECUTIVE TASKS - THE SYNTHESIS**

The enclosed table provides development goals and executive tasks plotted against a time horizon. Arrangement of their implementation is entrusted to individual City Hall administration units and departments, according to the scope of their responsibilities (Organisational Regulations of the Gdynia City Hall, approved by the resolution of the City Council no. XXV/400/96 from August 28, 1996). A broad definition of 'Arrangement of the Task Implementation' is perceived in three options:

- **self-reliant implementation of a given task by the appointed unit at the City Hall, or:**
- **joint implementation of a given task by several units at the City Hall, whilst the desirable actions are controlled by the appointed unit, or:**
- **implementation of a given task based on co-operation of single or several units at the City Hall with external contractors (establishments financed wholly from the municipal budget, special assemblies, or independent institutions and enterprises); the actions are then managed by the appointed unit.**



Hierarchic number	Executive task	Responsible Hall unit	City	Time horizon
The overarching strategic goal is to achieve a steady, publicly accepted and sustainable development, providing the means to match European Union standards of living, will most favourable utilisation of natural, human and capital resources, and values of location.				
<b>1. THE URBAN CENTRE OF ECONOMIC GROWTH</b>				
1.1 1.1. Collaboration of decision-making institutions for the benefit of development of the Tri-City area and region				
1.1.1	Undertaking of joint efforts for attain metropolitan status for the Tri-City area	City Board		1998-1999
1.1.2	Establishment of an advisory body consisting of representatives of economic and research entities	City Board		1998
1.1.3	Agreement of various circles on common lobbying for priority projects	City Board		1998
1.1.4	Conducting of joint actions towards transformation of the Tri-City area into a European metropolis (europol)	City Board		1997-2010
1.2 Extension and enrichment of industrial, commercial, financial and tourist economies of Gdynia				
1.2.1	Diversification of the local labour market with high-tech industries and services using the latest inventions in science and engineering	Economic Dept.	Policy	1997-2010
1.2.2	Support for the diversification of production and services in maritime sector enterprises	Urban Planning and Development Office		1994-2010
1.2.3	Increase in the number of small and medium commercial, service, and production enterprises	City Board		1990-2010
1.2.4	Implementing a rational policy towards small and large commercial shopping centres	Economic Dept.	Policy	1990-2010
1.2.5	Active promotion of Gdynia products abroad	Economic Dept.	Policy	1990-2010
1.2.6	Marketing of the city as a convenient centre for locating banking, insurance, and financial institutions	Economic Dept.	Policy	1990-2010
1.2.7	Creation of attractive conference facilities	Economic Dept.	Policy	1994-2010
1.2.8	Use of the seaside location of the city in construction of a waterfront infrastructure	Economic Dept.	Policy	1994-2010
1.3 Leading a coherent development policy by the municipality and major enterprises located in Gdynia				
1.3.1	Establishment of a permanent platform for co-operation, contacts, and information exchange	Urban Planning and Development Office		1998
1.4 Strengthening of scientific institutions and university degree schools				
1.4.1	Support for maritime research and development centres promoting new technologies	Urban Planning and Development Office		1994-2010
1.4.2	Wide co-operation with departments of the Gdańsk University and maritime schools (Marine Academy and Naval Academy)	Urban Planning and Development Office		1992-2010
1.4.3	Promotion and co-operation with municipal and private colleges	Urban Planning and Development		1994-2010

		Office	
1.4.4	Proposing diploma works of the university and college graduates which are useful for local development	Urban Planning and Development Office	1997-2010
<b>1.5 Broadening and strengthening of international and interregional relations of Gdynia</b>			
1.5.1	Active participation of the city in Baltic Sea Region organisations	Economic Dept./ Planning Development Office	Policy Urban and 1990-2010
1.5.2	Participation in Baltic Sea Region development programmes	Economic Dept./ Planning Development Office	Policy Urban and 1992-2010
1.5.3	Support and participation in international commercial exhibitions in the Baltic Sea Region	Economic Dept.	Policy 1994-2010
1.5.4	Co-operation with sister cities in various programmes and undertakings	Economic Dept.	Policy 1990-2010
1.5.5	Completion of the sister cities network	Economic Dept.	Policy 1990-2010
1.5.6	More active use of European funds for the benefit of the Gdynia's development	Economic Dept.	Policy 1998-2010
1.5.7	Presentation of the city at European investment fairs and World EXPO exhibitions	Economic Dept./ Planning Development Office	Policy Urban and 1995-2010
<b>2. THE ENVIRONMENTALLY FRIENDLY CITY</b>			
<b>2.1 Creation of a local solid waste treatment system</b>			
2.1.1	Leading public information, awareness, and education actions to introduce the system	Environmental Protection and Agriculture Dept.	1996-2000
2.1.2	Site selection and activation of a new municipal landfill	Public Dept.	Utilities 1998-2000
2.1.3	Selection and implementation of a waste management option, which supplements landfills with other treatment methods	Public Dept.	Utilities 1998-2005
2.1.4	Securing of the solid waste management system's feasibility through a correct fee policy	Public Dept.	Utilities 1998-2010
<b>2.2. Restoration of the quality of Gdynia's green areas, streams, beaches, and Gdańsk Bay coastal waters</b>			
2.2.1	Completion of sewer piping in built-up areas	Investments Dept.	1998-2010
2.2.2	Renovation of the sewage network for failure-free operation	Public Dept.	Utilities 1992-2010
2.2.3	Elimination of pollution dumped through storm-water sewers	Public Dept.	Utilities 1992-2010
2.2.4	Enforcement of proper sewage disposal for all enterprises within Gdynia	Environmental Protection and Agriculture Dept.	1992-2010
2.2.5	Extension of the water and sewage infrastructure in Gdynia's development areas in concordance	Public Dept.	Utilities 1992-2010

	with environmental requirements		
2.2.6	Retention and pre-treatment of inland waters and preferences for natural methods of channel improvement	Environmental Protection and Agriculture Dept.	1992-2010
2.2.7	Enforcing effective pollution control methods for vessels calling at the harbours in the Bay of Gdańsk	Environmental Protection and Agriculture Dept.	1992-2010
2.2.8	Implementation of an ecological education programme in the local community and among tourists for achieving a high environmental quality of recreational areas	Environmental Protection and Agriculture Dept. / Education Dept.	1994-2010
2.2.9	Procurement of a proper standard of sanitation services at the beaches and swimming areas	Public Utilities Dept.	1994-2010
2.2.10	Co-ordination of land and sea waste management	Public Utilities Dept.	1994-2010
2.2.11	Granting the City Guard the power for urban landscape environmental law enforcement	City Board	1998
<b>2.3 Creation of a nature protection system in Gdynia</b>			
2.3.1	Creation of a conservation plan for green areas based on collaboration between the municipality, neighbourhood councils, and landowners	Public Utilities Dept.	1998-2000
2.3.2	Consideration of green area development in the preparatory process of local spatial planning	Urban Planning and Development Office	1992-2010
<b>2.4 Maintaining good air quality in Gdynia</b>			
2.4.1	Support of efforts towards decreasing atmospheric emissions	Environmental Protection and Agriculture Dept.	1993-2010
2.4.2	Enforcement of environmental requirements on all construction projects in the city	Environmental Protection and Agriculture Dept.	1995-2010
2.4.3	Elimination of local coal-fired boiler plants, by connecting areas to the district heating network	Public Utilities Dept.	1993-2000
2.4.4	Promotion of environmentally safe heating systems in suburban areas of Gdynia	Roads and Transport Dept.	1993-2010
2.4.5	Completion of the bus stock replacement	Roads and Transport Dept.	1998-2000
2.4.6	Advancement in the stock and network of the trolley transport	Roads and Transport Dept.	1997-2010
2.4.7	Setting of restrictions against private motor-vehicle traffic in the downtown	Roads and Transport Dept.	1998-2010
2.4.8	Moving lorry traffic out of the built-up area	Roads and Transport Dept.	1998-2010
2.4.9	Extension of an environmentally friendly bicycle system	Roads and Transport Dept.	1998-2010
2.4.10	Completion of the air monitoring network in Gdynia	Environmental Protection and Agriculture Dept.	1998-1999
<b>2.5 Decrease of the urban infrastructure energy use</b>			
2.5.1	Introduction of an energy-saving street lighting	Public Utilities Dept.	1995-2004

2.5.2	Further decrease in household water consumption	Public Dept.	Utilities	1998-2010
2.5.3	Maintenance of the good water quality delivered to recipients in Gdynia	Public Dept.	Utilities	1998-2010
2.5.4	Lessening of energy losses from the transmission grid of the municipal heating system	Public Dept.	Utilities	1994-2010
2.5.5	Promotion of heat energy usage meters in households connected to the municipal network	Public Dept.	Utilities	1994-2010
2.5.6	Preferences for energy-saving technologies in the construction industry	Architecture and Building Supervision Dept.		1998-2010

## 2.6 Conducting noise pollution prevention actions

2.6.1	Support new production plant technologies that have low noise pollution impact	Environmental Protection and Agriculture Dept.		1998-2010
2.6.2	Installation of acoustic walls along arterial roads that exceed noise levels	Roads and Transport Dept.		1998-2010

## 2.7 Intensification of the local spatial development

2.7.1	Filling of the gaps between built-up space connected to municipal infrastructure systems	Urban Planning and Development Office		1998-2010
2.7.2	Encouragement of integrated housing estate developments	Architecture and Building Supervision Dept.		1998-2010
2.7.3	Obtaining of the Downtown Development Zone land for municipal use	Real Estates Management Dept.		1997-2000
2.7.4	Land provision for future investment projects in the port and industrial district	Real Estates Management Dept.		1998-2010
2.7.5	Transformation of substandard housing enclaves	Urban Planning and Development Office		1997-2010

## 3. THE SECURE AND USEFUL CITY

### 3.1 Increased accessibility of medical services

3.1.1	Co-ordination of the work of Gdynia's health centres	Health and Social Welfare Department		1993-2010
3.1.2	Execution of disease prevention programmes	Health and Social Welfare Department		1990-2010
3.1.3	Increased diagnosis facilities	Health and Social Welfare Department		1994-2002
3.1.4	Monitoring Gdynia citizens' health and supply of medical services	Health and Social Welfare Department		1998-2010

### 3.2 Maintaining high standard of education in Gdynia

3.2.1	Stimulating changes in education programmes	Education Department		1998-2010
3.2.2	Execution of the reform in vocational schools	Education Department		1998-2005
3.2.3	Encouraging the creation of private elementary,	Education		1992-2010

	high, and university degree level schools	Department	
3.2.4	Scholarships for the best pupils and students	Education Department	1993-2010
3.2.5	Monitoring the effects of diversification of the education offer	Education Department	1998-2010
<b>3.3 Securing the citizens' social welfare needs</b>			
3.3.1	Working out solutions for social welfare problems	Health and Social Welfare Department	1990-2000
3.3.2	Monitoring of poverty in Gdynia's districts	Health and Social Welfare Department	1990-2010
<b>3.4 Upgrading the quality of communal services</b>			
3.4.1	Liberalisation of the sphere of the public sector	Municipal Engineering Department	1996-2002
3.4.2	Modernisation of the infrastructure network and upgrading the quality of services for residents and businesses	Municipal Engineering Department	1990-2010
3.4.3	Improvement of the city's public transportation system	Roads and Transportation Department	1994-2002
3.4.4	Construction of integrated passenger junctions	Roads and Transportation Department	1998-2002
<b>3.5 Increasing the city's housing offerings</b>			
3.5.1	Designated areas for future housing districts	Urban Planning and Development Office	1998-1999
3.5.2	Increase of the supply of land with infrastructure for housing	Real Estate Department	1998-2010
3.5.3	Activating the building market	Real Estate Department	1998-2000
3.5.4	Increase of housing resources in Gdynia	Premises Department	1996-2002
3.5.5	Creating the necessary housing reserve	Premises Department	1998-2002
3.5.6	Upgrading the standard of housing	Buildings Department	1992-2010
3.5.7	Upgrading the efficiency of the housing administration	Buildings Department	1994-2002
<b>3.6 Increasing the security of residents and visitors and their property</b>			
3.6.1	Support of families and family organisations	Mayor's Office	1994-2010
3.6.2	Increasing the efficiency of police and municipal public order services	Mayor's Office	1990-2010
3.6.3	Subsidising housing communities and housing associations in order to increase security	Investments Department	1996-2010
3.6.4	Planned development of Gdynia's districts	Architecture and Building Supervision Department	1993-2010

3.6.5	New methods of ensuring public safety: The Secure City Programme	Mayor's Office	1994-2010
<b>3.7 Rational administration of the city</b>			
3.7.1	Reorientation of social policy - from segregated departments to an integrated, solution-orientated administration	Organisational Department	1998-2000
3.7.2	Organisational changes in the Municipality	Organisational Department	1998-2000
3.7.3	Utilising the potential of district councils	Mayor's Office	1996-2010
<b>3.8 Increase of citizens' participation in public life</b>			
3.8.1	Strengthening of local communities and neighbourhood links	Mayor's Office	1998-2010
3.8.2	Encouraging schools and other institutions to become centres activating public participation	Mayor's Office	1991-2010
3.8.3	Supporting non-governmental projects	Mayor's Office	1994-2010
3.8.4	Financial support for social initiatives	Investments Departments	1990-2010
<b>3.9 Creating attractive recreation activities</b>			
3.9.1	Development of sport and recreational areas in the city's districts	Culture and Sport Department	1990-2010
3.9.2	A wide variety of cultural and sport events	Culture and Sport Department	1991-2010
3.9.3	Patronage for Gdynia's cultural centres	Culture and Sport Department	1990-2010
<b>3.10 Improvement of local road system</b>			
3.10.1	Increase of the local road's system capacity	Roads and Transportation Department	1994-2010
3.10.2	Introduction of principal organisational rules within residential districts	Roads and Transportation Department	1998
3.10.3	Increase of parking lots in Gdynia	Roads and Transportation Department	1998-2010
3.10.4	Relieving traffic in the centre of Gdynia	Roads and Transportation Department	1998-2010
<b>4. THE OPEN CITY</b>			
<b>4.1 Increasing the city's road accessibility</b>			
4.1.1	Finishing the construction of Kwiatkowski Route	Biuro Planowania i Rozwoju Miasta	1998-2010
4.1.2	Concept of the road network in Gdynia's northern districts	Roads and Transportation Department	1998-2000
4.1.3	Construction of a modern bus station	Roads and Transportation Department	1998-2002
<b>4.2 Increasing the city's air transport accessibility</b>			
4.2.1	Upgrading the quality of transport service between Gdynia and the "Gdańsk-Trójmiasto" airport in	Roads and Transportation	1998

	Rębiechowo	Department	
4.2.2	Making use of the potential of the naval airport in Babie Doły	City Development Planning Office	1998-2002
4.3 Increasing the number of transportation links and upgrading the quality of services between Gdynia and other cities			
4.3.1	Active co-operation with transportation and telecommunication enterprises	City Development Planning Office	1998-2010



### **MANAGEMENT OF LAND - CITY HALL'S TOOL IN ITS DEVELOPMENT STRATEGY**

Development issues can be looked at in three different categories: fulfilment of different needs; reliability of the city's system to meet those needs, and the city's openness to the future. In the eyes of Gdynia's residents, this last category is the most important. Basically what it narrows down to is utilising all existing and potential stocks, funds, and accelerators of the city's development. The sustainable development doctrine means implementation of the development strategy within realistic decisions and compromise between differing options. Bearing in mind that City Hall is quite independent in decisions concerning land management, its land management tools should be fully utilised in achieving economic and social goals. These tools, among others, are: Public Investment Programmes, Land Use Programmes, and Revitalisation Programmes for Strategic Areas.

The Public Investment Programme formulated in the city's strategic development plan and master plan necessitates public debate with the participation of politicians and experts. On the other hand, the Land Use Programme is strictly connected with available areas destined for future investments, public intervention in preparing the sites, and the role of municipally-owned land. Public investments target incentives for private development. The municipality has to develop a flexible and incremental

development strategy. It must define its involvement in investing in infrastructure, parking lots, and other public amenities. It has to define how to support private investments and stimulate the development of both real estate and labour markets. These decisions will be a commitment to private investors and will necessitate assignment of public funds. City hall must decide how much public investment is needed to attract private investors. But before that happens, local authorities must clearly define the future function of the investment area.



### **FINANCIAL LIMITATIONS IN EXECUTION OF THE STRATEGIC PLAN FOR GDYNIA**

The bulk of tasks promoting execution of the strategic goals, force the municipality to make a checklist of its budgetary capabilities and select priorities which determine the development of Gdynia. The main priority will be urban investment projects, financed from City Hall revenues.

Creation of the municipal investment policy ought first to be preceded by an evaluation of its income budgeted over a few year's time horizon. Potential municipal incomes consist of:

- **its own revenues, including local taxes and charges, incomes from municipal estates and additional incomes,**
- **its shares in national taxes (revenue taxes from natural and legal entities),**
- **general subsidies from the national budget (incl. the education subsidy),**
- **national government funds for the State's own, ordered and entrusted tasks, to be carried out by the municipality,**
- **donations from special funds.**

In 1994-97 an evident shift in the structure of income sources ensued when the municipality's share of national taxes became more than its own revenues. Year by year, the gap between the two major income sources widened. This inevitable tendency, confirmed by the prognosis on the municipal revenues in to the municipal budget assumptions for 1998, results from gradual depletion of the

municipal real estate resources which is not fully compensated by increases in income from other elements in its own resources group. Among those budgetary receipts which demonstrate positive trends in the considered time span, higher incomes from local taxes and charges, and from rents on premises, come mostly from better collaboration and information flow between individual City Hall departments. Their stabilisation upon reaching of a maximum level of a revenue collection efficiency seems unavoidable. Better opportunities for acquiring financial resources are placed in the field of real estates leasing operations, whose rates are increased on an annual basis by an inflation index. Those operations are intended to increase in number and in charge rates obtained under tender procedures. On the contrary, it is difficult to assess future receipts from sale of plots for single-family housing purposes, owing to limitations in tax rebates.

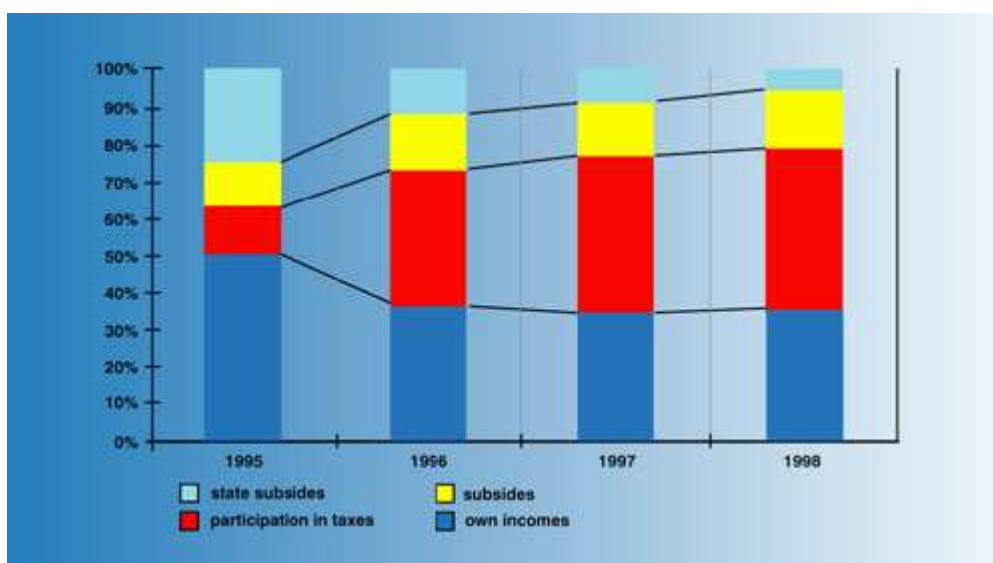
Land acquisition to the municipal resources and successive sale of grounds, although burdensome for the municipal budget, brings a threefold financial benefit. Firstly, it activates incomes from the sale of a given property at a market price under tender procedures. Secondly, it increases municipal revenues by additional real estate taxes. Thirdly, it gives higher profits in municipal shares in national taxes from natural and legal entities due to new job positions.

The shares of individual elements in the revenue structures often affect proportions of current expenditure, directed at maintenance of the urban infrastructure, and capital expenses, assigned for its development. The education subsidy, transferred from the central to municipal budget, covers only about 75% of wages of the personnel employed in educational units in Gdynia, forcing the municipality to secure current expenses of the education sector from its own incomes. Such extralegal obligations significantly affect the local budget means which might have been allocated for physical investment projects. Therefore, the City Hall has to search for other financial resources for capital expenses, piloting local economic development.

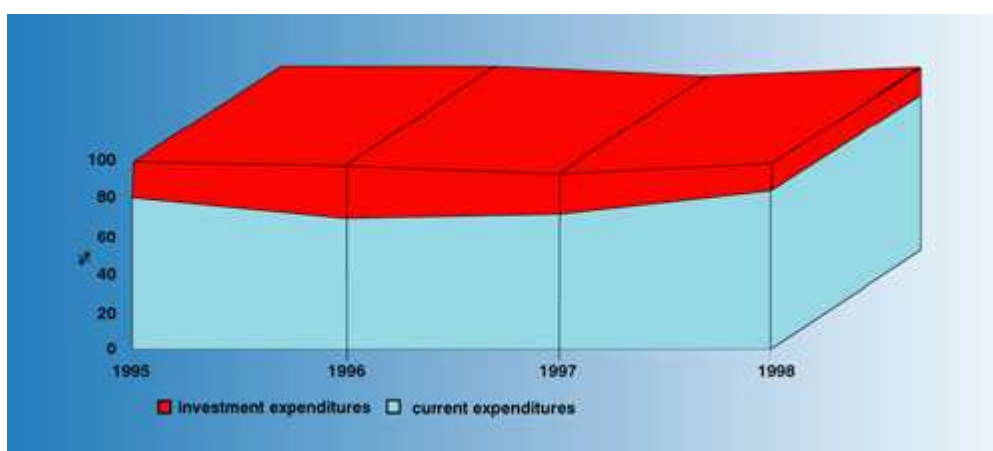
Credits, loans and bond issues are associated with concrete investment projects and usually determine their execution -under the condition of complete provision of documentation and arrangement of technical and legal matters (e.g. ownership of grounds designated for the project). This is one of the failures in supplying the budget from the external sources, as not always the municipality is able to set in order all required documentation and finalise land transfer procedures. Another negative point in those operations is related with necessity of freezing appropriate means for interest repayment in successive annual budgets (keeping them at a safe level of maximum 6 -8% of the revenues), that limits the capability of prolonging a high share of external resources in financing capital expenses. In 1996, 55% investment projects being executed in Gdynia, were supplied from credits, loans, and bond emission, while in the next year the share of external resources was diminished to a mere 8%. In that year, the burden of financing capital expenses carried by the municipality itself resulted in a rise of its own income share from 34 to 80%.

It seems, however, that procurement of funds from external sources for capital expenses is the only solution for the municipality. A convincing argument is provided by the municipal budget assumptions for 1998, where the expected share of capital expenses with no external supply is estimated at 14.4%. In the future, it is then probable to follow a sine curve of budgetary and external resources domination in the structure of capital expenses in annual municipal budgets.

## STRUCTURE OF CITY HALL'S INCOMES IN 1995 - 1998



## STRUCTURE OF EXPENDITURES IN 1995 - 1998



## PRIORY PROGRAMMES OF GDYNIA'S STRATEGIC PLAN

The described financial limitations of implementing strategic goals and tasks necessitate defining the city's development priorities. Concrete programmes of action and securing financial means in the city's budget must be generated. Gdynia's Development Strategy includes five priority programmes:

## **WASTE MANAGEMENT PROGRAMME**

Considering that the landfill in Łężyce is near full capacity, there is an absolute need to construct a new landfill that will be part of a comprehensive waste management system. The programme has to be conducted on two levels of collaboration. One, is collaboration with neighbouring municipalities of the northern part of the Tri-City Area (Gdynia cannot solve the waste problem independently), the other is co-operation between the users and producers. This inclusive approach eliminates the construction of isolated waste facilities. Respective segments of the waste management system should be implemented within the next ten years. Specific dates will depend on future needs. In order to secure a high standard waste management system, the city's budget funds have to be supported by loans and subsidises. The waste management programme includes the following tasks: 2.1.1, 2.1.2, 2.1.3, 2.1.4.

## **MODERNISATION OF THE CITY'S ROAD NETWORK**

With the rapidly increasing number of automobiles, the standard and the comfort of life for Gdynia's residents will greatly depend on an appropriate road network. The existing one is overloaded, which results in traffic congestion. This need to modernise the city's road network was emphasised by the residents in various questionnaires. Among the most needed road investments is the construction of Różowa Street, that will alleviate the traffic on the city's main transportation axis, and modernisation of the following roads: Janka Wiśniewskiego, Jana z Kolna, Władysława IV, and Chyłońska. The latter will improve the connection between the centre of the city and its northern districts. In order to eliminate growing road congestion, the modernisation programme of the road network has to be implemented as soon as possible. The funds should either come from the central or municipal budget depending on road classification. If financed from the city budget, outside funds will be necessary (loans, subsidies, and bonds). The programme is described by the following individual tasks: 3.10.1, 3.10.4. A detailed road network programme has been adopted for the years 1998-2002 which considers priorities and feasibilities.

## **GDAŃSK BAY CLEAN WATERS PROGRAMME**

The improvement of the quality of coastal waters depends on joint efforts of municipalities, whose waste waters are directed into the bay by production entities located within their borders. Joint activities will be needed to construct new waste water treatment facilities and modernise those existing. One of the stages of this programme was the construction of the sewage treatment plant in Dębogórze which became operational in 1997. It increased the area's treatment capacity. Under this programme over the last few years, new districts of Gdynia have been gradually added to the city's sewage system. An important issue is to reach an agreement with the Municipality of Chwaszczyno concerning the Kacza River. These investments can be financed from the city's own means and from other means -especially regional and central funds for environmental protection. The programme encompasses the following tasks: 1.1.1, 2.2.1, 2.2.2, 2.2.3, 2.2.4, 2.2.5.

## **DEVELOPMENT OF INFRASTRUCTURE IN AREAS DESIGNED FOR RESIDENTIAL FUNCTIONS**

The amount of land designated for residential purposes in Gdynia is limited. Apart from the Bernadowo district and part of Dąbrowa, the municipality has no land at its disposal and most existing land is privately owned. Analysis showed that the preferred direction of future expansion is the

Chwarzno-Wiczlino direction. Up till now, construction of buildings in this area was very often chaotic, which forced some municipal investments to be undertaken (road construction and technical infrastructure). In consequence, it is now impossible to fully utilise the potential of Chwarzno-Wiczlino as an attractive residential area and to counteract the outflow of rich people from Gdynia to neighbouring municipalities. The municipality's actions should therefore be directed at buying land and providing infrastructure. This programme should be financed from outside funds bearing in mind the high cost and short time of its execution. The programme encompasses the following tasks: 2.7.5, 3.5.1, 3.5.2.



## **THE DOWNTOWN DEVELOPMENT ZONE PROGRAMME**

The Downtown Development Zone is a 100 hectare site placed just in between the city's centre and the port of Gdynia. There are some buildings there but mostly it is covered with railway tracks leading to the port, which qualify for reconstruction and reduction, thus freeing land for new uses. The accessibility of the area will depend on the following factors: ownership of the sites, possibilities of reducing the existing railway tracks, road accessibility of the area to the city, and defining major redevelopment areas and programmes. Most of the territory is state-owned and managed by Port Gdynia Holding S.A.(40%) and Marine Administration. Some are used by other entities but most is used for port functions (warehouses) and railway transport. The existing railway tracks which serve the south-east part of the port of Gdynia can be reduced, opening up new possibilities for the area. The scale of reduction will have a decisive impact on future use of the Downtown Development Zone. Road accessibility will define the sequence of implementing redevelopment programmes. Thus the preferred areas would be those served by already existing roads: Jana z Kolna, Wendy, Chrzanowskiego and Polska. The already existing modern buildings of Morska Agencja (Shipbroker's, Liner and Average Agents) and World Trade Center Gdynia Expo (a fair and exhibition centre) are also factors accelerating changes in future uses of the area. A vitally important factor would be the acquiring part of the area by the municipality. The next step would be to define the scale of public investments, which would attract private capital. In this context, it is necessary for the municipality to prepare the land for future investments (technical infrastructure).

**The Downtown Development Zone programme should be financed by means other than the city's budget. In case of choosing bonds, one would have to consider the priorities between this programme and that of preparing technical infrastructure in future residential areas. The programme encompasses the following tasks: 1.3.1, 2.3.7.**

The above described development priorities shape the city's future image into a city that is a business hub, friendly to the environment, safe, useful, and open. The future role of the port in the city's development is unquestionable. In the past, the port played a major role in Gdynia's development. Also today, although under totally new conditions, Gdynia's coastal location is an important asset. In the future, Gdynia will be a vital centre of economic activities, a centre of various businesses, a city fully utilising its maritime functions and quickly developing banking and financial services - strengthening its position as a trade centre.

