



STRATEGIC PLAN FOR GDYNIA

PRIORITIES, GOALS AND TASKS



2013
GDYNIA
strategiczna

STRATEGIC PLAN FOR GDYNIA 2003-2013

The City Board of Gdynia has taken these circumstances into consideration and decided in 2000 to commence the updating procedures of the "Strategic Plan for Gdynia" accepted by City Council in 1998.

The draft of the Strategy was prepared by City Development Planning Office along with all important public partners as well as with eminent experts. Right now, the draft is being studied by governmental, non-governmental and private organizations.

All inhabitants were invited to the public discussion over the development of the city in nearest 10 years - until 2013.

The dominating mission for the city is:

The City, following the traditions of its openness for the sea and the world, intends to ensure such position in United Europe what responds to possibilities and aspirations of its inhabitants.

For acknowledgement of our presence in Baltic Sea Region, Pomeranian Province and Tricity Agglomeration, Gdynia's authorities will prepare conceptual, administrative and financial ability to absorb the funds for local and regional development, enabling the fast development after the accession of Poland to European Community.

Michał Guć
City Board Member

Wojciech Szczurek
Mayor of the City

A. SWOT Analysis

Strengths

1. Seaside location determining endogenic sources of development – especially the maritime economy, transport systems' services and international cooperation.
2. Diversified natural landscape including the long and attractive coastal zone.
3. Condition of the environment – good quality of air and water, low indicators of emission of pollution.
4. Neighbourhood with the capital city of a region and other cities of the conurbation.
5. Naval base and headquarters of the Polish Navy and many significant military institutions.
6. Growing share in the national and global economy of Gdynia's IT and financial companies.
7. High and still growing share of the private sector in the ownership and employment structure.
8. Gdynia's positive image in Poland and in the world. High immigration and investment attractiveness.
9. High entrepreneurship and civic activity of Gdynia's inhabitants.
10. High standards of education.

Weaknesses

1. Poor innovativeness of the local economy, dominated by traditional branches. Weak cooperation between the centres of education and the economy.
2. Insufficient capacity of the road network and unsatisfactory road connections to the port areas.
3. Unsatisfactory level of cultural supplies.
4. Incomplete network of infrastructure, especially the sewage and water system.
5. Large share of substandard housing areas and the low-quality of public space.
6. Insignificant share of urban green areas (squares, parks, greens) and recreational zones.
7. Poor offer of the city tourist service. Insufficient, cheap tourist accommodations.
8. Growing social stratification, resulting in deepening of differences in the quality of life and influencing a family crisis, pathology and a danger of crime.

Opportunities

1. Possible development of the international city functions and usage of European funds.
2. Possible intensification of the transport traffic in the longitudinal (TINA) and latitudinal (Via Hanseatica) direction, following Poland's and neighbouring countries, accession to the European Union.
3. Possible developing of the local reserves situated in the city centre by external investors.
4. Possible developing of the local reserves (mainly Gdynia-West) enabling development of the housing and service functions.
5. Possible attraction of hi-tech industry.
6. Growing attractiveness of the Baltic Sea Region, mainly in respect to the sea and business tourism (including sailing).
7. Metropolisation of the Tricity conurbation - development of metropolitan functions in Gdynia.

Threats:

1. Lack of national maritime policy.
2. Lack of national policy towards shipyard industry which could make it immune to economic trend fluctuations.
3. Centralisation of public administration which can restrict effectiveness of activity of local government.
4. Transferring subsequent tasks from the state administration to the communes and counties - without financial coverage, which can cause collapse of local governments finances.
5. Unfavourable demographic changes causing society ageing and at the same time outflow of young and educated people.
6. Increasing amount of cars and transport (traffic) problems.
7. Strengthening the tendencies to priority treatment of West-East transport corridors, resulting in marginalization of the city and region.
8. Lack of coordination of development activities within the conurbation's area.

B. A Vision of Gdynia Development

A diagnosis of the city social, economic and spatial situation, as well as analysis of various external conditions connected with economy globalization, forming e-society, joining by Poland the European Communities or increased cooperation in the Baltic Europe, confirm Gdynia development accuracy formulated (under the name the long-term goal) in Gdynia development Strategy passed in January 1998. This vision is still valid. Thus it is just slightly changed in the current strategic document.

A vision of Gdynia development aims:

To achieve the durable, socially accepted and ecologically safe city development letting generate the European standards by optimal use of natural, human and economic resources and advantages of the city location.

According to Agenda 21 rules, the significance of ecology and social acceptance for the city development are emphasized by the vision. To accomplish this vision, it is necessary to use in a rational way all resources – natural, human and Gdynia economic potential.

C. Declaration of Gdynia local government mission

Development initiatives implemented by Gdynia local government, created the modern, wealthy image of the city where people adapted to a free-market economy and managed the international cooperation challenge.

A day before Poland's accession to the European Union, the local authority wants Gdynia to be the leader of changes which adjust our country to the united Europe requirements.

Putting Gdynia into the world economy circulation, free people, goods and capital flow and e-technology development are the new challenges for the local authority. Benefits from the present advantages, overcoming development barriers, using chances and minimizing threats are to provide Gdynia durable development. Basing on the above assumptions, the local government mission was changed:

Gdynia government, traditionally open to the sea and world, will aspire to provide the city with the position equal to its potential and people needs, capacities and aspirations.

Continuing development policy, Gdynia government will prepare conceptual, administrative and financial basis of ventures implementation which will let the city enter the rapid development path based on skills and knowledge.

D. Description of priorities and strategic aims

The following Gdynia strategic development priorities broaden the long-term aim and include specific initiative categories to fulfil the mission by the local government.

D.1. Space

First priority, **Space**, includes the aims regarding urban space and landscape development, so important to our inhabitants and perceived as the value of Gdynia seaside location. This priority integrates four previous ones included in the Strategy and is coherent with the priority 4 of “Pomorskie Voivodship Development Strategy” – “Creating the high quality of life”.

The described priority subject regards natural, landscape, town planning and architectural city values, its aesthetic image, dwelling and moving, holiday and recreation offer, public space quality and the public area management standards.

The first strategic aim regards **Gdynia Centre revitalisation**. It includes initiatives which are aimed at improving downtown streets and buildings quality and creating representative districts in the seaside area, connected with the modern and European city image.

In this area it is desirable to implement specialised regional and international services covering business, trade and cultural service, hotels and catering. Thus, the Centre economic position will be increased effecting with more places of work.

The second strategic aim regards **districts’ development**. It refers to creating new urban areas, as well as using the existing housing territories and resources, flat investments for the new city districts (especially for Gdynia West), substandard housing estates revitalization and filling the housing area with services, green areas and recreation equipment.

The third strategic aim regards **the urban transport system**. It refers to building the functional public roads net and different forms of public transport integrated in Gdynia and Tri-City, easier getting about the city and the better transport links among particular parts of Gdynia. Such initiatives, besides the better living standards, serve the multifunction development of the city districts (housing, production, service function) and the better access to the city centre.

The fourth strategic aim regards **Gdynia natural and landscape values**. It emphasizes the necessity of developing green areas creation, advantageous for recreation and active holiday of inhabitants and tourists. Adding the objects serving the whole Tri-City conurbation to the urban landscape is significant in view of the local government mission.

The fifth strategic aim regards **space management**. It considers issues connected with the city coherent and transparent spatial policy to attract new investments.

Passing local spatial development plans, creating urban areas management system and cooperation between the commune and the public and private owners of a land and properties – effect the common investment offers.

D.2. Gdynia inhabitants

The second priority, **Gdynia inhabitants**, contains the aims regarding better living, knowledge and qualifications standards of Gdynia inhabitants, their activity and entrepreneurship. This priority includes the current scope of general aims written in the previous city strategy named: **Gdynia economic growth centre** and **Gdynia the safe and comfortable city**. It refers to several strategy voivodship priorities: “Human capital development based on knowledge and activity”, “High living standards creation” and “International voivodship cooperation development”.

The priority regards Gdynia labour market potential, educational, cultural, training and sports offer quality in the city, supporting poorer social groups, taking care of the historic achievements and the local community tradition, as well as the international cooperation.

The first strategic aim regards **supporting occupational activity**. It emphasizes the necessity of increasing occupational activity among inhabitants by creating the net of educational institutions, also at the higher level, the system of courses adjusted to the market needs and the wide vocational guidance offer.

The second strategic aim regards **strengthening public activity**. It includes the initiatives activating the local non-governmental organisations in the city life and building partner relations with economic and social institutions in Gdynia area. These initiatives are also addressed to young people from schools in Gdynia.

The third strategic aim regards **services for inhabitants**. It presents issues connected with the proper work quality of the municipal services and institutions and other ones which implement the public duties (the National Health Service) and also living conditions permanent watching. It is essential for the city to implement e-society idea.

The fourth strategic aim regards **Gdynia families**. It includes proposals of strengthening local solidarity system, counteracting the social exclusion and supporting efforts for better living conditions. To accomplish the objectives, the initiatives are to improve health and housing situation of poor families and supporting older and disabled people.

The fifth strategic aim regards **culture**. The proposed actions are aimed at increasing the city cultural function by building the wide offer for both culture creators and its receivers. The emphasis is put on keeping Gdynia identity, its historical monuments, material and nonmaterial historical values, especially the II Republic of Poland, sea and Cashubian tradition.

The sixth strategic aim regards **the European integration process**. It emphasizes the need of Gdynia active participation in Europe unifying process, developing varied international contacts, including non-EU states, especially in the Baltic Europe.

The seventh strategic aim regards **physical culture and sport**. It propagates actions which improve access to the recreation, mass and qualified sports base to develop Gdynia inhabitants' sports activity.

D.3. Economy

The third priority, **Economy**, groups actions connected with the city economic potential. This priority includes updated thematic scope of the general aims written in the previous strategy called: **Gdynia – the economic growth centre** and **Gdynia – the open city**.

It refers at the same time to several voivodship strategy priorities: Restructuring and economy modernization and Development and infrastructure modernization to strengthen the region's competitiveness and cohesion.

The priority refers to increasing Gdynia economy competitiveness by innovative production technologies and the modern services, transport links development with the other economic centres of Poland, the Baltic Region and the united Europe, strengthening Tri-City metropolisation process and creating the favourable conditions to develop tourism.

The first strategic aim regards **the sea economy business**. It raises the issues of rational developing the port areas and the better city and port access from the seaside, pointing out at the same time the role of new investments in the port of Gdynia in respect to services for ships and cargoes, including distribution and logistic, to stimulate Gdynia economy.

The second strategic aim regards **creating transport node**. It presents the actions which attract the cargo flow to Gdynia to develop regional functions. In this context, it is especially important using development opportunities of the city located on the two PanEuropean transport corridors TINA network intersection (VI Corridor – from ports of Gdańsk and Gdynia to South of Europe and I A Corridor from Riga via Kaliningrad to Tri-City. These corridors' extensions run from Gdynia to the north (ferry transport from the port of Gdynia to Karlskrona) and to the west (Via Hanseatica, running along the south Baltic coasts to Hamburg).

The third strategic aim regards **Gdynia economy efficiency**. It shows the need to activate entrepreneurship in Gdynia by creating the economic entities cooperation system which will allow small and medium-sized enterprises to enter the cooperation network, supporting connections between science/research and the business activity and formulating the economic development supporting tools, including the business surroundings institutions. It also emphasizes the necessity of monitoring the economic activity in the city to choose appropriately the economic development supporting tools. It is important as well to use the potential of public and private

universities in the city, their scientific achievements and to support creating the new specializations adjusted to the Gdynia strategic development directions, meeting the present and future businessmen expectations.

The fourth strategic aim regards **tourism**. It includes increasing tourist services diversity carried out in Gdynia for varied groups of clients, creating the local quality products as well as infrastructure for the business tourism.

The fifth strategic aim regards **institutional cooperation in the Tricity conurbation scale**. It emphasizes the problem of decisive and opinion making centres of particular centres, the problem of conducting the common lobbying for significant regional development problems solving, communal infrastructure systems integration and connection of development conceptions and programmes within the conurbation limits.

E. Gdynia Development Strategy implementation tasks

The complexity of issues expressed in the Gdynia Development Strategy, which results from pervading of social, economic, transport and spatial issues in the relatively long time perspective, causes necessity to describe strategic aims in more detailed implementation tasks.

These tasks characterize various degree of details. Part of them have the form of specific projects, which can be implemented by appointed subject. Whereas others – with more complex nature and which need cooperation of many partners – have a more general character.

In that case their implementation will be preceded by study on detailed politics and operational programmes, which after adopting by City Council – will be the base of further activities.

PRIORITY 1. SPACE



1. Creating the Downtown of Gdynia, also including the City Downtown Development Zone and the Sea Forum, as a representative part of the city and the region.

- 1. Revitalization of the historical city center ensuring space order of the Downtown as well as high esthetic and functional qualities.*
- 2. Realization of "New Gdynia" – a service district situated in the City Downtown Development Zone supporting the development of port and maritime services.*
- 3. Creating the Sea Forum by means of a coherent development of the areas around the President Basin.*
- 4. Realization of Gdynia Central Park including "Council of Europe Park" and the non-built-up part of "Kamienna Góra".*

2. Development of districts – arranging and developing city housing zones.

- 1. Supporting housing which would meet diverse needs of city inhabitants.*
- 2. Revitalization of housing estates consisting of blocks of flats as well as substandard buildings areas.*
- 3. Development of recreational, service and educational functions in the districts, being also based on common access to electronic information; creation of housing estate service centers for inhabitants.*

3. Ensuring efficient and environmentally friendly urban transport system

- 1. Development and modernization of public road network in the city, with a special emphasis on the main transport system of the city.*

2. *Integration of different forms of public transport within the conurbation, including the realization of integration junctions, mainly based on existing local electric railway (SKM) stations.*
3. *Linking housing estates with city center by means of railway transport system.*
4. *Increasing the system of bicycle paths linking the districts with the Downtown as well as Gdynia with neighboring communes.*
5. *Encouraging inhabitants to use public transport through improving its quality and increasing the diversity of transport services.*
6. *Development of trolleybus transport as an environmentally friendly means of transport which co-creates the unique image of the city.*

**4. Revitalization and protection of nature and landscape values of Gdynia.
Organization of recreational zones.**

1. *Organization of botanical and recreational park in Kolibki and water-park adjacent to "Kępa Redłowska" nature reserve.*
2. *Tourist and recreational development of the Tri-City Landscape Park.*
3. *Organization of recreational parks in every district.*
4. *Participation of the city in the development of Gdansk and Puck Bays, serving the purpose of developing recreational and tourist functions of Gdynia.*
5. *Regulation of natural watercourses combined with building a storm sewer system and creating a sanitary sewage system for the entire city.*

5. Efficient land management in the city.

1. *Adopting local land use plans for areas crucial to the development of the city.*
2. *Geodesic, legal and technical preparation of areas designed for housing, service, industry and transport functions.*
3. *Creating an information system about municipal areas (GIS – geographical information system) serving the purpose of integrated land management.*
4. *Establishing institutional forms of cooperation with public and private real estate owners in order to plan the development of public areas in the city.*

PRIORITY 2. THE INHABITANTS



1. **Creating efficient forms of support to professional activity of inhabitants.**
 1. *Establishing flexible structures of educational institutions and educational offers in cooperation with universities which are adjusted to the changing needs and conditions of labor market.*
 2. *Improvement and diversification of vocational practice system at high school as well as university level.*
 3. *Development of efficient forms of employment agencies, adaptation and careers advisors which serve the development of city economy.*
 4. *Supporting entrepreneurship of inhabitants.*

2. **Development of civic activity of inhabitants.**
 1. *Strengthening local identity, integration of inhabitants with the city and their district.*
 2. *Supporting educational activities, including educational programs and afterschool activities which develop the personality of the youth from Gdynia and reduce the threat of pathologies.*
 3. *Increasing the role of district councils in fulfilling the city's tasks on the premises of the district.*
 4. *Increasing inhabitants' and NGO's participation in the realization of the city's tasks.*
 5. *Supporting the development of business, professional and school self-governments.*

3. Ensuring high quality of services provided by the city for its inhabitants.

1. Setting high standards of work as far as offices, public institutions and municipal companies in the city are concerned in order to offer friendly service to inhabitants and exercise their rights.
2. Making the services connected with the city's tasks realization common, effective and of high quality, in particular the services provided within security, education, health care and welfare.
3. Realization of information society idea through popularization of modern methods of access to information.
4. Implementing the system of constant monitoring of life conditions in the city.

4. Supporting the identity and independence of Gdynia families.

1. Counteracting families' dependence on institutional assistance through building a subsidiary welfare system based on cooperation of local communities and NGO's with self-governmental institutions.
2. Realization of social and council housing which gives families with lower financial status a chance to have their own flat.
3. Developing a system of prevention, health care and rehabilitation adjusted to different needs of inhabitants and complying with European standards.
4. Enabling disabled people to fully participate in the life of local community.
5. Preparation of a rich offer of assistance, integration and activation of elderly people.

5. Increasing the role of Gdynia as an important cultural center.

1. Securing access to rich and attractive cultural offer for both inhabitants and tourists.
2. Ensuring good conditions for popularization of cultural and historic heritage in diverse and attractive forms.
3. Fostering the historical heritage of Gdynia from the interwar period (1918-1939)
4. Fostering and developing the Kashubian culture as well as maritime tradition of Gdynia.
5. Revaluation of architectural monuments.

6. Broad participation in European integration process, in particular the integration with Baltic Europe including partners outside EU.

1. Creating conditions for establishing the seats of European and international organisations in Gdynia.
2. Implementing international agreements and European programs in Gdynia serving the development of the city and region.
3. Supporting undertakings and initiatives developing twining links between cities and contacts between their inhabitants, particularly in Baltic Europe.

- 4. Securing access to information and educational programs for inhabitants within the scope of European integration.*

7. Versatile development of physical culture and sport aiming at an increase in activity of Gdynia inhabitants.

- 1. Raising the standard of sport and recreational infrastructure as well as increasing its accessibility.*
- 2. Development of the base for marine yachting and other aquatic sports.*
- 3. Broadening and diversification of sport offer addressed to inhabitants.*
- 4. Supporting sports clubs of Gdynia to enable them to reach high sport standard.*

PRIORITY 3. THE ECONOMY



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- 1. Creating conditions for increase in competitiveness and development of the companies within marine economy**
 1. Developing Gdynia port sites in order to make optimal use of their potential.
 2. Ensuring transport accessibility of the port. Development of infrastructure necessary for the creation of 6th Transport Corridor of European motorway network system (TINA).
 3. Supporting investments encompassing modern production and port-related services within the scope of foreign trade, transit and fishery.

 - 2. Creating conditions which allow the city to function as an important transport junction**
 1. Making use of the potential of transport corridors crossing Gdynia (TINA, Via Hanseatica) in order to develop supralocal functions.
 2. Realization of terminals of high functional and architectural parameters for passenger services within railway, bus, coastal, ferry and passenger transport.
 3. Increasing the importance of Babie Doły airport for both the city and Gdynia subregion. Supporting the development of Rębiechowo as an regional airport.

3. Raising the modernity and innovation level of Gdynia economy.

1. *Co-creation and implementation of a long-term idea of diversifying city's economic structure in cooperation with economic sector.*
2. *Supporting development of university education in Gdynia. Creating conditions for cooperation between universities and research institutes as well as economic entities and self-government in aid of realization of joint undertakings serving the city development.*
3. *Supporting development of cooperative networks of companies in Gdynia, based on new communication technologies.*
4. *Implementation of economic conditions monitoring system in order to select the most effective tools supporting the economic development.*

4. Creating infrastructure and products for tourism development.

1. *Supporting actions meant for an increase in ferry connections, incoming passenger ships and connections in coastal, air and land transport.*
2. *Developing congress and conference as well as fair and exhibition facilities along with infrastructure for accompanying events.*
3. *Development of accommodation base.*
4. *Increasing the diversity of tourist services in the city based on historical heritage, cultural offer as well as health and environmental values of Gdynia.*
5. *Development and popularisation of new brands of city tourism as an important element of regional offer.*

5. Integration of Tri-City conurbation centers in order to jointly resolve supralocal problems.

1. *Developing effective forms of cooperation between local and state authorities in order to indicate Polish marine policy goals performed in Gdynia.*
2. *Undertaking joint actions in aid of realisation of projects which are crucial to the development of the region together with the Pomeranian self-governments.*
3. *Integration of development programs of communes belonging to Tri-City and Small Kashubian Tri-City.*
4. *Integration of public transport in the conurbation.*
5. *Starting cooperation between private and public entities in the Tri-City in order to develop and promote of the region.*