

# **KRAKOW DEVELOPMENT STRATEGY**

## **THIS IS WHERE I WANT TO LIVE. KRAKOW 2030.**

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## I. INTRODUCTION

### CHALLENGES

Krakow, like many other large cities in Europe and all over the world, faces many major development challenges at the end of the second decade of the 21st century. The most important ones for our city are:

- improving the quality of the natural environment, in particular air; adjusting to the climate policy, in particular as regards reducing the emission of pollutions and improving energy efficiency; building the “resistance” of the City to negative consequences of climate change;
- ability to attract the best personnel, including students, for the continued development of modern economy, encouraging them to settle in the City;
- demographic processes, including the ageing of the society; the need to adjust public services so that they respond to the needs of the seniors;
- improving the spatial order; improving the quality and aesthetics of public areas that are under strong pressure of investment processes; the need to balance the development of the City so that it is cohesive and operates as one organism;
- uncontrolled sub-urbanisation within the Krakow Metropolitan Area;
- withdrawal of a part of the society into their private lives; lack of willingness to participate in building the community, civic attitudes and local social bonds;
- expectations of young people related to the new urban lifestyle that involves availability of attractive spaces for working together and spending free time within walking distance or within the distance of a bicycle ride;
- too high share of private vehicles in the transportation system of the City and the Krakow Metropolitan Area; the need to radically increase spatial mobility, e.g. by developing public transport;
- negative consequences of globalisation e.g. in the form of sudden fluctuations of the economic situation and the increased mobility of the labour market;
- uncertainty due to the economic and political processes within the European Union and on its external borders;
- mental and institutional preparation for the arrival of groups of people that are significant in size, bringing new cultures and new lifestyles along with them;
- assuring new sources of financing for the development policy in the context of the expected radical limitation of non-repayable foreign funding;
- restricting the negative impact of mass tourist traffic on the functioning of the City and the quality of life of the residents;
- making the Krakow Metropolitan Area a more integrated, cohesive territory, which will allow us to better network and use the available potentials, and as a result, improving the competitiveness of Krakow and the entire area.

In light of these challenges that the City faces, the Krakow Development Strategy contains proposals of solutions and specific planned areas of action. Divided into 6 thematic areas, they not only recall a vision of the future, but they become a real shape the developmental changes of Krakow take, a city with traditions, a city that one wants to live in.

## MAJOR RESOURCES OF KRAKOW

Unique values of the city that foster its development allow us to face the ever increasing global problems. They are what the economic growth and the improvements in the quality of life rely on:

### → **People**

Krakow disposes of high quality human capital. Despite the general negative demographic trends, Krakow is a city of conscious choice as a place to live, work, study, and spend free time. Krakow is an attractive city for educated and creative people.

### → **Culture**

The material and spiritual resources, identity and national tradition that has been developed over the ages. Culture gives rise to creativity, willingness to innovate and experiment. Culture makes us more sensitive to day-to-day lives and opens us up to development.

### → **Academic centre**

For over 650 years Krakow is the University. The academic centre is deeply bound with the city; it develops a unique knowledge base. It is the key to competitiveness and innovation of both the City and the entire region.

### → **Knowledge-based economy**

An entirely new process in the economic life of the city, which makes Krakow a member of the modern global economy.

### → **Important religious centre**

Over the ages, Krakow has been the place where many saints lived and operated. It is the place where many important religious events are held, it has potential as the destination of the global religious tourism.

## VALUES AND PRINCIPLES

As a local government community, we agree that we need to refer to a set of norms that must be followed in managing the city, implementing public policies, or in the day-to-day contact with the residents. Upon referring to the civic attitude, the values and principles strengthen our sense of community.

### → **Responsibility**

Responsibility for actions, for words. Respecting obligations, reliability. Responsibility also means solidarity with other people. It also means efficiency of local government structures, understood as the efficiency of actions, responsibility for the high quality of life and public space.

### → **Openness**

Readiness to accept a new or a different – man, concept, idea. Readiness to reach compromise about the vision and the priorities in the development of Krakow. Openness to new ways of resolving social issues. Openness to those arriving in Krakow, as well as openness to the surrounding gminas.

→ **Social dialogue**

Understood as an incentive and inspiration directed to the residents to become engaged in the development of the City and to co-decide about it. It takes into account the interests of multiple groups, it builds effective communication mechanisms.

→ **Building competitiveness**

The entire City development policy should be focused on continuously strengthen its competitiveness, based on the City's own development resources. In the context of global competition and mobility of capital, it means, first and foremost, investing in the human and social capital, as well as actively engaging enterprises and investors, as it is them who are responsible for the economic growth and investments to the largest extent.

→ **Flexible response**

It is a way of acting of the local government which makes it open and encourages the residents to undertake new activities and to jointly look for solutions. It is a guarantee that we will survive crisis situations and that we will be able to respond properly to the upcoming challenges and problems.

→ **Equal opportunity**

It means equal access for residents, social groups and environments to the opportunities and possibilities that the resources and the development potential of the City create.

## **KRAKOW OF THE FUTURE – OUR ASPIRATIONS**

Defining the challenges and outlining the development plan of Krakow is not effected in an abstractive vacuum; it is our aspirations, our way of thinking about the Krakow of the future that are an important factor for the degree in which we undertake specific activities.

→ **Krakow – one of the two major cities in Poland**

Due to the demographic, economic, social and cultural strength, it is the second most important city in Poland. It offers unique metropolitan functions, having different – impacts – on the region, the country, as well as on Europe and the world itself. The city – the driving force of the development of the Małopolska Region – offers the major contribution to such areas as science, research, modern technologies or innovations in the region.

**Fig. 1 |** Krakow – metropolitan cooperation



→ **Krakow – a strong European metropolis**

Among the urban centres in Europe, we distinguish metropolitan areas that decide on its social, economic and cultural development. Krakow belongs to the ranks of such cities as: Barcelona, Edinburgh, Glasgow, Nice, Strasbourg or Zurich. They are high in the ranking on the global scale and they are rich in the activities that assure high quality of life. In the modern world, the role of functional relations for stimulating growth is on the rise, creating a certain flow space. This is why we wish to place so much emphasis on developing the network of cooperation between Krakow and other metropolises that create innovation and development, strengthening the international position of Krakow.

Tightening the cooperation with Warsaw – the strongest economic centre – and with Upper Silesia, which has become one functional economic area together with Krakow, with the population of 6 million people. Krakow has a strong and positive impact on its close vicinity – the Krakow Metropolitan Area, integrating the adjoining areas.

**Fig. 2** | Krakow within the cooperation network of the European metropolises





## → Smart City

The idea of smart cities fits into a wider concept of development adopted by the European Union – the smart growth. With respect to cities, it is understood as the development supporting such developmental resources that the city might use to compete for new investments and new residents<sup>1</sup>.

- *Smart Economy* – should be based on state-of-the-art services, industry, and research & development sector, it should dispose of developed business areas generating the growth of creative industries, exhibit innovation, flexibility of the labour market, and efficient cooperation between science and business.
- Human and social capital (*smart people*) – it is the residents who should be the initiators of changes in the city. Thanks to their high qualifications and competences, creativity and ability to cooperate, with the support of ICT technologies, are able to strive to continuously improve the quality of life in the city.
- Quality of life (*smart living*) – a smart city offers a friendly place to live for their residents, in particular by assuring access to a wide range of public services (including *online* services), high quality of education, healthcare, caring for the elderly, modern technical and social infrastructure, by striving to achieve a high level of security, and assuring an attractive cultural and leisure offer, as well as by taking care about the natural environment and green areas.
- Mobility (*smart mobility*) – the city should have an integrated and safe transport system that uses the solutions of the ICT sector. The modern infrastructure will allow the city to create an effective network of high-speed relations to connect all its resources.
- Natural environment (*smart environment*) – a smart city optimises its consumption of energy, runs activities intended to protect and adjust to the climate change, actions to reduce the release of the pollutions to the environment, and managing the city's resources follows the sustainable development rule, using the infrastructure based on the state-of-the-art technologies.
- *Smart governance* – it means public governance, in which a major role is played by competences, social participation in decision-making, transparency of actions and high quality and availability of public services. In order to achieve all this, it requires creating an integrated city governance system that takes into account the participation of all city users in achieving the *smart city* goals and effective cooperation between the private and public sectors.

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<sup>1</sup> The 2030 Krakow Development Strategy took advantage of the works conducted under the project “SMART\_KOM. Krakow in a network of smart cities” – a joint undertaking of Krakow Technological Park, Małopolska Region, Krakow City Hall, and leading institutions in the *smart city* area in Europe, i.e. Forum Virium, Helsinki, and the Technical University of Vienna, which resulted in developing the SMART\_KOM Strategy.

## **WE WANT KRAKOW TO BECOME THE LEADER IN THE FOLLOWING AREAS:**

- Creativity-based entrepreneurship (technological companies, start-ups).
- Most highly advanced services for business that require highly qualified personnel.
- Leisure economy (including tourism).
- A scientific and teaching centre that disposes of research and lab infrastructure that is competitive at the international level.
- The quality of life, including the leisure offer (*genius loci* of Krakow).
- Serving a symbolic purpose, being a deposit of the national heritage and identity, an image of the most recognisable Polish city in the world.
- Creating the modern artistic culture that develops in the local community of artists and creators.

## **DURING THE WORKS ON 2030 KDS, THE FOLLOWING ASSUMPTIONS WERE ADOPTED:**

- GOAL: A strategy is a choice, which is why it cannot be a simple sum of expectations of various environments. We focus on the urban development policy and on the improvement of the quality of life of the city's residents.
- COMPREHENSIVENESS: The strategy will incorporate issues that are of key significance for the development of the city and the quality of life of its residents, including those that are not within direct competence of the local government.
- SCOPE: the strategy indicates that it is necessary to think about the development of the city in a wider context than its administrative borders, encompassing both Krakow and its surrounding metropolitan area.
- FINANCES: The strategy is a plan that takes into account financing primarily from its own sources, which makes it possible to finance its implementation without resorting to external funding.
- MEASURABILITY: The strategy is to offer the possibility of measuring the achievement of its goals.
- EFFICIENCY: Without an efficient implementation mechanism, a strategy is worthless.

## II. PARTICIPATORY PROCESS OF BUILDING THE KRAKOW DEVELOPMENT STRATEGY

The Krakow Development Strategy was created as a result of joint actions of multiple groups and environments that have been engaged in the planning work since the very beginning; thus, it is a joint idea for the future of Krakow. Ever since the beginning of the works on the Strategy, the attentions were focused on holding open discussions and initiating various forms of engaging residents.

### Step 1 .....

Launching the works on 01 July 2013, after the assumptions for the new Strategy were adopted – September 2013 – analytical-planning works were on-going, as a result of which the vision of the development of Krakow and the mission of the local government were defined.

The following area teams worked under the supervision of experts:

- Krakow – a city of active citizens
- Krakow – a modern economic centre
- Krakow – a place to live and to rest
- Metropolitan Krakow
- Culture and cultural heritage

Working in teams were held during workshops using the *world cafe* method; as a result a diagnosis and a SWOT analysis was formulated.

### Step 2 .....

The next step involved working on the strategic plan for KDS 2030. Working in teams, under the supervision of area experts, led to the creation of a social structure of an operational plan for the Strategy. As a result of the workshop method, the following was defined: the strategic objectives, operational objectives, key activities and preliminary suggestions of monitoring indicators of KDS 2030.

### Step 3 .....

A survey was conducted: as a street interview, on the website and at schools, in libraries and district seats. We listened to the voice of the residents about their expectations as to the future of Krakow. The collected research material became the canvas for a series of open debates with the participation of the representatives of the local government, scientific, social, and economic institutions.

### Step 4 .....

An integrated concept of the communication of the Strategy was developed, followed by a multi-layer information campaign entitled “This is where I want to live. Krakow 2030.” (June 2016). Here, workshops and consultations were run, focussing on building a communication platform for the Strategy (looking for an answer to the questions: with whom should we cooperate, with which environments it is possible to achieve the selected goals of KDS 2030). The works were organised in groups focussing on issues related to economy, administration, science, culture, civic society, and metropolitan development.

## Step 5 .....

A “business card of the Strategy” was prepared in the course of the communication process to show the scope of the Strategy until 2030.

For the first time a city *hackathon* was organised under the name “KraHack” to engage the potential and creativity of the young residents of Krakow. For 3 days, 24 hours, nearly 150 persons worked on solutions to improve life in the city. The competition was won by:

- *KRKbot* – using new IT technologies for innovative communication between the administration and the residents.
- *Krakow-Zdrój* – developing the space around the existing artesian wells in the city centre and in Nowa Huta for recreation;
- *Project: Cracow* – making the city space more attractive with the help of boards placed in public transport.

## Step 6 .....

In February 2017 a press conference was held, attended by the Mayor of Krakow, Deputy Mayor for City Development, and the Ambassadors of KDS 2030.

## Step 7 .....

*#patchwork2030* was the motto under which another event was held, which was to mobilise the residents of Krakow, who are the city’s social structure, to actively discuss the process of transforming the City. For this discussion the key is the sense of identification with the city and the sense of being able to affect its future fate. A two-day event attended by the Ambassadors involved workshops and debates with the representatives of selected environments, focused on the attempt to respond to the following questions: Is Krakow an expat? Is Krakow a woman? Is Krakow an experience? Is Krakow an artist? Is Krakow an expert? The innovative local government cooperation platform, created with the help of direct engagement of the Marshal of the Małopolska Region and the Mayor of Krakow in the debate, became an additional asset.

## Step 8 .....

A Poland-wide conference was held, entitled “Financing the development strategies of Polish metropolises”, offering the possibility to talk about the rules of financing Polish metropolises in the face of the development challenges – within the current financial perspective of the European Union and post 2020 – as well as to confront Krakow’s ideas with the solutions proposed by other Polish metropolises.

The European Local Government Congresses held in Krakow also offered an additional opportunity to talk about the draft KDS during dedicated panel discussions.

In parallel to other activities, information from the residents were obtained via an *online* questionnaire available at the KDS 2030 website: [www.srk2030.pl](http://www.srk2030.pl) and on the KDS 2030’s *fanpage* on Facebook. Activity in social media allowed us to gain 34 thousand recipients of the message about KraHack and as many as 8.7 thousand views of the video about the event.

The intense communication campaign, including the outdoor campaign, significantly affected the visibility of the process of working on the Strategy among the Krakow’s residents.

## **This is how the Strategy came to be – major events of KDS 2030**

### **STAGE 1 – VISION AND MISSION**

- 01/07/2013 – Launching the works on the Strategy. City authorities present the context for the revision of the Strategy; rules are being formed for the strategic planning process.
- 18/07/2013 – Workshops on the vision of the development of Krakow and the mission of the local government of the City of Krakow.
- 16/09/2013 – Workshops on the vision of the development of Krakow and the mission of the local government of the City of Krakow – continued.
- 01/10/2013 – A Meeting on the vision of the development of Krakow and the mission of the local government of the City of Krakow.

### **STAGE 2 – DIAGNOSTICS**

- 04/10/2013 – 24/04/2014 – Diagnostic workshops (Diagnosis, SWOT analysis) in area teams.
- 19/09/2013 – 18/10/2013 – Public opinion polling among the residents.

### **STAGE 3 – PLANNING WORKS**

- 12/05/2014 – 03/06/2014 – Workshop works on the strategic plan, in area teams (strategic and operational objectives, key actions, policies, programmes, projects, and proposed indicators).
- June – July 2015 – Completion of the works on the first draft of the document.

Upon the acceptance of the national urban policy and the act on revitalisation, it became necessary to conduct another, in-depth analysis of the KDS 2030 draft.

### **STAGE 4 – PLANNING WORKS, DISCUSSIONS AND CONSULTATIONS**

- Verification and adding details to key actions, strategic projects, developing financial framework, implementing system and a system of indicators.
- 22/02/2016 – Poland-wide conference entitled “New Urban Policy – implications for the 2030 Krakow Development Strategy”.
- 05-06/04/2016 – II European Congress of Local Governments, discussion panels: “Revitalisation as an instrument of strategic city governance. Implications for the city development strategy” and “Human in the urban space – revitalisation as a process with a social dimension. Implications for the city development strategy”.
- 15/06/2016 – Mayor of Krakow initiates the process of social consultations.
- 28/06/2016 – Workshops “Cooperation for the 2030 Krakow Development Strategy – part I”.

- 26/09/2016 – Workshops “Cooperation for the 2030 Krakow Development Strategy – part II”.
- 20/02/2017 – 31/03/2017 – Online questionnaire “KDS 2030 We’ll consult it with you!”
- 20/02/2017 – Launching the campaign promoting the motto “This is where I want to live. Krakow 2030.” with the help of Ambassadors of the campaign promoting KDS 2030: Zofia Gołubiew, Andrew Hallam, Julien Hallier, Bartosz Szydłowski and Ewa Wachowicz.
- 18-20/03/2017 – “KraHack” – the first urban *hackathon* in Poland.
- 27-28/03/2017 – III European Congress of Local Governments, discussion panels dedicated to KDS 2030: “Polish metropolises in a cooperation network” and “Metropolises as peaks of growth and innovation”.
- 28/03/2017 – General Assembly of the members of the Metropolia Krakowska Association – arrangements concerning the metropolitan area.
- 05-06/04/2017 – #patchwork “This is where I want to live. Krakow 2030.”. A series of discussion panels with a summary debate, attended by the Mayor of Krakow and the Marshal of the Małopolska Region.
- 11/04/ 2017 – Poland-wide conference “Financing the development strategies of Polish metropolises”.
- 07-27/08/2017 – Social consultations for the draft KDS 2030, including an environmental impact assessment.
- 04/09/2017 – Opinion on the KDS 2030 by the Krakow’s Public Utility Council (Krakowska Rada Działalności Pożytku Publicznego) and Civic Dialogue Commissions (Komisje Dialogu Obywatelskiego).

### III. SWOT ANALYSIS

SMART ECONOMY	
<b>Strengths</b>	
1.	Krakow Brand.
2.	Cultural potential fostering the development of new forms of entrepreneurship.
3.	A large academic centre providing highly qualified personnel and specialists in all areas.
4.	Economic growth based on specialist services and IT.
5.	Development of the leisure sectors (culture, arts, media, tourism, sports and recreation).
6.	Spatial reserves for investments.
7.	Industrial traditions of Krakow.
8.	Development of the economic significance of gminas within the Krakow Metropolitan Area.
9.	Activity of the scientific institutions that are of significance and active on the national scale (National Science Centre – Narodowe Centrum Nauki; leading scientific units).
<b>Opportunities</b>	
1.	Increased connections and cooperation of Krakow with other metropolises of Poland and Europe.
2.	Internationalisation of the market of services for business and IT.
3.	Development of creative sectors, including start-ups.
4.	Development of information society
5.	Growing role of cultural tourism in the world.
<b>Weaknesses</b>	
1.	The level and efficiency of the transfer of technologies and innovations among the scientific and business environments.
2.	Status of internationalisation of scientific research.
3.	Untapped potential of the vicinity of the airport.
<b>Threats</b>	
1.	Shortage of highly qualified personnel on the labour market.
2.	Low position of the companies with Polish capital (including family businesses) in the global value chains.
3.	Lack of headquarters of large enterprises and financial institutions.
4.	Outflow of people with high qualifications from Krakow.
5.	Low rooting of international business locally.

SMART PEOPLE	
<b>Strengths</b>	
1.	Beneficial demographic situation.
2.	Attractiveness of Krakow that attracts potential new residents of the metropolis.
3.	High education level.
4.	Increased activity of residents in decision-making in City's matters.
5.	Valuable intellectual base for creative industries.
6.	Multi-cultural nature of Krakow, creative combination of tradition, history, and strong roots mingling with cultures and modernity.
7.	An extensive educational and artistic offer of the Krakow's cultural institutions (museums, theatres, cultural centres and facilities, orchestras) working towards strengthening the identity of the local community.
8.	Rich and diverse auditorium, ready to consume a diverse cultural offer.
9.	Growing role of Krakow's NGOs and civic movements.
<b>Opportunities</b>	
1.	Growing local government and civic awareness of the residents.
2.	Development of city activism, civic movements.
3.	Popularisation of direct democracy instruments (e.g. participatory budgets).
4.	Shaping of a new urban culture and the associated lifestyles (including the "returns to the city centre").
5.	Growing level of education.
6.	Support to activating selected social groups (e.g. persons 50+, families with children).
<b>Weaknesses</b>	
1.	Quality of social dialogue.
2.	Cooperation at the local level, including neighbourhood cooperation.
3.	Insufficient adjustment of the education system to the expectations of the labour market.
4.	The "lifelong" learning system.
5.	Cooperation among the universities of Krakow.
<b>Threats</b>	
1.	Low level of social confidence.
2.	Insufficient level of civic education and awareness.
3.	Unfavourable demographic trends.
4.	Polarisation of the society.



SMART LIVING	
<b>Strengths</b>	
1.	<i>Genius loci</i> (“the spirit of the place”).
2.	Attractiveness of the place of residence, which is expressed by the stable number of residents and the strong sense of having ties with the city.
3.	Rich cultural traditions and the associated strong cultural identity of the residents.
4.	High quality and unique nature of urban spaces, the environment of the Krakow Metropolitan Area that is attractive both in terms of culture as well as the landscape.
5.	Easy access to green areas.
6.	Extensive, modern, and publicly available social infrastructure of metropolitan significance.
7.	Historic, national and cultural heritage of the Krakow Metropolitan Area.
8.	A lot of leisure options in the cultural and recreation offer of the city.
9.	A growing number of apartments being built.
10.	Activities to improve accessibility of public space and public transport for persons with restrictions of mobility.
<b>Opportunities</b>	
1.	Growth of civic awareness and development of social dialogue.
2.	Increasing the participation of various entities in realising public services (partnerships).
3.	Growing significance of the urban tissue revitalisation processes.
4.	Development of public e-services and e-business.
<b>Weaknesses</b>	
1.	Insufficient integration of the transport system on the scale of the Krakow Metropolitan Area, including the use of the existing railway network.
2.	Inequality in the access to public services within the Krakow Metropolitan Area.
3.	Insufficient development level of healthcare services and social assistance for the elderly when compared to the growing needs due to the ageing of the society.
4.	Inequality in the access to green and recreation areas in direct vicinity of the place of residence for the residents.
5.	Lack of valid local spatial development plans for approx. 50% of the city area.
<b>Threats</b>	
1.	Negative impact of the provisions on spatial planning and development on the residential development being built.
2.	Lack of sufficient legal tools to prevent the suburbanisation process.
3.	Relative low wages.
4.	Negative consequences of mass tourist traffic, in particular in the areas that are attractive to tourists.
5.	Growing social stratification.
6.	Outflow of residents from the city centre.

SMART MOBILITY	
<b>Strengths</b>	
1.	Dynamic development of the airport.
2.	The natural location at the crossing of the East-West transport route.
3.	Developed system of urban bicycle rental.
<b>Opportunities</b>	
1.	Modernisation, expansion and integration of the transport systems, in particular as regards the development of the public transport sub systems.
2.	Building of the Fast Agglomeration Rail.
4.	Decisions were made with respect to building the northern and eastern ring road of Krakow and the transit road towards Warsaw.
3.	Functioning of Poland within the Schengen zone.
4.	Dynamic development of IT.
<b>Weaknesses</b>	
1.	Insufficient integration of the transport systems within the Krakow Metropolitan Area, including insufficient number of "Park&Ride" parking lots and insufficient development of the public transport grid.
2.	Insufficient development of railway and road transport grids, in particular in the north of the City.
3.	Lack of well-developed and consistent bicycle paths grid in Krakow and the Krakow Metropolitan Area.
4.	Improper condition of the road infrastructure and its capacity.
<b>Threats</b>	
1.	Progressing process of uncontrolled suburbanisation on the scale of the Krakow Metropolitan Area.
2.	Insufficient openness of Krakow in terms of communication to the south, mainly by rail.
3.	Lack of sufficient legal tools to restrict the ability of personal vehicles to drive in to the city centre.
4.	Growing number of vehicles driving around the city every day.

SMART ENVIRONMENT	
<b>Strengths</b>	
1.	Attractiveness of Krakow and Krakow Metropolitan Area in terms of landscape and nature.
2.	Efficient waste management.
3.	Responsible waste water management.
4.	Good quality of drinking water.
5.	Modern and publicly available heat supply system.
<b>Opportunities</b>	
1.	Growing awareness and ecological behaviours in the society.
2.	Close vicinity of protected areas, creating the unique landscape (e.g. Ojców National Park, landscape parks).
3.	Implementing legal mechanisms in terms of planning to protect nature and landscape.
4.	Development and growth in popularity of the technologies based on renewable energy sources.
5.	Climate and ecology policy of the European Union.
<b>Weaknesses</b>	
1.	Level of air pollution, mainly from surface sources (low-stack emission).
2.	The level of pollution with nitric oxides (transport) in central areas of the city and along the main transport routes.
3.	Non-ecological habits of some residents of Krakow and of Krakow Metropolitan Area.
4.	Low energy efficiency of residential buildings and public utility buildings.
5.	Inequality in the access to the sewage infrastructure within the Krakow Metropolitan Area (while the population's growth is highly dynamic).
6.	Low share of renewable energy sources (RES) in the power balance of Krakow.
7.	Worsening acoustic climate in the city.
<b>Threats</b>	
1.	Air pollution, including pollution from outside the Krakow Metropolitan Area.
2.	Growing number of personal cars.
3.	The pressure of the investors to develop areas that are valuable in terms of nature and landscape, ecological corridors, aeration zones.
4.	Unfavourable consequences of climate change.

SMART GOVERNANCE	
<b>Strengths</b>	
1.	High level of cooperation of gminas surrounding Krakow.
2.	Organising the first urban cultural park in Poland.
3.	Development of the civic dialogue in the city governance processes.
4.	Development of modern administration services.
5.	Implementing modern methods of governance in local government administration units.
6.	The existence of strong brands in the area of culture, including festivals (e.g. Jewish Culture Festival, Film Music Festival, Misteria Paschalia Festival, Festival of Street Theatre)
<b>Opportunities</b>	
1.	Popularisation of close cooperation of gminas within the entire Krakow Metropolitan Area.
2.	Implementing projects that build the smart city.
3.	Using social dialogue instruments in city governance.
4.	Increased use of IT in the city and metropolis governance system.
<b>Weaknesses</b>	
1.	Insufficient cooperation among the science, public administration and business entities sectors.
2.	Lack of effective instruments that would stimulate the development of local activity of the residents.
3.	The level of commitment to pay taxes in the city.
<b>Threats</b>	
1.	Low level of interest of the local community in co-governance.
2.	Lack of effective legal instruments to support entrepreneurship.
3.	Negative impact of the suburbanisation process on the revenues of the City.
4.	Lack of effective legal tools to support public-private partnerships.

## IV. STRATEGIC PLAN

### IV.1. Vision, mission, and strategic goals

#### Vision

***KRAKOW – A MODERN METROPOLIS BUSTLING WITH CULTURE, OPEN, RICH, SAFE AND FRIENDLY, PROUD OF ITS HISTORIC HERITAGE, CO-CREATED BY ITS RESIDENTS***

#### Mission

***THE MISSION OF KRAKOW IS TO CREATE A SMART METROPOLIS THAT ASSURES A HIGH QUALITY OF LIFE, BUILDS CREATIVE ECONOMY, SHAPES THE SPATIAL ENVIRONMENT, RESPECT FOR THE NATURAL ENVIRONMENT AND THE DEVELOPMENT OF CULTURAL POTENTIAL THROUGH THE COOPERATION OF ENTITIES FROM VARIOUS SECTORS AND PARTNER-LEVEL COOPERATION AMONG THE RESIDENTS***

STRATEGIC GOAL I	STRATEGIC GOAL II	STRATEGIC GOAL III	STRATEGIC GOAL IV	STRATEGIC GOAL V	STRATEGIC GOAL VI
Krakow – an open and harmonious metropolis of international significance in the area of: innovation, science, economy and culture	Krakow – a city that develops knowledge-based economy	Krakow – a modern metropolis that is creative and taps the cultural potential	Krakow – a city that is friendly to live in	A strong local government community of the residents of Krakow	Krakow – a metropolis that is governed in a modern way
OPERATIONAL GOALS	OPERATIONAL GOALS	OPERATIONAL GOALS	OPERATIONAL GOALS	OPERATIONAL GOALS	OPERATIONAL GOALS
<p>I.1 Krakow – a nod in the network of metropolises in Poland, Europe and the world</p> <p>I.2 Coordinated use of the potentials of the Krakow Metropolitan Area (KMA)</p>	<p>II.1 Cooperation of science, business, and local government</p> <p>II.2 Supporting innovation of enterprises</p> <p>II.3 The education system adjusted to the needs of the knowledge-based economy</p>	<p>III.1 Krakow – an European Capital City of Culture</p> <p>III.2 High cultural competences of Krakow's residents</p>	<p>IV.1 Commonly accessible public space of high quality</p> <p>IV.2 Revitalised urban areas</p> <p>IV.3 Sustainable environment</p> <p>IV.4 Transport system that is friendly to the residents, effective and ecological</p> <p>IV.5 High degree of security in Krakow</p> <p>IV.6 Common implementation of the idea of a healthy and active lifestyle</p>	<p>V.1 High level of social participation of residents</p> <p>V.2 Strong sector of social organisations (NGOs)</p> <p>V.3 Social cohesion</p>	<p>VI.1 Friendly and efficient administration</p> <p>VI.2 High quality of strategic city governance</p>

## IV.2. Strategic matrix for the Krakow Development Strategy

### AREA I: Smart and modern metropolis

#### STRATEGIC GOAL I: Krakow – an open and harmonious metropolis of international significance in the area of: innovation, science, economy and culture

The achievement of this goal is focused on:

- making Krakow an open and harmonious metropolis of international significance in the area of: innovation, science, economy and culture;
- tapping the potential of Krakow and the Krakow Metropolitan Area to build a durable partnership with other metropolises of Europe;
- focusing the potential of Krakow on building new internal relations, based on the trust of the residents, institutions, and local environments;
- tapping the potential of Krakow to build a strong image and a stable position of the city of the future.

### Krakow today

- In Krakow, there are 765.3 thousand people in residence, which means that Krakow is the second city in Poland in terms of the number of residents. It is particularly important that we have and we will continue to have positive birth rate (in 2016 – +1807 persons) and a positive migration balance for permanent stay – as one of the few large cities in the country.
- The demographic potential of the Krakow Metropolitan Area is even greater – over 1.5 million people.
- Every day Krakow is a centre of activity for over 1.1 million of people residing there.
- In 2014, GDP per capital in Krakow exceeded PLN 72 thousand. It was 109% of the EU average. It is also an increase by 27 percentage points over the past 8 years.
- The economy of Krakow, expressed in terms of GDP, is close to PLN 55 billion (2014). Krakow is responsible for as much as 54% of the entire Małopolska Region.
- Krakow has the best reputation among large cities in Poland (2017 ranking of voivodship cities ).
- Krakow is also the best European city for tourists (in 2015, the Zoover! tourist portal gave us the highest award (8.80 points) and the *Zoover Award: "The Best European City Trip 2015"*).
- Krakow is the most recognised Polish city in the world. This is confirmed by the number of visitors to the city – 12.1 million people, including 8.5 million tourists. Foreign tourists constituted 31 % of this group. The estimated revenue from tourism reached PLN 5.4 billion (2016).
- Large events on a global scale are held in Krakow, such as the "World Youth Day" (2016, approx. 3 million attendees) and sports events – European and world championships (handball, volleyball, canoeing, cycling).
- Krakow, as it disposes of state-of-the-art congress and show infrastructure, attracts international events. Close to 250 thousand persons attended congresses and events at ICE Congress Centre, while in Tauron Arena – close to 850 thousand persons (2016).
- The Krakow-Balice International Airport – the largest regional airport in Poland, serviced almost 5 million passengers in 2016.

## OPERATIONAL GOAL I.1: Krakow – a nod in the network of metropolises in Poland, Europe and the world

The implementation of this goal is focused on establishing a stable nod in the network of metropolises in Poland, Europe and the world, which means creating such conditions in Krakow that attract prestigious institutions of international significance and higher activity in bidding for scientific, economic, political and cultural events to be held in Krakow. It is only then that Krakow will become an important international centre, where ideas will be created and the transfer of knowledge and innovation will be visible.

KEY ACTIONS	POLICIES / PROGRAMMES AND STRATEGIC PROJECTS <sup>2</sup>
<ol style="list-style-type: none"> <li>1. Strengthening the Krakow's brand as an European open metropolis that is attractive for talented persons, tolerant; a city of global cultural heritage and a thriving academic centre.</li> <li>2. Engaging Krakow in realising events of international significance for science, culture and sports as well as engaging in developing congress, business, and religious tourism.</li> <li>3. Creating the conditions for situation in Krakow of prestigious institutions of national and international rank in terms of social, economic, scientific and cultural issues as well as the seats of large enterprises.</li> <li>4. Strengthening the relations with Warsaw and other European metropolises.</li> <li>5. Intensifying the cooperation with the Upper Silesia Conurbation, including the Metropolitan Area of Upper Silesia and Dąbrowa Basin.</li> <li>6. Supporting the development of key railway, road and air infrastructure improving spatial accessibility and incorporating Krakow into the network of national and European connections.</li> <li>7. Engaging the City in the development of international air connections.</li> </ol>	<p><b>Policies:</b></p> <ul style="list-style-type: none"> <li>• Transport policy for the City of Krakow</li> </ul> <p><b>Strategic Programmes:</b></p> <ul style="list-style-type: none"> <li>• Programme of cooperation between Krakow and metropolises from Poland, Europe, and the world (planned)</li> <li>• City Promotion Strategic Programme</li> <li>• Tourism Development Strategy</li> </ul> <p><b>Strategic projects:</b></p> <ul style="list-style-type: none"> <li>• Completion of the IV ring road of Krakow</li> <li>• Modernising railway lines, in particular E-30 Krakow – Katowice and building national roads crossing the city and the Krakow Metropolitan Area, including S-7 Krakow – Warsaw and the Beskidzka Integration Road (BDI)</li> <li>• Expanding the Krakow – Balice International Airport, including the construction of a new runway.</li> <li>• Actions towards preparing the implementation of the quick, split-level rail transport with the parameters of the underground (metro).</li> <li>• Organising a centre conducting research of the city and the metropolis</li> </ul>

<sup>2</sup> The catalogue of policies, programmes and strategic projects incorporated in the Matrix is open – while implementing KDS 2030, it might be revised, depending on the results of the evaluation.



## OPERATIONAL GOAL I.2: Coordinated use of the potentials of the Krakow Metropolitan Area (KMA)

The implementation of this goal is focused on coordinated tapping of the potentials of the Krakow Metropolitan Area and strengthening the position of Krakow – the capital city of one of the strongest metropolitan areas in the country. It will be promoted by the close cooperation with all entities that create the Krakow Metropolitan Area.

KEY ACTIONS	POLICIES / PROGRAMMES AND STRATEGIC PROJECTS
<ol style="list-style-type: none"> <li>1. Working out the rules for joint acting in the areas that are most difficult for the City: improving public transport and fighting air pollution.</li> <li>2. Creating an integrated offer for investors, cultural, tourist and recreation undertakings.</li> <li>3. Using the mechanisms developed while implementing Integrated Territorial Investments (ITIs), based on the experiences of the “Metropolia Krakowska” Association, to expand the cooperation to include other gminas comprising the Krakow Metropolitan Area.</li> <li>4. Limiting negative consequences of suburbanisation by joint spatial planning and the development of public transport.</li> <li>5. Creating the conditions for assuring equal access to public services on the scale of the Krakow Metropolitan Area.</li> </ol>	<p><b>Policies:</b></p> <ul style="list-style-type: none"> <li>• Report on the conditions and intended purposes of land development in the City of Krakow</li> </ul> <p><b>Strategic Programmes:</b></p> <ul style="list-style-type: none"> <li>• Strategy of the Krakow Metropolitan Area (planned)</li> <li>• Strategy of Integrated Territorial Investments (ITIs)</li> <li>• City Promotion Strategic Programme</li> <li>• Tourism Development Strategy</li> <li>• Programme of Building Bicycle Paths</li> <li>• Parking Programme for the City of Krakow</li> <li>• Plan of sustainable development of public transport for Krakow and neighbouring gminas</li> </ul> <p><b>Strategic projects:</b></p> <ul style="list-style-type: none"> <li>• Completing the Fast Agglomeration Rail (FAR)</li> <li>• Expansion of the Krakow Fast Tram system</li> <li>• Building Park&amp;Ride parking lots</li> <li>• Building transfer nodes integrating all types of public transport</li> <li>• Building the missing sections of the III ring road of Krakow, including: Łagiewnicka Route, Pychowicka Route, and Zwierzyniecka Route</li> <li>• Building bicycle paths connecting Krakow and the Krakow Metropolitan Area</li> <li>• Integration of tickets for all means of public transport within KMA</li> <li>• Implementing undertakings within Integrated Territorial Investments</li> </ul>

**Fig. 3 |** Cooperation and integration of the Krakow Metropolitan Area

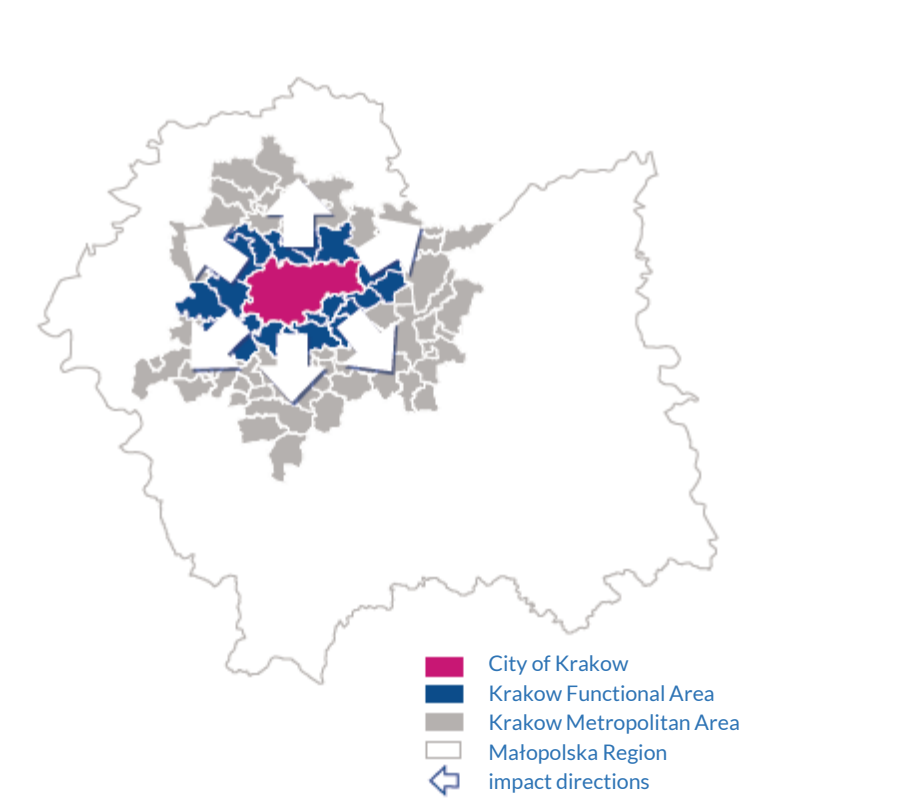
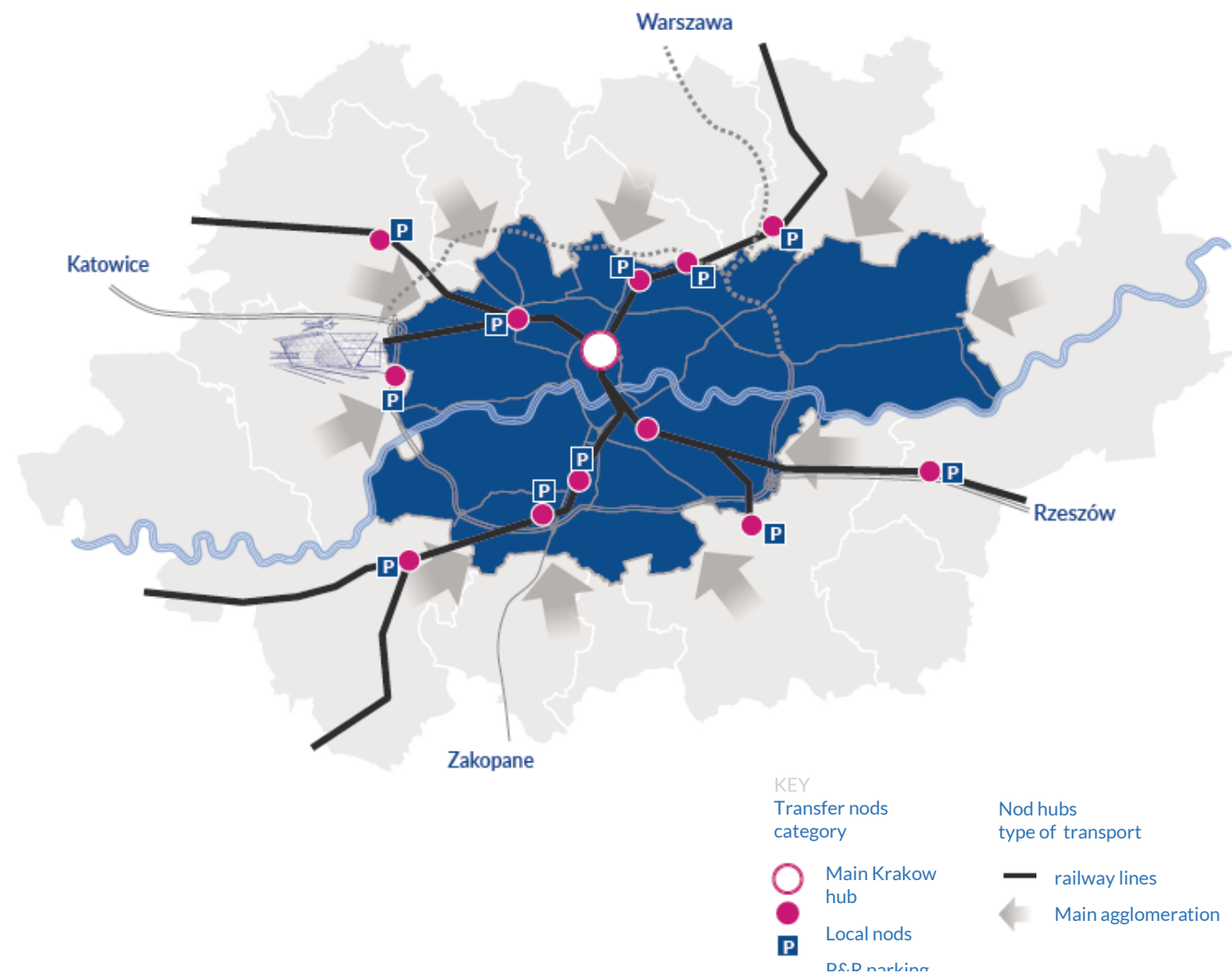


Fig. 4 | Integration of the transport system in Krakow and within the Krakow's Functional Area



## AREA II: Modern economy and scientific potential

### STRATEGIC GOAL II: Krakow – a city that develops knowledge-based economy

Implementation of this goal is focused on tapping the potential of Krakow and the Krakow Metropolitan Area to build modern, innovative and strong knowledge-based economy, while engaging highest quality personnel and available scientific base that continues to expand.

#### Krakow today

- In the ranking of investment attractiveness of 2017, Krakow placed on the second place in Europe and on the eighth place in the world. (*Tholons Services Globalization City Index*).
- Krakow is recognized as a great place for doing international business due to the availability of good specialists, availability of modern office space, cost efficiency and high quality of life.
- In Krakow, there are 76 international companies in operation hiring approx. 60 thousand people in the BPO sector, which constitutes 28% of the value for the entire country. Importantly, as many as 41% of them in Krakow works in the IT industry. It is estimated that 28 new jobs appear every day in 2017.
- The labour market of the Krakow Metropolitan Area is today created by the people living within 50 km from Krakow. It means close to 2.5 million people.
- Krakow attracts more and more foreigners, too. Only in 2016 there were over 20 thousand work permits issued to them.
- The unemployment rate in Krakow itself (3.3%) is much lower than the indicators for the Małopolska Region (6%) and the country (7.4% – 2017).
- The average monthly gross remuneration – PLN 4,431 – is lower than in the other largest cities of Poland: Wrocław (PLN 4,570), Silesian Agglomeration (PLN 4,812) or Warsaw (PLN 5,586).
- Secondary education of the technical profile has been among the top ones in the country. According to the ranking prepared by “Perspektywy”, the list of top 10 secondary schools contains 3 technical secondary schools operating in Krakow (2017).
- There are 2,700 start-ups in operation in Poland, with close to 300 (11%) of them is registered in Krakow (*Polish Start-ups Report*, 2016).
- In 2017, Krakow crossed the threshold of 1 million sq m of modern office space; we are the second largest office space market (approx. 10% share) in Poland.
- Krakow is the largest academic city in Poland, giving way only to Warsaw – in 2016, almost 172 thousand people chose Krakow as a place where they would study, and there were over 8 thousand foreigners among their ranks.
- Every year, approx. 50 thousand graduates finish their studies in Krakow. Over 13 thousand are graduates of technical schools (in Warsaw – over 7 thousand people).
- The Jagiellonian University has been one of the two best assessed universities in the country for years.
- The research and scientific potential is created by 23 universities and 37 research and R&D centres.
- Krakow disposes of a unique research & development infrastructure in the country (Prometheus – the fastest supercomputer in the country and in Central Europe; Solaris – the first Polish synchrotron, the only such multi-functional laboratory in Poland).

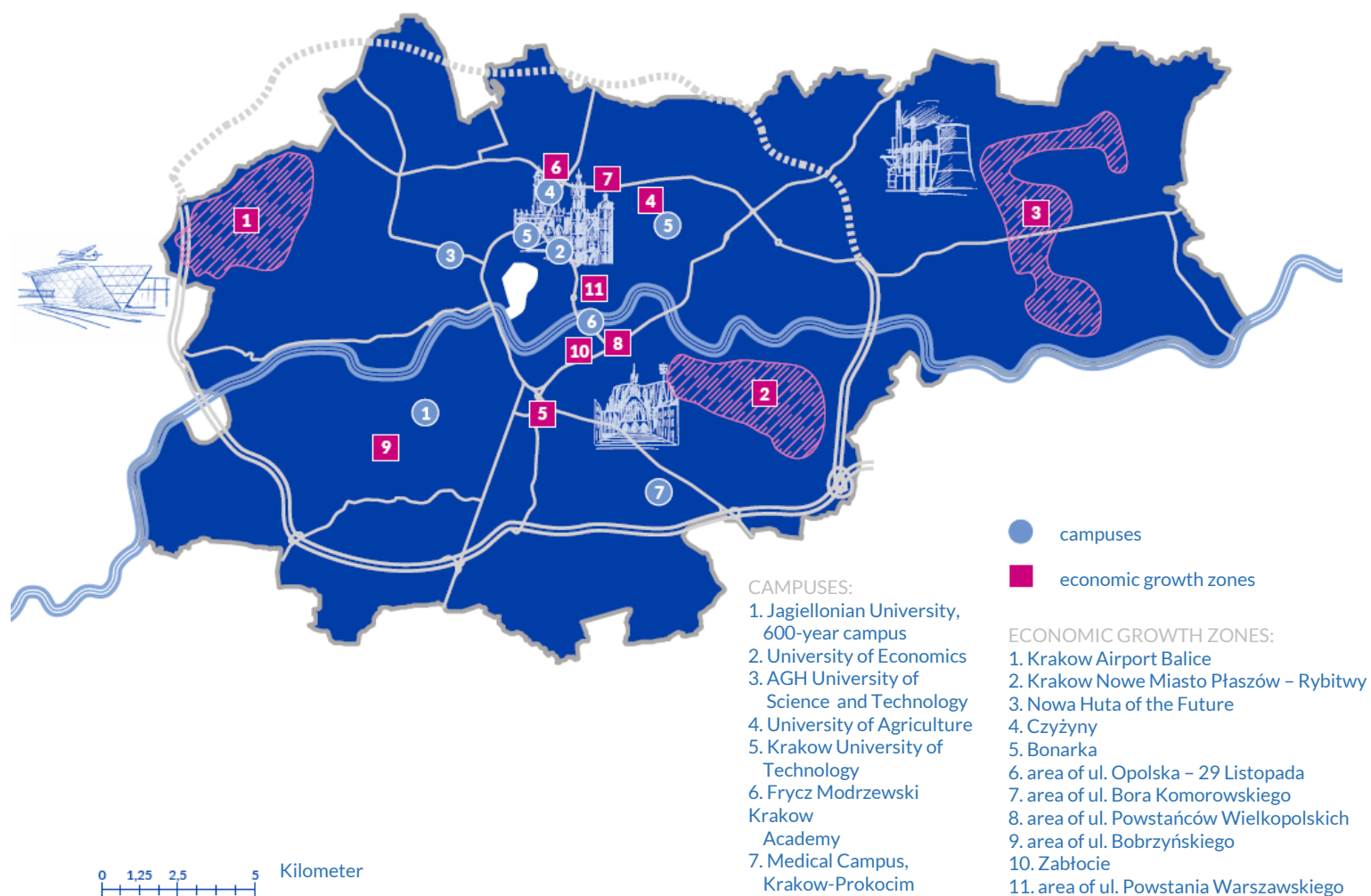
## OPERATIONAL GOAL II.1: Cooperation of science, business, and local government

This goal is intended to develop the cooperation among the business, science, and local government, intended to foster the development of the knowledge-based economy and the Krakow academic centre.

KEY ACTIONS	POLICIES / PROGRAMMES AND STRATEGIC PROJECTS
<ol style="list-style-type: none"> <li>1. Strengthening the cooperation between the science, business, and local government sectors.</li> <li>2. Including the representatives of the business and science into the strategic governance of the city.</li> <li>3. Developing the congress activity and business tourism areas.</li> <li>4. Developing systems assuring open access to public data (<i>Open Data</i>) for all interested stakeholders.</li> <li>5. Improving the attractiveness of Krakow for the placement of research&amp;development services, including technological and laboratory services, that are competitive on the international scale.</li> <li>6. Increasing the engagement of the City in gaining talented personnel with the highest qualifications.</li> <li>7. Initiating development projects, developed in cooperation of business, science, and NGOs.</li> <li>8. Building an image of a modern metropolis based on the potential of the Krakow academic centre.</li> <li>9. Supporting the engagement of the Krakow academic centre in the international cooperation networks and fostering the interest of foreign students in studying in Krakow.</li> <li>10. Intensive promotion of Krakow as a place to study and gain professional experience.</li> <li>11. Intensifying cooperation in the area of organising prestigious events on the European and global scale.</li> <li>12. Supporting the academic community in order to gain a high position in the international rankings of universities (Shanghai Ranking, TIME) and the highest position in the country.</li> </ol>	<p><b>Strategic Programmes:</b></p> <ul style="list-style-type: none"> <li>• Krakow Programme for Supporting Entrepreneurship and Economic Growth of the City</li> <li>• Programme for Promoting Employment, Professional Activation for the Municipality of Krakow</li> <li>• Tourism Development Strategy</li> <li>• City Promotion Strategic Programme</li> <li>• Programme of cooperation of the City and the Krakow Academic Centre (planned)</li> </ul> <p><b>Strategic projects:</b></p> <ul style="list-style-type: none"> <li>• Krakow – the Nowa Huta of the future</li> <li>• Preparing the areas for the implementation of strategic investments (Krakow Airport Balice, Krakow Nowe Miasto Płaszów – Rybitwy)</li> <li>• Building the Małopolska Science Centre</li> <li>• Popularising Open Data systems</li> <li>• Organising a centre conducting research of the city and the metropolis</li> </ul>

13. Fostering the creation of jobs for persons with the highest professional competences, including through the development of professional internships.

Fig. 5 | Economic development zones and academic campuses



## OPERATIONAL GOAL II.2: Supporting innovation of enterprises

Pursuing this goal is focused on creating conditions for the development of local start-ups and stimulating the development of an economic-scientific centre for smart technologies in Krakow.

KEY ACTIONS	POLICIES / PROGRAMMES AND STRATEGIC PROJECTS
<ol style="list-style-type: none"> <li>1. Running a stable economic policy in the city.</li> <li>2. Preparing an attractive investment offer of Krakow.</li> <li>3. Introducing schemes to support businesses that render highly specialised services for business, in particular financial services and those related to IT.</li> <li>4. Introducing a support system for start-ups, which is based on the cooperation of the local start-up community and takes the advantage of the experiences derived from the Krakow Start-ups Week.</li> <li>5. Stimulating the transfer of knowledge between science and business sectors.</li> <li>6. Wider availability of public space for innovative actions, incubators, and accelerators.</li> <li>7. Making city's properties available to entrepreneurs, in line with the economic policy of the City.</li> <li>8. Introducing tax benefits to support the development of businesses, in line with the economic policy of the City.</li> <li>9. Preparing the offer of investment areas with transport access and infrastructure.</li> </ol>	<p><b>Policies:</b></p> <ul style="list-style-type: none"> <li>• Municipal property management policy (planned)</li> </ul> <p><b>Strategic Programmes:</b></p> <ul style="list-style-type: none"> <li>• Krakow Programme for Supporting Entrepreneurship and Economic Growth of the City</li> </ul> <p><b>Strategic projects:</b></p> <ul style="list-style-type: none"> <li>• Krakow – the Nowa Huta of the future</li> <li>• Preparing the areas for the implementation of strategic projects (Krakow Airport Balice, Krakow Nowe Miasto Płaszów – Rybitwy)</li> <li>• Organising an information platform for enterprises within the city's websites</li> </ul>



### OPERATIONAL GOAL II.3: The education system adjusted to the needs of the knowledge-based economy

The achievement of this goal is focused on:

- achieving the highest level of pre-school and school education in the country;
- developing creativity, competences and entrepreneurial attitudes from a young age among the residents of Krakow;
- stimulating various forms of life-long learning, using the city, social, and private structures;
- supporting the Krakow academic centre as well as intensifying cooperation for the better adjustment of the education system to the needs of the labour market.

KEY ACTIONS	POLICIES / PROGRAMMES AND STRATEGIC PROJECTS
<ol style="list-style-type: none"> <li>1. Creating the conditions for improving the education system focused on achieving the highest educational standard in Poland.</li> <li>2. Introducing preferential forms of shaping entrepreneurial attitudes and competences among the residents of Krakow.</li> <li>3. Promoting life-long learning as a natural element of a professional career of the residents of Krakow, fostering mobility on the labour market and resulting in staying professionally active as long as possible.</li> <li>4. Supporting the adjustment of the areas of study to the needs of the global labour market.</li> <li>5. Developing the offer that allows local government schools to teach in foreign languages and to teach the Polish language and culture to foreigners.</li> </ol>	<p><b>Strategic Programmes:</b></p> <ul style="list-style-type: none"> <li>• Krakow Programme for Supporting Talented Students</li> <li>• Krakow Programme for Supporting Entrepreneurship and Economic Growth of the City</li> <li>• Programme for Promoting Employment, Professional Activation for the Municipality of Krakow</li> </ul> <p><b>Strategic projects:</b></p> <ul style="list-style-type: none"> <li>• English 5 times a week</li> <li>• Krakow School of Vocational Advisory</li> <li>• “My First Business” Competition</li> </ul>

## AREA III: Culture and cultural heritage

### STRATEGIC GOAL III: Krakow – a modern metropolis that is creative and taps the cultural potential

The achievement of this goal is focused on:

- creative use of the historic heritage and the cultural potential of Krakow to build a modern metropolis that is of significance on the European and global scale, fostering experiments and innovation;
- stimulating and developing creativity among the residents by building a community of open citizens that follow their passions and ambitions;
- retaining the richness, diversity and high quality of the cultural offer, allowing the residents of Krakow to have equal and common access to cultural events, meeting places and creative discussions.

### Krakow today

- Krakow is the city of John Paul II, Copernicus, Wyspiański, Wajda, Lem, Szymborska, Penderecki and Miłosz.
- In 1978, the Old Town and the Kazimierz city district were entered into the UNESCO World Heritage List as the first locations in Poland. The UNESCO list also contains the following objects situated within the Krakow Metropolitan Area: salt mines in Wieliczka and Bochnia and the architectural complex in Kalwaria Zebrzydowska.
- In 2000, Krakow was awarded the title of the “2000 European Capital City of Culture” to emphasize its contribution to the cultural and civilization achievements of the world, joining the ranks of such cities as: Avignon, Bologne, Brussels, and Prague.
- Close to one-third (approx. 4.3 million) of all museum artefacts in Poland are in Krakow’s collections. The register of monuments lists 1,207 items. It is here that we can admire the “Lady with an Ermine” by Leonardo da Vinci.
- 4.5 million people from the country and abroad visited Krakow’s museums (2016).
- Stanisław Lem, who lived and created in Krakow, is the Polish writer with the most translations of his works. It is in Krakow that the most frequently translated Polish book in the world was created – the “Diary” of the saint Faustyna Kowalska.
- Only in 2016 in Krakow there were almost 100 festivals held, including many that had international significance, e.g. UNSOUND Festival, Jewish Culture Festival, International Festival of Street Theatre, Misteria Paschalia, Conrad Festival, Boska Komedia, Materia Prima.
- 3,100 graduates of creative studies leaves Krakow’s universities every year.
- Out of the 84 libraries operating in Krakow, it is the Jagiellonian Library serving the role of a National Library that is the most famous; there are about 70 stages and theatre groups as well as 30 museums in Krakow.
- Krakow is the 7th city in the world to be granted the title of the “City of Literature” (UNESCO) and the 2016 World City of Festivals and Cultural Events”.

### OPERATIONAL GOAL III.1: Krakow – an European Capital City of Culture

The achievement of this goal is focused on:

- strengthening the image of Krakow as a city of creativity and culture, city of heritage, a city of festivals and congresses;
- systematic expansion of the offer of prestigious cultural events on the European scale;
- strengthening the best brands and cultural products in existence and supporting creators of new activities.

#### KEY ACTIONS

1. Developing and promoting key cultural products.
2. Increasing the impact of culture on the economy, which will foster the development of the creative industries such as: designing, utility design, architecture, film sector, publishing sector, new media.
3. Integrating the actions of the communities/institutions in order to build a joint brand “Krakow – a city of festivals”.
4. Actively using our membership in the UNESCO global network of creative cities and in other international cooperation networks in the area of protecting cultural properties and development of creativity.
5. Creating new brands of cultural events, animating the artistic life in the districts, protecting the cultural landscape in the tourist districts of Krakow.
6. Stimulating the transfer of knowledge, experiences and the most recent trends in the culture, creative, and heritage sector.
7. With the Krakow artists in mind, creation of extensive offer of grants and stipends.
8. Supporting debutants and young artists, promoting their creative work in the country and abroad.
9. Financial support to the owners of monuments and disappearing cultural life centres (bookshops, second-hand bookshops, galleries).
10. Protecting the (tangible and intangible) cultural heritage and digitalising the cultural resources.

#### POLICIES / PROGRAMMES AND STRATEGIC PROJECTS

##### Strategic Programmes:

- Programme of Developing Culture in Krakow until 2030
- Programme “Krakow – UNESCO City of Literature”
- Programme of Protecting the Monuments in the Municipality of Krakow
- Municipal Programme for Revitalising Krakow

##### Strategic projects:

- Krakow’s festivals
- Building a Music Centre
- Creating the Centre of Literature and Language “Planeta LEM” in a former salt store
- Creating cultural parks: Nowa Huta, Stare Podgórze z Krzemionkami, Kazimierz - Stradom with the boulevards of Vistula
- Modernising the seat of the Modern Arts Gallery “Bunkier Sztuki”
- “Krzysztofory anew – Complete Museum” – modernising the main seat of the Historic Museum of the City of Krakow
- Adapting the building of the former Armoury at ul. Rakowicka 22 to house an exhibition-educational centre – Museum of the History of Photography in Krakow

Fig. 6 | Cultural parks – existing and

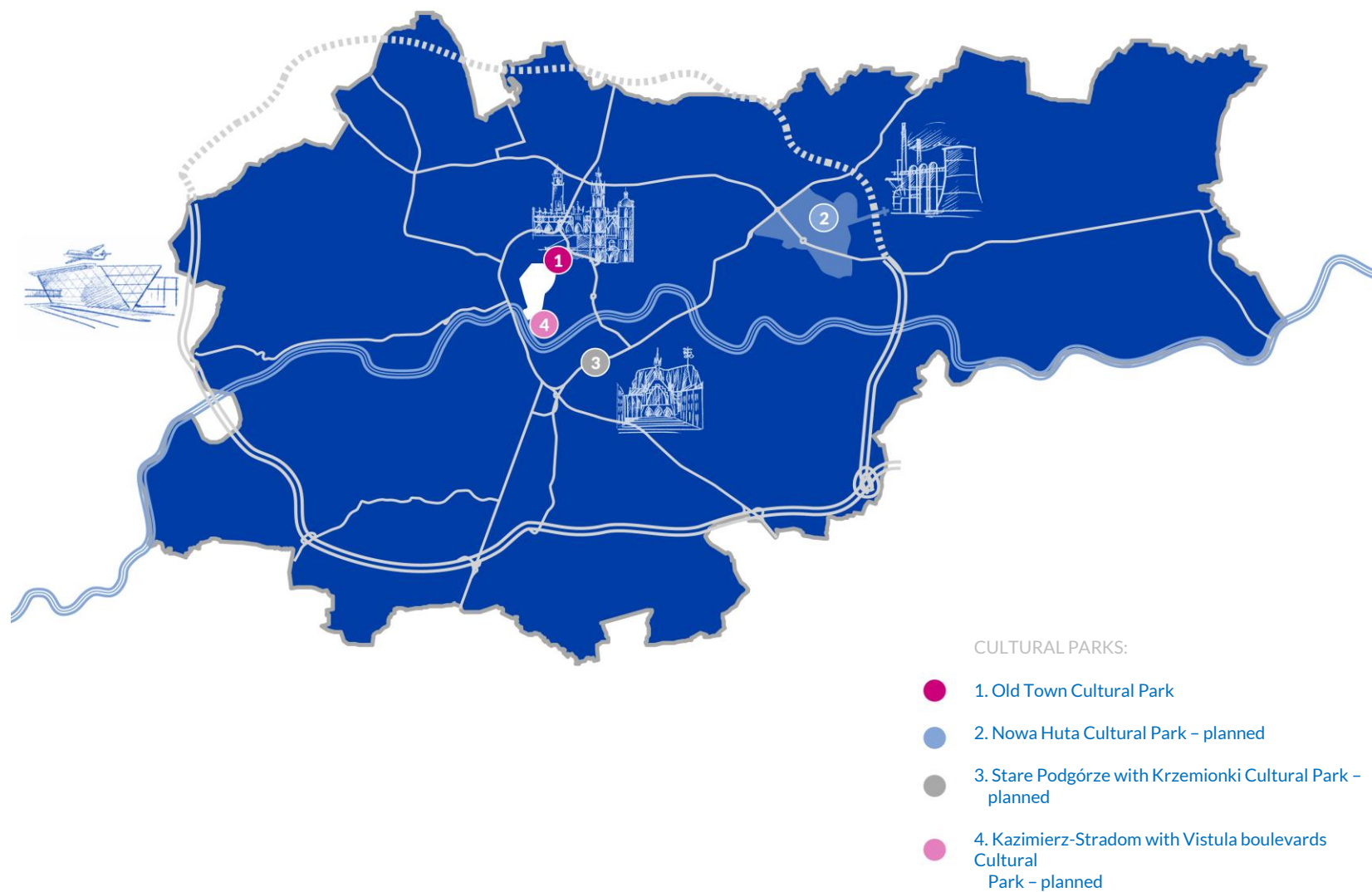


Fig. 7 | Nowa Huta – the district of culture

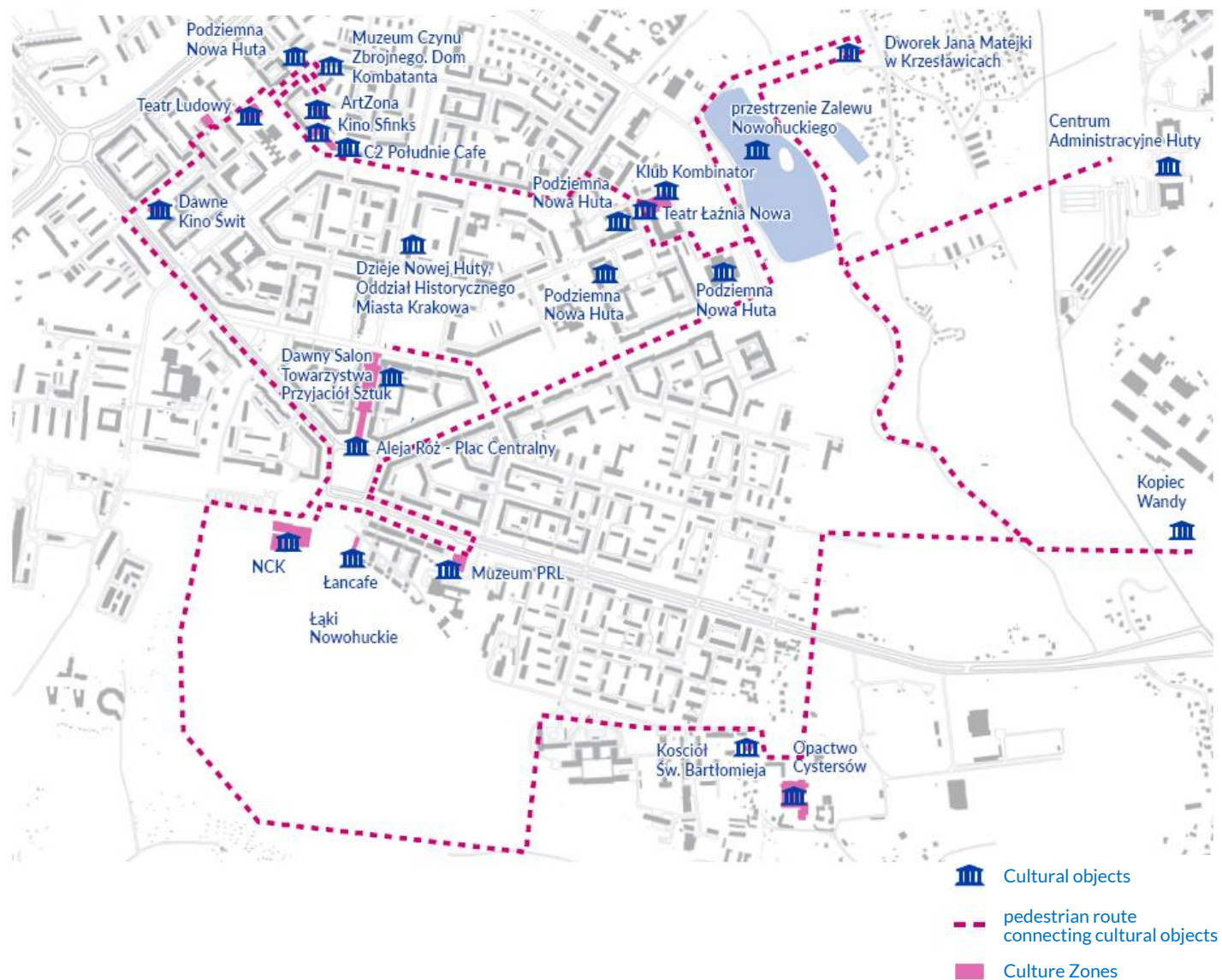
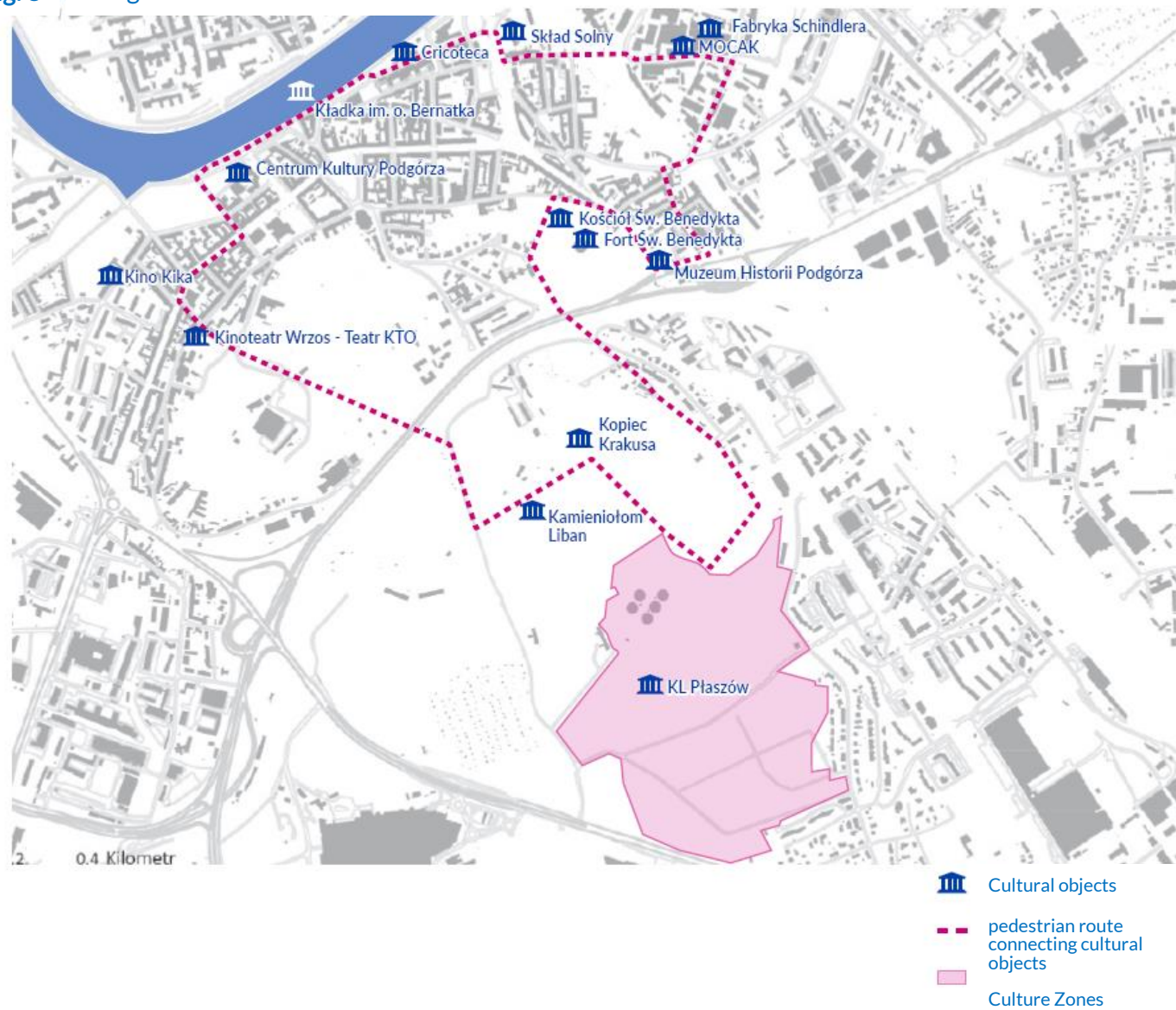




Fig. 8 | Podgórze – the district of culture



### OPERATIONAL GOAL III.2: High cultural competences of Krakow's residents

The achievement of this goal is focused on:

- creating cultural competences of various groups of residents and strengthening the image of Krakow as the best place to settle, live, rest, and work;
- improving the quality of cultural education by strengthening the ability to read and interpret cultural codes and the need to jointly create and participate in the cultural and artistic life of the residents;
- creating functional cultural centres in each district.

KEY ACTIONS	POLICIES / PROGRAMMES AND STRATEGIC PROJECTS
<ol style="list-style-type: none"> <li>1. Creating favourable conditions for developing and working in Krakow for the artists and culture creators.</li> <li>2. Undertaking actions intended to allow both the residents and the visitors to participate in cultural events to the highest extent possible.</li> <li>3. Strengthening the cultural ecosystem that fosters cooperation, offering good conditions for developing talents, tapping the potential and energy of the city and of its residents.</li> <li>4. Promoting integration and cooperation of various communities, centres, units, and culture facilities and youth culture centres, in particular as regards undertaking non-standard activities in the area of cultural and artistic education.</li> <li>5. Managing the cultural space efficiently (better use of the existing infrastructure and establishing new, multi-functional facilities).</li> <li>6. Preparing consistent narration about the Krakow's culture and offer, dedicated to different recipients, tourists, foreigners living in Krakow, students, seniors, families; expanding the English-language offer significantly.</li> <li>7. Developing the "Canon of a Krakow resident" that includes the most important places that every student of Krakow's schools should learn about during their education.</li> <li>8. Supporting not profitable cultural activity, including social activity.</li> <li>9. Removal of barriers and assuring sustainable access to culture to residents belonging to the vulnerable groups at risk of exclusion.</li> <li>10. Financial support to the owners of monuments and disappearing industries (bookshops, second-hand bookshops, galleries).</li> </ol>	<p><b>Strategic Programmes:</b></p> <ul style="list-style-type: none"> <li>• Programme of Developing Culture in Krakow until 2030</li> <li>• Programme "Krakow – UNESCO City of Literature"</li> </ul> <p><b>Strategic projects:</b></p> <ul style="list-style-type: none"> <li>• Krakow's Nights</li> <li>• Wianki (Wreaths) – Celebration of Music</li> <li>• Krakow's Days</li> <li>• Restoration of the seat of the Museum of Urban Engineering in Krakow to house a modern Museum of Science and Technology</li> <li>• Rebuilding the former cinema-theatre "Wrzos" to house the KTO Theatre</li> <li>• Establishing a state-of-the-art seat of the Krakow's Library</li> </ul>

## AREA IV: Quality of life

### STRATEGIC GOAL IV: Krakow – a city that is friendly to live in

The achievement of this goal is focused on:

- assuring security, comfort, and high quality of life to the Krakow's residents;
- providing new public spaces, understood as the places of meetings, activity, social integration, exchanging views and dialogue;
- improving the standards of environment quality and revitalising the public space;
- assuring common access to public services;
- developing a friendly, ecologic and efficient transport system, giving priority to public transport;
- promoting healthy lifestyle in Krakow.

### Krakow today

- The average life span of children born in Krakow in 2016 belongs to the highest ones predicted in Poland. For women, it is 82.6 years of age, for men – 76.8 years. Over 25% of the residents are 60+ years of age.
- The birth rate per 1000 residents in 2016 was 2.18 and was much higher than the Polish average – 0.15.
- Close to 97.5% attend pre-schools; with the average value for Poland being only 84.2%. Children that attend pre-schools enjoy better educational opportunities and, as a result, a better start on the labour market.
- Krakow has the best developed network of facilities offering to care for children under the age of 3 (nurseries, children's clubs, day care), next to Poznań and Wrocław. Also, since 2012 the functioning of such facilities is co-financed by the City. Every year, approx. 1000 new places for children under the age of 3 are created in the City.
- From the public opinion survey conducted among the residents, in particular families with children, the teaching level and the offer of Krakow's schools, including those catering to students with disabilities, are assessed very highly.
- Krakow placed second among the metropolitan cities in the ranking "Education-Friendly Place" (*Evidence Institute, 2017*).
- In Krakow, there are Senior Activity Centres (SAC), creating the only such network in the country that organises multiple options of comprehensive activity of the seniors.
- In Krakow, there are almost 360 thousand flats in use. As many as 70% of people resides in buildings that have 4 or more storeys.
- 47 city parks occupies over 4.4% of the area of the entire city (approx. 473 ha). Importantly, as many as 75% of the residents can reach them on foot within 15 minutes. New parks are being created, e.g. Zakrzówek and Reduta.
- At the end of 2016, local spatial development plans encompassed as many as 48.7% of the city's area.
- The allowed PM10 suspended particles norms were exceeded multiple times in 2016.



- In 2016, over 33% of waste material was recycled (paper, metal, plastics, glass).
- In 2016, 23,704 crimes were committed, which means 31 crimes per 1000 residents.
- 120 thousand cars enter Krakow every day. In Krakow itself, there were 448 thousand personal cars registered in 2016, which means 585 personal cars per 1000 residents. It is a huge burden for the City.
- With the help of modern infrastructure, the city assures municipal services for over 1.1 million users (residents, persons commuting to work or place of study, tourists).

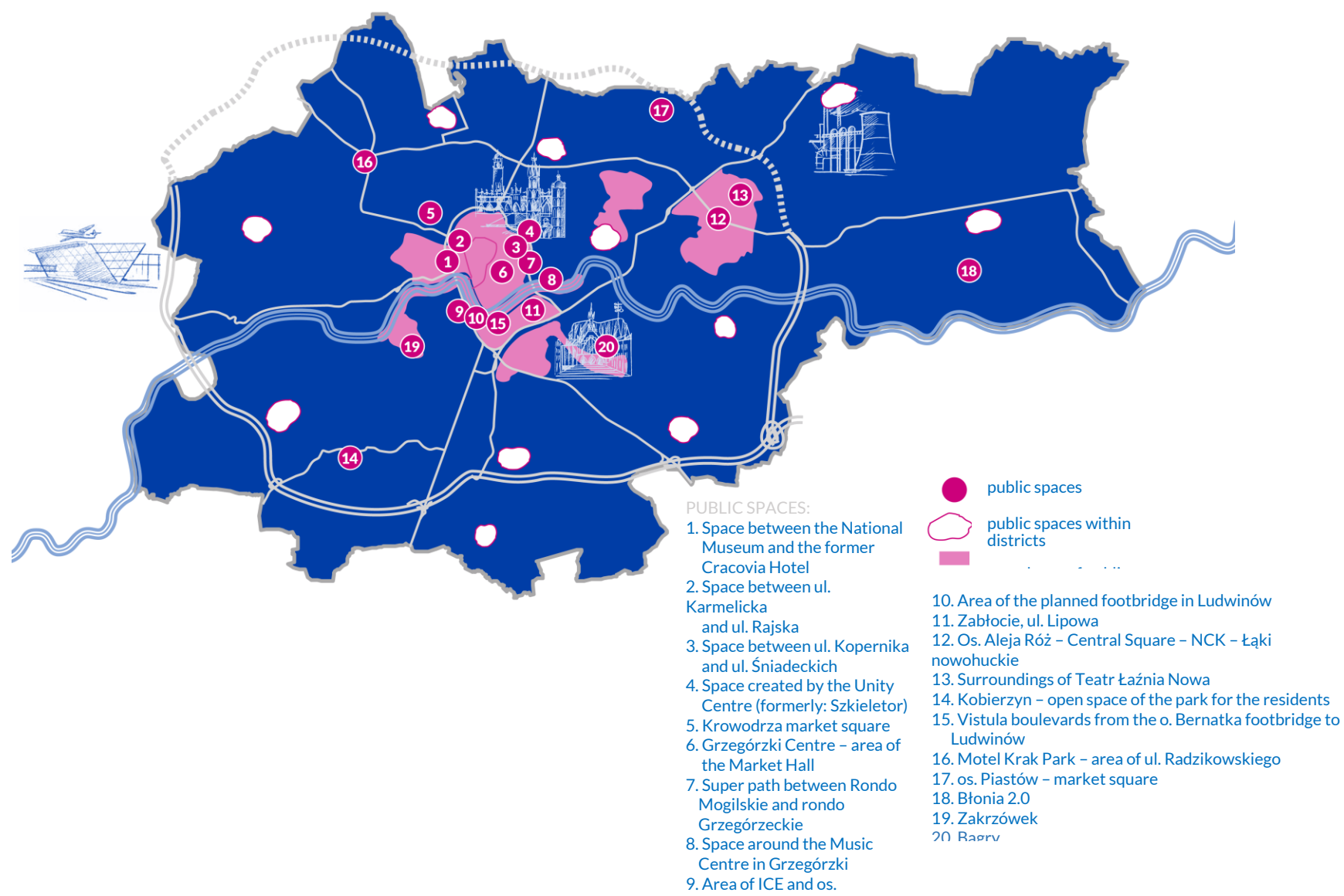
## OPERATIONAL GOAL IV.1: Commonly accessible public space of high quality

The implementation of this goal is focused on creating publicly accessible public spaces, where tradition and modernity will be combined in a creative way, squares, streets and parks will become attractive meeting places and places of activity for the residents, and high quality public green areas will be evenly accessible on the scale of the city.

KEY ACTIONS	POLICIES / PROGRAMMES AND STRATEGIC PROJECTS
<ol style="list-style-type: none"> <li>1. Strengthening the systemic actions, as a result of which the taking care of the city's landscape, beauty, cleanliness and order, aesthetics and viewing attributes will improve.</li> <li>2. Effective combating of illegal advertising and graffiti.</li> <li>3. Giving public spaces back to the residents by restricting the access of personal cars to the city centre, developing efficient and environmentally-friendly system of public transport in exchange.</li> <li>4. Shaping streets, in particular in the city centre and inside the residential neighbourhoods as public spaces (following the idea of "streets-gardens"), by calming the traffic, introducing green belts, abolishing the division into the sidewalk and the driving lane, introducing balance to pedestrian, bicycle, and car traffic.</li> <li>5. Gaining new areas for public spaces, creating an integrated network of them. Creating local identity centres in each district, which incorporate e.g. Parent's Clubs, and Seniors' Activity Centres.</li> <li>6. Preventing excessive commercialisation of public spaces; stimulating the establishment of attractive places of meetings, recreation and leisure in those areas, which are available not only to the users of commercial facilities.</li> <li>7. Revitalising the existing green areas and increasing the area of new recreation areas within the city.</li> <li>8. Incorporating the dispersed green areas into one integrated system.</li> <li>9. Creating and protecting river parks.</li> </ol>	<p><b>Policies:</b></p> <ul style="list-style-type: none"> <li>• Report on the conditions and intended purposes of land development in the City of Krakow</li> <li>• Terms and Conditions of placement of street furniture, advertising boards and advertising devices and fences (planned)</li> <li>• Directions of Development and Management of Green Areas in Krakow</li> <li>• Municipal property management policy (new)</li> </ul> <p><b>Strategic Programmes:</b></p> <ul style="list-style-type: none"> <li>• Programme of Developing Culture in Krakow until 2030</li> <li>• Municipal Programme for Revitalising Krakow</li> <li>• Programme for rehabilitation of apartment blocks within the Municipality of Krakow (planned)</li> <li>• Programme of Protecting the Monuments in the Municipality of Krakow</li> </ul> <p><b>Strategic projects:</b></p> <ul style="list-style-type: none"> <li>• Creating cultural parks: Nowa Huta, Stare Podgórze z Krzemionkami, Kazimierz - Stradom with the boulevards of Vistula</li> <li>• Creating river parks, firstly on the sections of the following rivers: Vistula, Drwinka, Dłubnia, Wilga, Sudół Dominikański, Białucha</li> <li>• Building a bicycle-pedestrian bridge Kazimierz-Ludwinów</li> <li>• The implementation of the idea of "streets-gardens", first of all at the streets: Krupnicza, Mostowa, Bożego Ciała, Meiselsa, Lipowa, Trynitaraska, Plac Słowiański, Plac Biskupi</li> </ul>

10. Designing green areas near the urban development and within residential neighbourhoods and in the city centres (“pocket parks”, yards, small squares).
  11. Preventing architectural barriers in public space, which exclude persons with mobility disabilities.
  12. Following the crime-prevention rules by shaping safe spaces.
- Organising a new City Information System
  - Expanding the “Observatory” – the City Spatial Information System.

Fig. 9 | Public spaces



## OPERATIONAL GOAL IV.2: Revitalised urban areas

This goal focuses on undertaking – on the assumption of the active participation of the Krakow's residents – comprehensive actions focused on reducing inequality in the living conditions of the residents, improving access to the possibilities offered by the city, by the following:

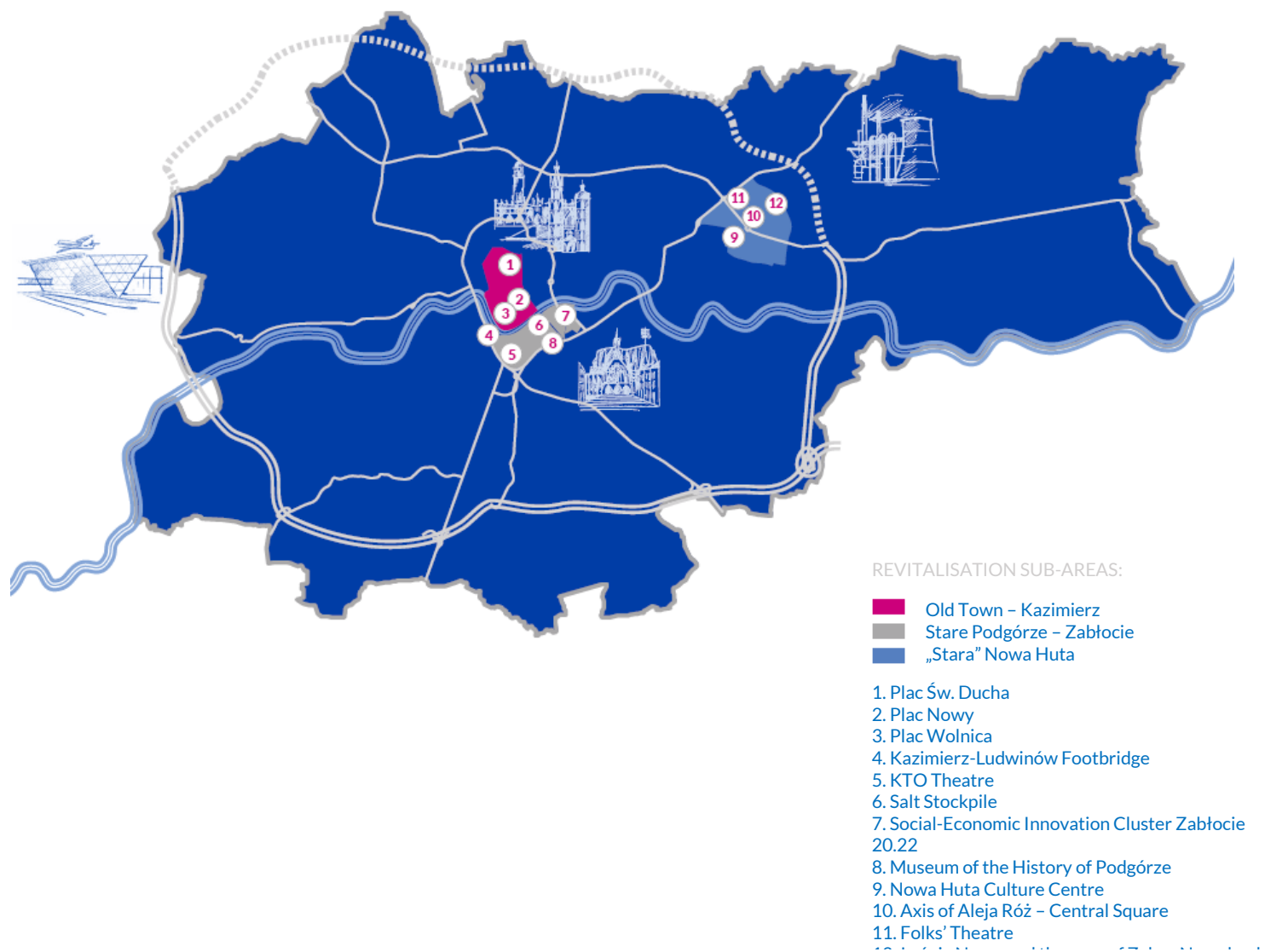
- improving the quality of life;
- reviving local space;
- increasing economic activity;
- stimulating social and civic activity.

KEY ACTIONS	POLICIES / PROGRAMMES AND STRATEGIC PROJECTS
<ol style="list-style-type: none"> <li>1. Restricting the unfavourable consequences of mass tourist traffic in certain districts of Krakow, in particular the depopulation of the Old Town, Kazimierz, and Stare Podgórze-Zabłocie.</li> <li>2. Restricting certain unfavourable consequences (including gentrification) of intense building activity, in particular in Zabłocie.</li> <li>3. Restoring the positive image of Nowa Huta, which is a factor for shaping the identity and local community.</li> <li>4. Adjusting the vicinity of the residential neighbourhoods and residential areas to the needs of families with children and the seniors.</li> <li>5. Enabling social inclusion by improving the infrastructure that creates better conditions for education, science, culture, and providing social assistance.</li> <li>6. Undertaking activities to encourage residents of revitalised areas to be professionally active, including strengthening social entrepreneurship.</li> <li>7. Striving to achieve harmonisation of functional and spatial structure of residential areas.</li> </ol>	<p><b>Policies:</b></p> <ul style="list-style-type: none"> <li>• Report on the conditions and intended purposes of land development in the City of Krakow</li> <li>• Strategy for Resolving Social Problems of Krakow</li> <li>• Directions of Development and Management of Green Areas in Krakow</li> </ul> <p><b>Strategic Programmes:</b></p> <ul style="list-style-type: none"> <li>• Municipal Programme for Revitalising Krakow</li> <li>• Programme for rehabilitation of apartment blocks within the Municipality of Krakow (planned)</li> <li>• Krakow Programme for Supporting Entrepreneurship and Economic Growth of the City</li> <li>• Programme for Developing Social Entrepreneurship for the Municipality of Krakow(planned)</li> <li>• Programme for the Development of Districts (planned)</li> <li>• Programme for the Development of Civic Education (planned)</li> <li>• Multi-annual programme of cooperation of the Municipality of Krakow and NGOs</li> <li>• Programme of Developing Culture in Krakow until 2030</li> <li>• Multi-annual programme for managing the residential resources of the Municipality of Krakow and the temporary rooms</li> </ul>

**Strategic projects:**

- Zabłocie Park – “Vistula Station”
- Social-Economic Innovations Cluster Zabłocie 20-22
- Revitalisation of the areas at the Kotlarski Bridge – Podolski boulevard
- Construction of “Marina Krakowska”
- Revitalisation of the squares: Wolnica, Nowy, św. Ducha
- Reconstruction of space at ul. Sławkowska
- Restoring public functions to the degraded areas around the Nowa Huta Culture Centre
- Revitalising the interiors of the quarters of development in Nowa Huta – “Let’s meet outside” project
- Building a bicycle-pedestrian bridge Kazimierz-Ludwinów
- The implementation of the idea of “streets-gardens”, first of all at the streets: Krupnicza, Mostowa, Bożego Ciała, Meiselsa, Lipowa, Trynatarska, Plac Słowiański, Plac Biskupi
- Organising local revitalisation offices
- Revitalisation of traditional commercial streets, including: Długa, Karmelicka, Zwierzyniecka, Kalwaryjska, Krakowska and Starowiślna (integrated approach to functions, quality of space, parking, deliveries, and mobility)

Fig. 10 Revitalisation zone in  
Krakow



### OPERATIONAL GOAL IV.3: Sustainable environment

Implementation of this goal is focused on achieving high standards of quality of the natural environment, paying particular attention to improving air quality, reducing noise, and restricting the electromagnetic field emissions.

#### KEY ACTIONS

1. Reducing low-stack emission by eradicating all coal furnaces, while continuing to run the protection scheme and intensifying the cooperation of Krakow with the neighbouring gminas and the region's local government to reduce incoming emissions.
2. Reducing the transport emission by increasing participation in the public transport traffic and other ecologic forms of mobility, in particular bicycles, and the radical reduction of traffic in the centre of Krakow.
3. Reducing noise emissions by introducing quiet tram tracks, purchasing modern tram rolling stock and buses (including electric buses), using road surfaces with a limited noise emission, reducing the allowed speed of cars and using acoustic screens only if no other alternative is possible.
4. Reducing electromagnetic fields emission to the environment through preferring non-conflict locations for the sources of electromagnetic fields.
5. Effective management of municipal waste, so that up to 50% of waste (paper, metal, plastics, glass) could be recycled.
6. Modernising and expanding the municipal infrastructure.
7. Close to doubling the area of forests in the city.
8. Applying the so-called principle of green public procurements while planning investments and purchases.
9. Educating and promoting pro-ecological attitudes.

#### POLICIES / PROGRAMMES AND STRATEGIC PROJECTS

##### Policies:

- Directions of Development and Management of Green Areas in Krakow

##### Strategic Programmes:

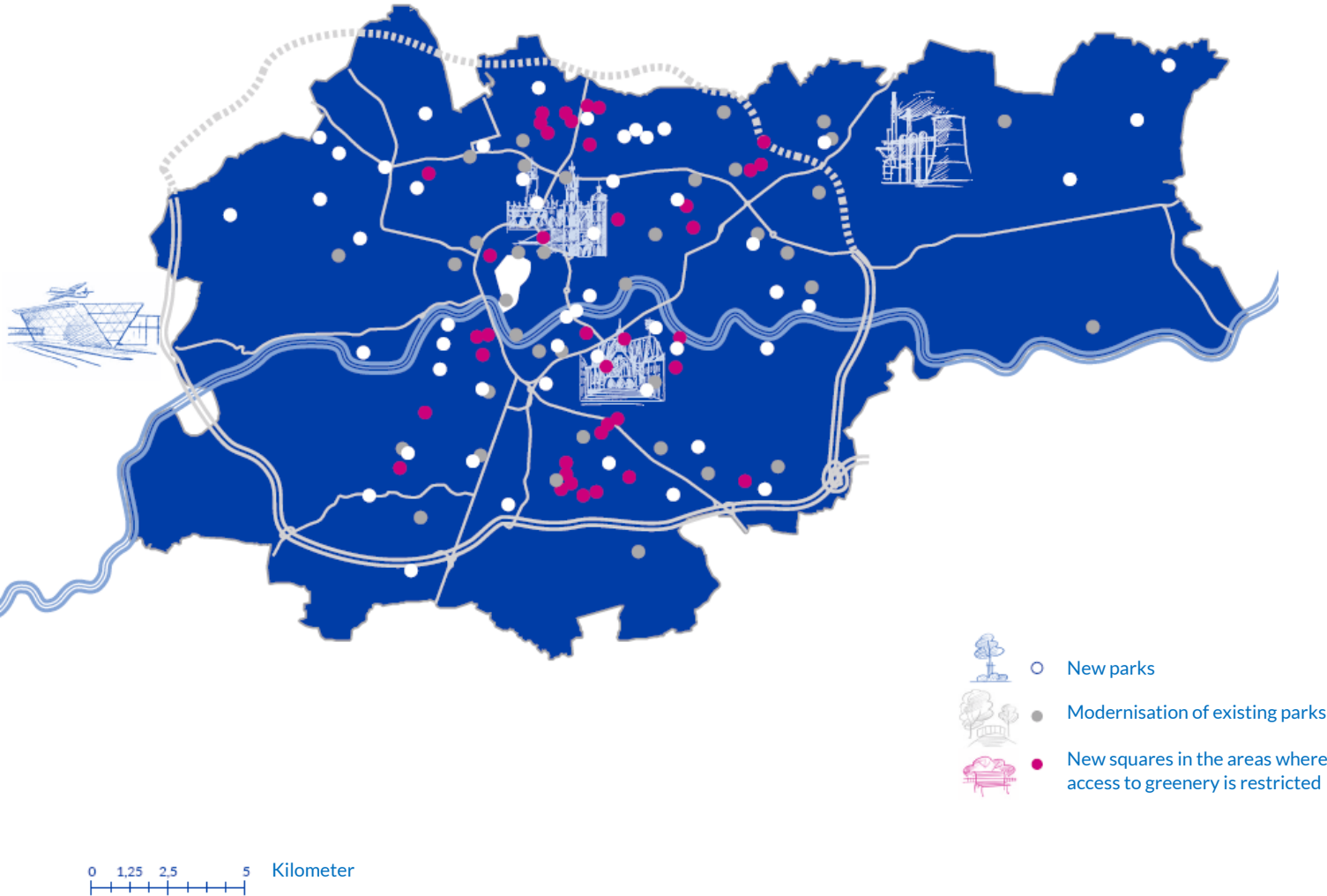
- Environment Protection Programme for the City of Krakow
- Programme of Reducing Low-Stack Emission for the City of Krakow
- Low-Carbon Economy Plan for the Municipality of Krakow
- Air Quality Protection Programme for Małopolska Region
- Programme for the Protection of the Environment against Noise
- Poviast Programme to increase the forest levels of the city of Krakow (planned)
- Programme for the Protection of the Environment against Electromagnetic Radiation (planned)

##### Strategic projects:

- Systemic change of the heating system based on solid fuels
- Expanding the heat distribution network in the city centre, including providing heat supply to the Old Town and Kazimierz
- Improving energy efficiency of municipal public utility buildings (thermal modernisation, energy management, using renewable energy)
- Expanding and modernising the water drainage system in the City



Fig. 11 | Parks and green areas in Krakow



#### OPERATIONAL GOAL IV.4: Transport system that is friendly to the residents, effective and ecological

The achievement of this goal is focused on:

- adding priority to the public transport in the urban traffic, assuring its high accessibility and frequency of operation;
- increasing the participation of ecological mobility means: public transport, pedestrian traffic and bicycle traffic;
- reducing or eliminating private car traffic in the city, in particular the transit traffic in the city centre;
- integration of various forms of transport;
- improving security, in particular with respect to vulnerable traffic users.

KEY ACTIONS	POLICIES / PROGRAMMES AND STRATEGIC PROJECTS
<ol style="list-style-type: none"> <li>1. Introducing definite priority to public transport in urban traffic and better availability and appropriate frequency of operation.</li> <li>2. Integration of the transport system, with the priority granted to rail transport systems.</li> <li>3. Adapting the existing railway lines for the purposes of passenger traffic, introducing quick, regular connections of high frequency within the Fast Agglomeration Rail (FAR), every 20 minutes.</li> <li>4. Integration of tickets for all means of transport, including railway transport.</li> <li>5. Undertaking actions for the city that is friendly to pedestrians, including through lowering or removing curbs, freeing sidewalks from the parking cars, turning off the traffic lights, lighting pedestrian routes and using street furniture.</li> <li>6. Developing bicycle infrastructure, which encompasses parking lots for bicycles and roofed parking lots.</li> <li>7. Introducing a speed limit within the II ring road, including the “30 km/h zone” (areas of high pedestrian traffic and within residential estates).</li> <li>8. Reducing the inter-district car transit within the III ring road.</li> <li>9. Undertaking actions to recognise that areas within the II ring road are the areas of a lowered transport emission.</li> <li>10. Promoting the model of sharing (co-sharing) of cars and bicycles and introducing transport solutions for persons with reduced mobility (persons with disabilities, the elderly, people with children).</li> <li>11. Setting out separate lanes for buses (bus lanes) to improve the reliability of public transport.</li> </ol>	<p><b>Policies:</b></p> <ul style="list-style-type: none"> <li>• Transport Policy for the City of Krakow</li> </ul> <p><b>Strategic Programmes:</b></p> <ul style="list-style-type: none"> <li>• Plan of sustainable development of public transport for the Municipality of Krakow and neighbouring gminas</li> <li>• Programme of Building Bicycle Paths</li> <li>• Parking Programme for the City of Krakow</li> <li>• Programme for developing transport infrastructure of Krakow</li> </ul> <p><b>Strategic projects</b></p> <ul style="list-style-type: none"> <li>• Building new tram lines, including subsequent stages of the Krakow Fast Tram</li> <li>• Completing the Fast Agglomeration Rail (FAR)</li> <li>• Building and expanding main transfer nodes, including: Krakow Transport Centre (Krakowskie Centrum Komunikacyjne), Grzegórzki, Bronowice, Swoszowice/Borek Fałęcki, Bonarka, os. Piastów</li> <li>• Building railway stations, including: Żabinec, Prądnicka, Prądnik Czerwony, os. Piastów, Prądnik Biały, Lubocza, Złocień, Grębałów, Jagiełły, Kliny, Opatkowice, Swoszowice</li> <li>• Building the missing sections of the III ring road of Krakow, including: Łagiewnicka Route, Pychowicka Route, Zwierzyńska Route, and the</li> </ul>

missing sections connecting the III and IV ring roads of Krakow, including streets: ul. Okulickiego, ul. Kocmyrzowska, ul. Igołomska, al. 29 Listopada, ul. Wolbromska, ul. gen. Wittek, ul. Humboldta, ul. Bunscha

- Building Park&Ride parking lots
- Investments that promote the idea of a pedestrian-friendly city, including e.g. Plac Nowy, ul. Krupnicza, ul. Lipowa, al. Róż
- Actions towards preparing the implementation of the quick, split-level rail transport with the parameters of the underground (metro)

Fig. 12 | Integration of the transport system in Krakow

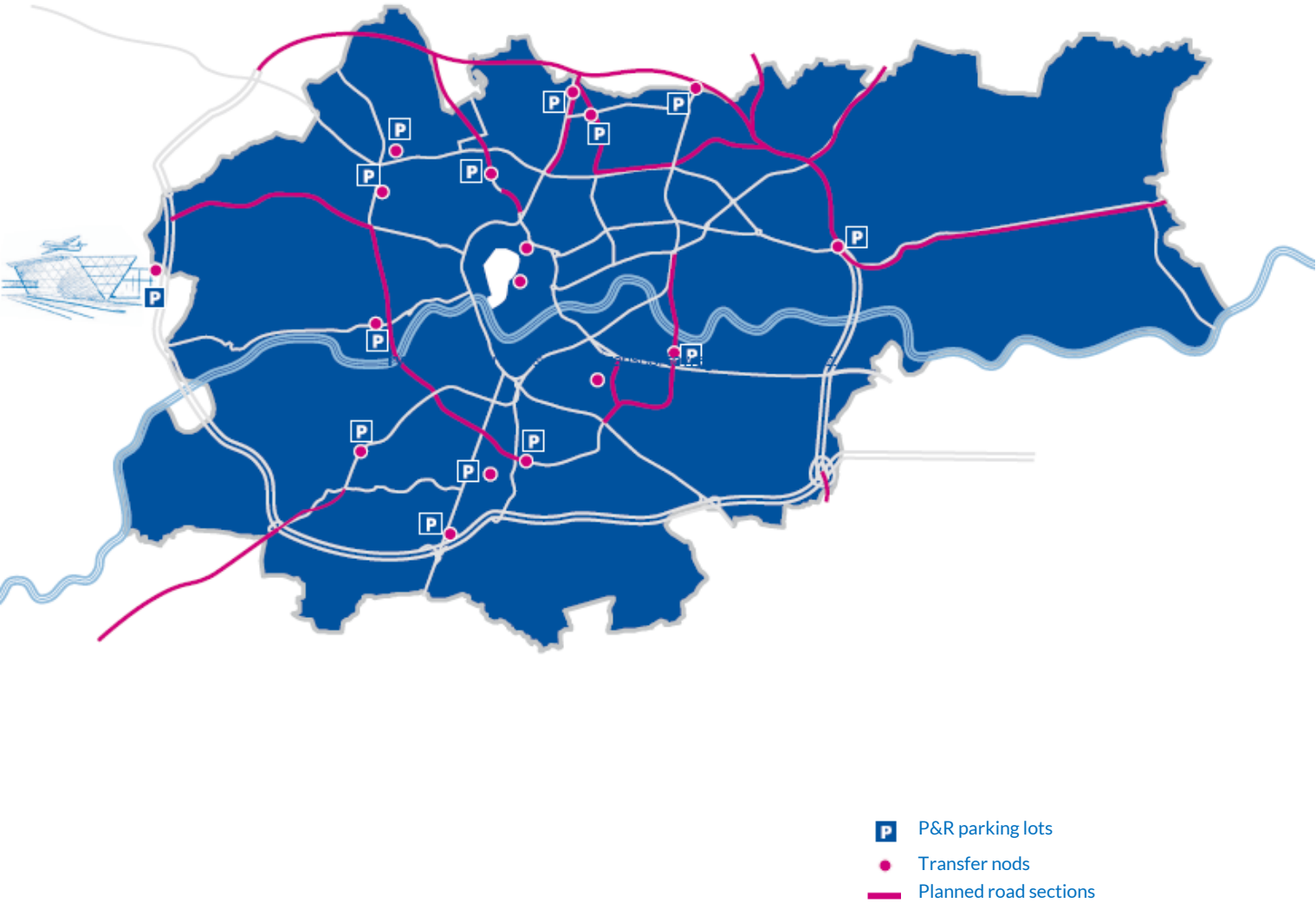


Fig. 13. I Integration of the transport system in Krakow PART II

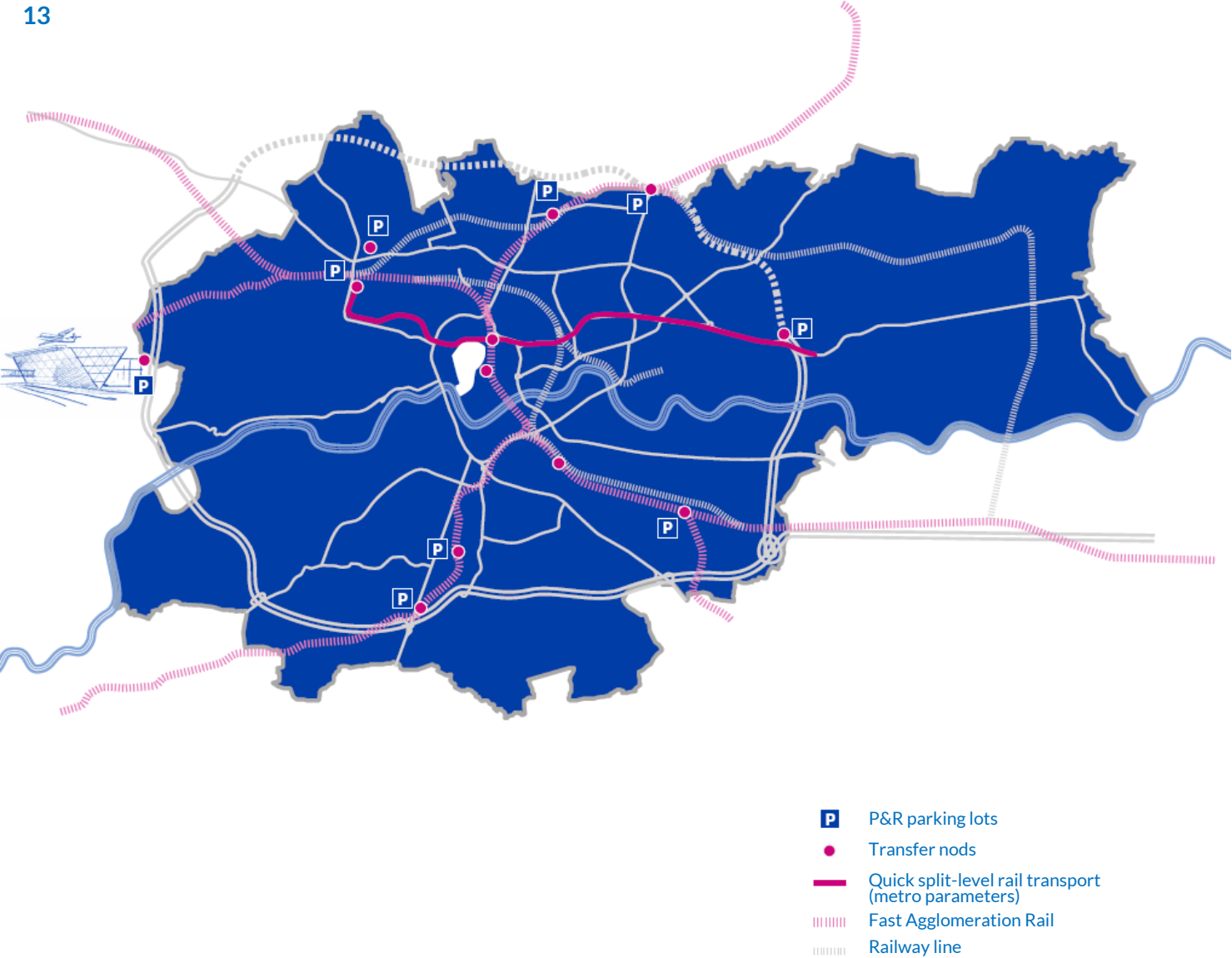
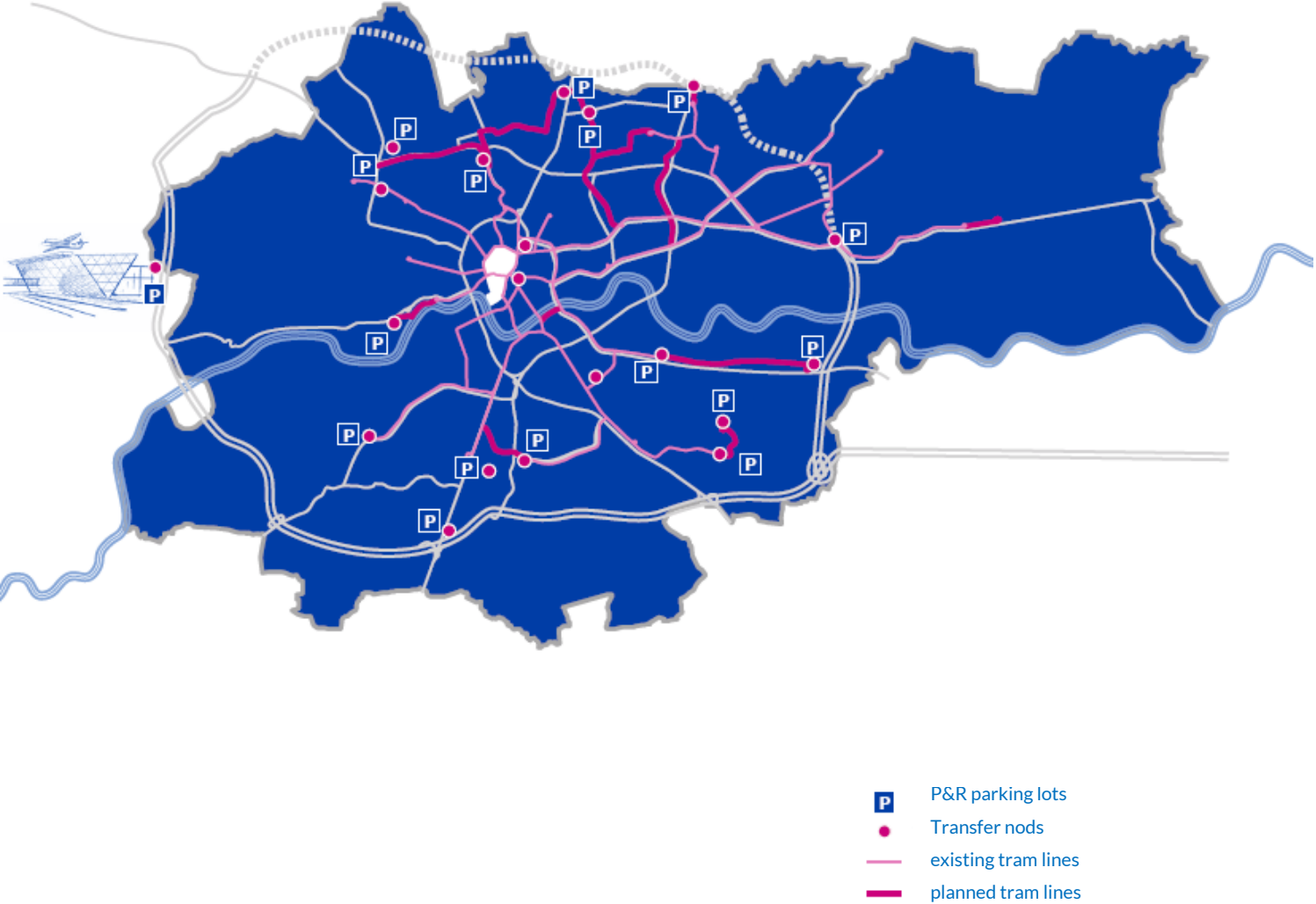


Fig. 14 | Integration of the transport system in Krakow PART



### OPERATIONAL GOAL IV.5: High degree of security in Krakow

The implementation of this goal is focused on improving security and the sense of security in Krakow, including:

- cooperation and support for services and institutions engaged in assuring safety and public order in the city;
- engaging the residents in the activities in the area of crime prevention and safety education;
- protecting the city and its residents against the consequences of natural disasters, failures of critical infrastructure, technical failures and acts of terrorism;
- protecting the city and its residents against the consequences of unfavourable climate change.

#### KEY ACTIONS

1. Improving safety level in public spaces.
2. Intensifying safety education.
3. Integrating and coordinating the activities in the area of security and public order in Krakow.
4. Promoting Krakow as a city that is friendly, open, and safe.
5. Improving crisis management.
6. Undertaking activities intended to adjust the city to the upcoming climate changes, threats due to extreme weather phenomena, such as sudden rains, winds, storms, droughts, heat waves and frost waves, urban heat islands.
7. Striving to achieve “vision 0” – zero deaths on the roads among pedestrians and bikers.

#### POLICIES / PROGRAMMES AND STRATEGIC PROJECTS

##### Strategic Programmes:

- Programme for improving security for the city of Krakow “Safe Krakow”
- Programme of social activation of the youth in Krakow called “Young Krakow”
- Local plan to reduce the consequences of floods and introduce flood prevention for Krakow
- Krakow’s Programme for Small Retention of Rainfall
- Plan of adaptations to climate change for the City of Krakow (planned)

##### Strategic projects:

- Expansion of the municipal CCTV system, including in cooperation with third entities
- Organising the Safety and Monitoring Centre in Krakow
- Developing the Krakow's Centre for Security and Prevention of School Violence

#### OPERATIONAL GOAL IV.6: Common implementation of the idea of a healthy and active lifestyle

The implementation of this goal is focused on creating such conditions and providing incentives for the residents to pursue an active and healthy lifestyle in terms of:

- healthcare prevention and education;
- motivating the residents to do sports and recreation;
- teaching how to age in a healthy way, promoting the awareness that ageing is not only a cost, but also a resource for the development.

KEY ACTIONS	POLICIES / PROGRAMMES AND STRATEGIC PROJECTS
<ol style="list-style-type: none"> <li>1. Promoting active and healthy lifestyle among the residents.</li> <li>2. Continuing and developing activities in the area of healthcare prevention and promotion.</li> <li>3. Assuring access and improving the quality to preventive healthcare services and health education.</li> <li>4. Introducing systemic solutions streamlining healthcare over the elderly and the children.</li> <li>5. Organising places to activate the seniors: Day Care Social Assistance Centres and Seniors' Activity Centres, which are to offer comprehensive conditions for the intellectual and physical development of the elderly.</li> <li>6. Introducing a more comprehensive sports education.</li> <li>7. Improving the efficiency of cooperation between the City and the sports organisations.</li> <li>8. Improving the accessibility of the sports and recreation infrastructure, so that all schools in the vicinity had a modernised sports infrastructure in the form of fields with a modern artificial surface installed.</li> <li>9. Increasing the number of spots in nurseries, children's clubs and day care providers, including by continuing to offer co-financing in all facilities and by building or purchasing premises to open nurseries.</li> </ol>	<p><b>Strategic Programmes:</b></p> <ul style="list-style-type: none"> <li>• Programme of Sports Development in Krakow</li> <li>• Municipal Healthcare Programme "Healthy Krakow"</li> <li>• Municipal Mental Healthcare Programme</li> <li>• Programme for Activating and Integrating the Seniors</li> </ul> <p><b>Strategic projects:</b></p> <ul style="list-style-type: none"> <li>• Building a new seat for the University Hospital Krakow-Prokocim</li> <li>• Organising a Municipal Healthcare Centre for the Seniors</li> <li>• Establishing a Centre for Diagnosing, Treating, and Preventing Gastrointestinal and Endocrine Glands at the Gabriel Narutowicz Specialist City Hospital in Krakow</li> <li>• Building the Centennial Hall of Cracovia</li> <li>• Building a swimming pool with Olympic parameters (at ul. Monte Casino)</li> <li>• Modernising the sports infrastructure in schools, including building at least 15 sports halls and 7 roofed sport swimming pools.</li> <li>• Modernising the infrastructure of sports clubs, including: building sports halls, fields with artificial surface, modern base facilities</li> <li>• Building District Centres of Sports and Recreation, including at ul. Eisenberga, Kozłówek, Korona</li> <li>• Organising a network of Seniors' Activity Centres</li> <li>• Programme of building recreation&amp; sport facilities (open-air gyms and the like) in public spaces, including in parks and in green areas</li> </ul>



## AREA V: Social capital

### STRATEGIC GOAL V: A strong local government community of the residents of Krakow

The achievement of this goal is focused on:

- building a community of shared values and goals (“City as a common good”);
- strengthening the sense of community among the residents of Krakow;
- increasing the participation of the residents in the management of the city, which is due to the sense of civic community;
- attracting new residents who value the sense of community and civic community.

### Krakow today

- 85% of the residents declare that they are bound to Krakow.
- 82% of the residents declare that they are proud to live in Krakow.
- 50% of the residents declare that they are interested in the affairs of the city.
- At the same time, only 56% of the residents feel proud that they live in their district, which means that the degree of identification with individual districts is lower.
- 26% of the residents state that the majority of people can be trusted, but at the same time as many as 72% people express that they trust their neighbours (based on the study “Barometr Krakowski 2016”).
- The turnout during the first round of local government election to select the Mayor of Krakow in 2014 was nearly 42%.
- 5% of the Krakow’s residents voted in the Participatory Budget in 2017.
- There are 4,500 NGOs operating actively in Krakow.
- In 2016, over PLN 74 million was spent to perform public tasks rendered with the help of NGOs, which constituted close to 2% of the funds allocated to the completion of all City tasks.

## OPERATIONAL GOAL V.1: High level of social participation of residents

The achievement of this goal is focused on:

- building the civic sense of joint responsibility (“My City, My Business”);
- building the sense of identity in terms of the nearest neighbourhood;
- developing a system of social communication among the local government administration, residents, and other entities;
- opening of the city’s institutions (schools, libraries, cultural institutions, seats of district councils, etc.) to the social organisations and civic initiatives, so that they play the role of local social activation centres;
- strengthening the cooperation of the district councils with the residents and other entities;
- using the local media to distribute information, to build the sense of local identity.

### KEY ACTIONS

1. Educating the residents – in particular children and teenagers – in building the sense of joint responsibility, connections, community, and patriotism.
2. Expanding on the effective consultation mechanisms that allow the residents and NGOs to co-shape the city’s decisions and policies.
3. Introducing the mechanisms to support local initiatives that are based on extensive participation and bottom-up initiatives, building the community on the scale of a neighbourhood and local area (e.g. micro-grants for local initiatives).
4. Establishing a cohesive system of social communication, incorporating neighbourhoods and communities, including a way that does not require digital skills.
5. Strengthening municipal institutions (schools, libraries, culture centres, district councils) so that they allow to run social and civic activities more efficiently.
6. Increasing the competences of advisory bodies such as: Youth Council of Krakow, Council of Krakow’s Seniors, Civic Dialogue Commissions
7. Expanding on the functions and competences of District Councils towards a better representation of the needs of the local communities.
8. Assuring better integration to persons at risk of social exclusion, including through organising facilities for children, teenagers, seniors and persons with disabilities.

### POLICIES / PROGRAMMES AND STRATEGIC PROJECTS

#### Strategic Programmes:

- Programme for the Development of Civic Education (planned)
- Programme for the Development of Districts (planned)
- Municipal Programme for Revitalising Krakow
- Programme for rehabilitation of apartment blocks within the Municipality of Krakow (planned)
- Programme of social activation of the youth in Krakow called “Young Krakow”
- Programme of Developing Culture in Krakow until 2030

#### Strategic projects:

- Civic Centre (continued)
- Participatory Budget (continued)

## OPERATIONAL GOAL V.2: Strong sector of social organisations (NGOs)

The achievement of this goal is focused on:

- professionalisation of social organisations (NGOs);
- assuring transparent rules of participation and accessibility of public data;
- building trust and friendly atmosphere for social organisations and for civic activity.

### KEY ACTIONS

1. Supporting by the City of the social organisations in order to increase the activity level among the residents.
2. Supporting activities intended as professionalisation of the social organisations sector.
3. Supporting informal city movements, e.g. through invitations for debates, consultations.
4. Promoting the idea of voluntary work in various social groups.

### POLICIES / PROGRAMMES AND STRATEGIC PROJECTS

#### **Strategic Programmes:**

- Multi-annual programme of cooperation of the Municipality of Krakow and NGOs
- Programme for the Development of Civic Education (planned)

### OPERATIONAL GOAL V.3: Social cohesion

The achievement of this goal is focused on:

- building a city of equal opportunity, with equal access to the city's resources and the city's offer ("right to the City");
- building the image of a city that is friendly to families with children;
- activating the seniors, including the development of the so-called *silver economy*;
- social inclusion of all groups that might find it difficult to adapt and to fully participate in the life of the city; preventing exclusion on the grounds of: sex, race or ethnic origin, religion or beliefs, disability, age, sexual orientation and economic exclusion.

KEY ACTIONS	POLICIES / PROGRAMMES AND STRATEGIC PROJECTS
<ol style="list-style-type: none"> <li>1. Supporting self-help initiatives of the residents.</li> <li>2. Implementing programmes intended to prevent social exclusion phenomena.</li> <li>3. Implementing integration programmes on social, inter-generational and inter-cultural issues.</li> <li>4. Promoting the model of a family with children, a multi-generational family, shaping the positive image of a family.</li> <li>5. Running periodic programmes to activate families with children, based on culture centres, youth culture centres, Parent's Clubs, museums, libraries, and other multi-functional spaces.</li> <li>6. Supporting families with children with disabilities and striving to achieve the continuity of professional lives for the elderly.</li> <li>7. Developing and adjusting the public services, technical infrastructure and information system to the needs of the elderly.</li> <li>8. Supporting foreigners and migrants in assimilating and functioning within the city.</li> </ol>	<p><b>Policies:</b></p> <ul style="list-style-type: none"> <li>• Strategy for Resolving Social Problems of Krakow</li> <li>• Housing Policy of the Municipality of Krakow</li> </ul> <p><b>Strategic Programmes:</b></p> <ul style="list-style-type: none"> <li>• Programme for Social Activating and Integrating the Seniors</li> <li>• "Open Krakow" Programme</li> <li>• Programme for Promoting Employment, Professional Activation for the Municipality of Krakow</li> <li>• Programme for Developing Social Entrepreneurship for the Municipality of Krakow</li> <li>• Programme for Supporting Families for the Municipality of Krakow</li> <li>• Poviast Action Plan for Persons with Disabilities</li> <li>• Programme for Supporting the Homeless in the Municipality of Krakow</li> <li>• Poviast Programme for the Development of Foster Care in the Municipality of Krakow</li> </ul> <p><b>Strategic projects:</b></p> <ul style="list-style-type: none"> <li>• Continuing and developing the Krakow's Family Card 3+ project</li> <li>• Organising Parents' Clubs (along with the necessary infrastructure, including playgrounds) as a place where families with children can integrate</li> <li>• Continuing and developing the project entitled Krakow for the "N" Family</li> </ul>

## AREA VI: City governance

### STRATEGIC GOAL VI: Krakow – a metropolis that is governed in a modern way

The achievement of this goal is focused on:

- civic participation in the city governance processes;
- efficient and transparent coordination of the public policies applicable in the city;
- high quality of the public services rendered;
- reasonable spatial policy that reconciles multiple interests.

#### Krakow today

- The credit rating of Krakow was assessed by Standard & Poor's in 2016 at the BBB+ level with a stable outlook. This is the highest possible grade for a city (the assessment for the city may not be higher than the grade for the country).
- In 2017, the budget of the City of Krakow exceeded PLN 4 billion, which means an increase by approx. PLN 1 billion over a period of 5 years.
- The public debt of Krakow (debt to revenues ratio) was 47.8% in 2016, which means our position is average when compared with major cities in Poland.
- Investment expenses from the budget of the City of Krakow and city enterprises in 2016 totalled at over PLN 980 million (including city enterprises: PLN 443 million).
- Investment expenses of districts reached over PLN 13 million in 2016. Over the past 5 years (since 2012), these expenses have amounted to over PLN 62 million.
- In 2016, non-repayable foreign funds were obtained for the total amount of PLN 393 million (by the city budget and city enterprises).
- In the study that has been conducted every year for the past 11 years, the satisfaction of the clients of the City Hall has grown every year and is currently at a high level – 4.25 – on a scale from 1 to 5 (2016).
- The Municipality of Krakow publishes a description of 684 public services at the websites of the Public Information Bulletin (BIP), offering an option to download and print out forms. 104 of those City Hall services can be used electronically via the Electronic Registry Office of the City Hall, of which: 49 – fully electronically, and 55 – partially (it is possible to submit an application electronically).

### OPERATIONAL GOAL VI.1: Friendly and efficient administration

The implementation of this goal is focused on improving the quality and satisfaction level of clients from the level of the public services rendered, which includes:

- professionalism, competences (including social competences) of public administration authorities;
- availability of services rendered also electronically;
- transparency in rendering the services;
- local government being open to the needs of the client (resident and investor).

KEY ACTIONS	POLICIES / PROGRAMMES AND STRATEGIC PROJECTS
<ol style="list-style-type: none"> <li>1. Improving the form of servicing the residents by the organisational units of the Municipality of Krakow, including e-services.</li> <li>2. Facilitating access to public information.</li> <li>3. Strengthening the potential of the employees of the local government administration and building a positive image of and the trust in the local government administration.</li> <li>4. Developing and integrating IT systems between the administration units and streamlining access to IT-technological solutions, including to spatial information systems (GIS).</li> <li>5. Increasing the real property resources, for the purposes of municipal flats.</li> </ol>	<p><b>Strategic Programmes:</b></p> <ul style="list-style-type: none"> <li>• Strategic Programme of Digitalisation of the Municipality of Krakow (planned)</li> </ul> <p><b>Strategic projects:</b></p> <ul style="list-style-type: none"> <li>• Development of Public E-Services at the Krakow's City Hall</li> <li>• Development of the Large Municipal Area Strategy (STRADOM)</li> <li>• Developing the Public Information Bulletin of the Municipality of Krakow and modern electronic sites</li> </ul>

## OPERATIONAL GOAL VI.2: High quality of strategic city governance

The achievement of this goal is focused on:

- building the image of Krakow as a good example of *a smart city*;
- popularising strategic governance in terms of realising public policies;
- assuring the cohesion in the actions undertaken both within KDS 2030 and the Report on the conditions and intended purposes of land development;
- using modern city governance solutions and solutions used to render public services, using ICT technologies;
- integrated management of utilities' consumption in the public utility buildings;
- integrated management of the municipal infrastructure;
- engaging the residents in the city governance process.

KEY ACTIONS	POLICIES / PROGRAMMES AND STRATEGIC PROJECTS
<ol style="list-style-type: none"> <li>1. Protecting and caring for the order by spatial planning.</li> <li>2. Integrating the spatial and social-economic planning and planning transport grids.</li> <li>3. Implementing a cohesive decision-making system within the local government administration arising from the KDS 2030.</li> <li>4. Continuing the process of making decisions based on the analyses and available knowledge, taking into account the assessments of consequences and results.</li> <li>5. Using modern technologies of disclosing data (open data) in order to build <i>a smart city</i>.</li> <li>6. Systemic inclusion of entities that do not belong to the local government administration in the governance processes and establishing a cooperation network.</li> <li>7. Diversifying the sources of financing for the operation and development of local government administration units (including intensifying the obtaining of funds from outside the budget).</li> <li>8. Implementing actions intended to deglomerate tourist traffic outside the strict city centre.</li> <li>9. Assessing and taking into account the mass tourist traffic in the process of planning undertakings and strategic programmes by the City.</li> <li>10. Coordinating the relations between mass tourism and qualified (e.g. business, medical, cultural) tourism, considering the differences in the income earned.</li> </ol>	<p><b>Policies:</b></p> <ul style="list-style-type: none"> <li>• Report on the conditions and intended purposes of land development in the City of Krakow</li> </ul> <p><b>Strategic Programmes:</b></p> <ul style="list-style-type: none"> <li>• Strategic Programme of Digitalisation of the Municipality of Krakow (planned)</li> <li>• Multi-annual programme of cooperation of the Municipality of Krakow and NGOs</li> </ul> <p><b>Strategic projects:</b></p> <ul style="list-style-type: none"> <li>• Development of the City Spatial Information System (MSIP)</li> <li>• Popularising Open Data systems</li> <li>• Organising a centre conducting research of the city and the metropolis</li> <li>• Development of the Large Municipal Area Strategy (STRADOM)</li> <li>• Public opinion surveys</li> </ul>

11. Undertaking activities intended to gain a greater acceptance of the residents for mass tourist traffic.



## V. IMPLEMENTING THE KRAKOW DEVELOPMENT STRATEGY

The 2030 Krakow Development Strategy is the most important programming document of the City. Its implementation should be based on clear mechanisms and actions that are run consistently. This is the condition for Krakow's becoming a city, where the motto promoting this Strategy – "This is where I want to live" is both a reality for the residents and a conscious declarations for those coming to Krakow.

We would like to emphasize the role of KDS 2030 as the actual reference point for the decisions made by the local government administration, thus strengthening the cohesion and predictability of the development processes and the standards of strategic city governance.

The efficiency of the proposed actions depends directly on the degree of engagement and the scale of activity of various communities, which is why the implementation of the Strategy will be founded on the **Principles** that will be common for all:

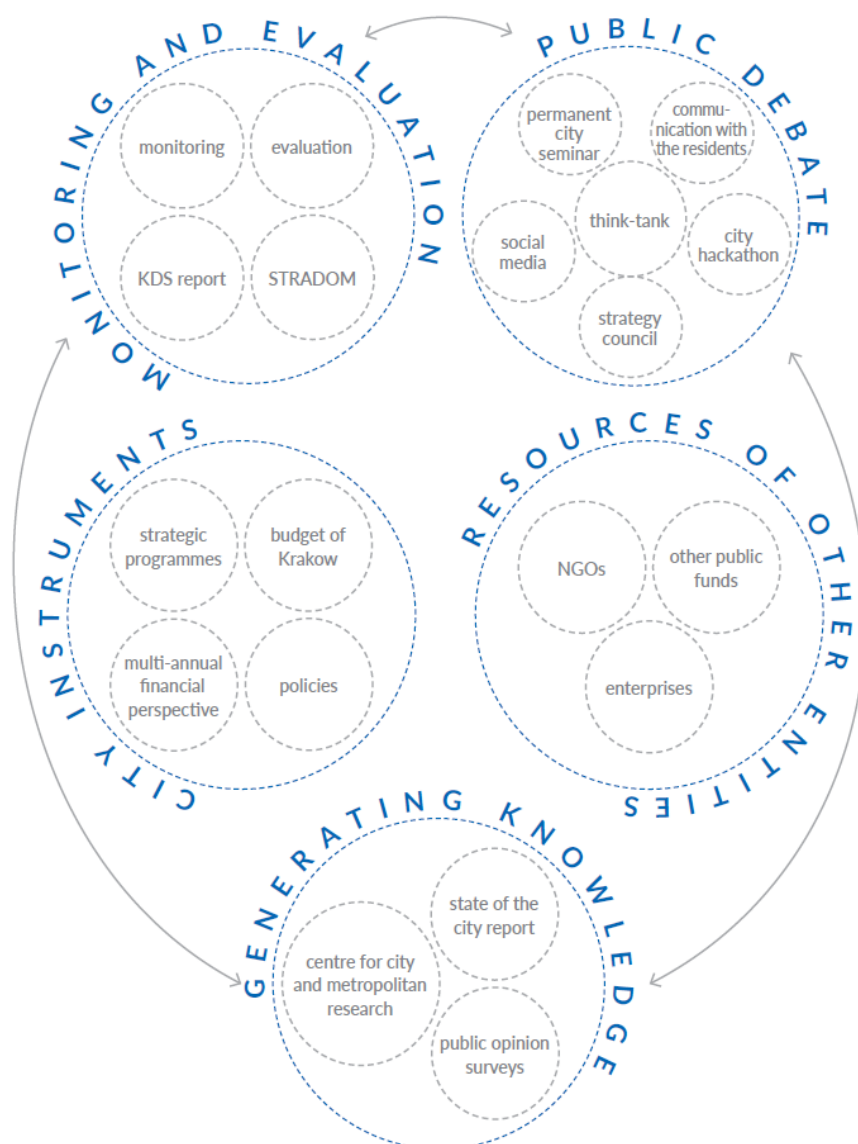
- **participation and partnership**, meaning open cooperation and equal treatment of the representatives from various environments and institutions;
- **consequence and responsibility** in implementing the adopted priorities and actions;
- **integrated activities**, meaning striving to achieve a cohesive and holistic perception of the developmental processes that make up the huge and tightly inter-connected ecosystem of the City;
- **financing priority** – for the programmes and projects incorporated in the Strategy and those that are directly derived from it; this applies both to the city budget and to external sources of financing;
- **flexible response** the catalogue of policies, programmes and strategic projects adopted in KDS 2030 might be modified in the upcoming years, depending on the changes that take place around us.

KDS 2030 will be implementing using several sets of **tools: financial, programming and organisational tools**. It must be emphasized, however, that the majority of the funds needed to implement the objectives indicated in KDS 2030 will come from the financial resources other than the local government administration, meaning mainly private sources and other public sources.

An additional support for the efficiency of the undertaken actions will be offered by: the feedback obtained while **monitoring and evaluating (assessing)** the situation, paying particular care to **providing knowledge** for the purposes of decision-making processes and initiated **public debates** concerning the development of the City, including with active participation of an advisory body, that is the Strategy Council.

The key for the success of KDS 2030 will be the ability of the City to engage various stakeholders in the activities to implement the **Strategic Plan**.

## KDS 2030 Tools



## FINANCIAL AND PROGRAMMING INSTRUMENTS TO BE DISPOSED OF BY THE CITY AUTHORITIES

The most important role is played by the financial instruments – **City budget** and the **Multi-Annual Financial Perspective (MFP)** (a multi-annual financial planning instrument, which defines planned expenses for specific projects; the perspective for Krakow is planned until 2052). The documents that foster the implementation of KDS 2030 also include **strategic programmes** that define in detail the actions needed to achieve the goals set forth in the Strategy. All strategic programmes to be implemented by the city organisational units will be planned in the **STRADOM** system, which is how they will be accompanied by measurably defined results, indicators, budget tasks, and multi-annual undertakings included in the MFP.

Plans include drafting the **Implementing Plan**, which will assure the relevant relations and connections among the strategic programmes and financial instruments and will indicate entities and structures responsible for achieving the adopted goals.

A review of all activities conducted within the strategic programmes will take place once a year with the assistance of the Mayor of Krakow and the Management of the Krakow City Hall, in line with the specified rules that allow for comparing the processes and being the basis for any adjustments to the Multi-Annual Financial Perspective, strategic programmes as well as the shaping of the budget for the next budget year.

## MONITORING AND EVALUATION.

The efficiency of the Strategy and the strategic programmes implementing it will be conditional upon the conclusions derived from observing the implementation progress, and **monitoring** will be used for this purpose. The conclusions will be presented once a year in the form of a **Strategy Implementation Report**, which will be submitted by the Mayor of Krakow to the Krakow City Council. KDS 2030 monitoring will focus on analysing the efficiency and effectiveness of the undertaken actions based on a set of indicators.

KDS 2030 monitoring will become an element of a comprehensive IT system, **STRADOM**, which operates in the Krakow City Hall and integrates multi-annual and strategic budget planning processes.

KDS 2030 monitoring will be conducted using:

- indicators contained in the Strategy;
- indicators contained in the strategic programmes and projects;
- benchmarking analyses with other cities in Poland and abroad;
- analyses of development trends.

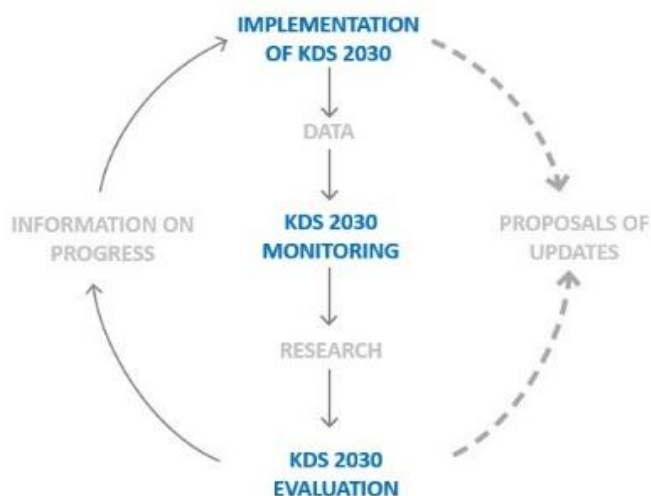
In order to perform an assessment of the results and quality of activities related to the implementation of KDS 2030, a periodic **evaluation** will be performed, both while the Strategy is being implemented and at the end of the assumed time horizon (in order to summarise the effects and to define the directions of development for the upcoming years).

The basic sources of information for the evaluation will be the annual **Strategy Implementation Reports**, **public opinion surveys**, and surveys of expectations of the residents of Krakow concerning the quality of life in the city, as well as periodic qualitative analyses, which will be a review of the implementation status of the Strategy.

KDS 2030 will be evaluated once every two years; based on the evaluation results, it will be possible to revise and update the goals and the key actions and strategic programmes.

KDS 2030 will be evaluated in the participatory mode, with the assistance of residents and communities that are of significance for the development policy of Krakow.

## Monitoring and evaluation scheme of KDS 2030



### PUBLIC DEBATE

Public debate, with a widely defined group of stakeholders, plays an important role in the strategic governance process. The conclusions derived from it, even though they are not mandatory, will be used to strengthen the quality of the decision-making processes.

This is why public debate will be run as a continuous and open process, assuming a periodic use of diverse communication tools, including social media, addressed to a wide group of recipients, including experts.

The proposed forms of debate include:

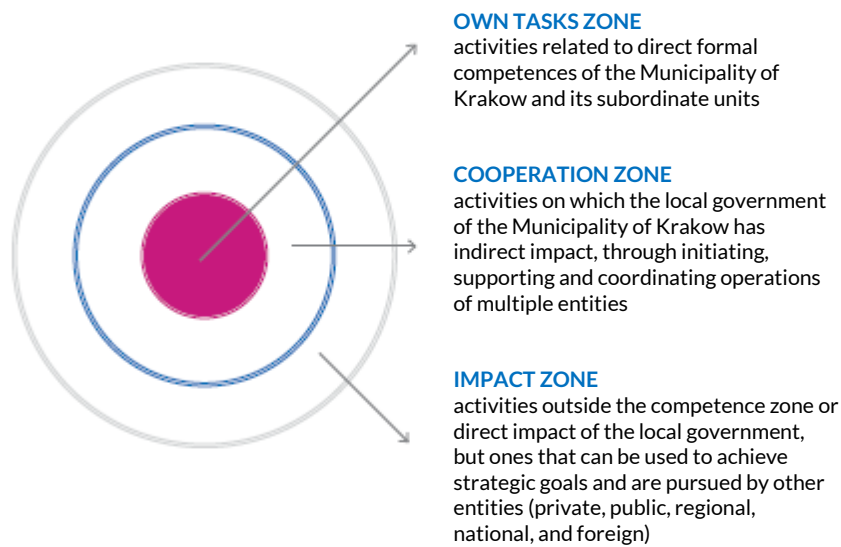
- a regular city seminar “City Well Organised”;
- city *hackathon* KrakHack, dedicated to the challenges that are of significance for the development of the city;
- regular consultations in the matters that are important for the development of the city.

### GENERATING KNOWLEDGE

The role of the City’s *think tank* that provides knowledge for the strategic governance processes will be played by the **centre of city and metropolitan research**, run in a project and task formula (no separate institution will be established). The centre will create a forum for discussions and strategic thinking about the development of Krakow, while being an observer of sorts of the changes that do take place. Its tasks will focus on generating knowledge based on the information received and on creating recommendations and scenarios that might be of use in the conducted planning and management processes with respect to the development of Krakow and the surrounding Krakow Metropolitan Area. The **Strategy Council** will serve as an advisory body for the implementation of KDS 2030, established at the Mayor of Krakow; it will be composed by the representatives of the science, business, NGOs, and other institutions related to city development.

In order to make sure that the Residents and other entities interested in the discussion about the future of Krakow take an active part in it, popularisation of KDS 2030 is planned by editing it and publishing it in a form that is accessible to various groups of recipients.

### The scheme of relations among the implementation zones of the Strategy



The 2030 Krakow Development Strategy does not reduce itself to the tasks that are within the statutory competences of the Municipality; rather, it initiates tasks run in the partnership formula. It is expressed in the key actions included in the Strategy, for which it is not only the organisational units of the City but also the gminas from the Krakow Metropolitan Area, the state administration, the regional government, the area of science and development, private and social entities as well as NGOs who will be the implementing bodies.

## VI. FINANCIAL FRAMEWORK FOR THE KRAKOW DEVELOPMENT STRATEGY

For the implementation of the goals of KDS 2030, the budget of the City of Krakow is of utmost significance. However, an important role is also played by external sources, in particular funds provided by private entities, hence it is reasonable to analyse the future investment ability of the private sector.

The financial potential that might be engaged in the actions used to achieve the KDS 2030 goals includes the following sources of financing:

1. Budget of the City of Krakow
2. State budget
3. EU funds
4. Other external sources of financing
5. Investment expenses of business entities

**Table.1. Financial potential that might be engaged to implement KDS 2030**

Sources of financing	2017-2023	2024-2030	Total
	billion PLN		
<b>1. City budget</b>	4.1 – 5.7	4.5 – 6.9	8.6 – 12.5
<b>2. State budget</b>	1.9	3.3	5.3
<b>3. EU Funds, including:</b>	5.8 – 12.1	0.0	5.8 – 12.1
<i>EU Funds – Municipality of Krakow (public investments)</i>	1.3 – 7.4	0.0	1.3 – 7.4
<i>EU Funds – Krakow-based enterprises</i>	2.9	0.0	2.9
<i>EU Funds – other public funds</i>	1.6	0.0	1.6
<b>4. Other external sources of financing<sup>3</sup></b>	0.2	0.2	0.4
<b>5. Business organisations</b>	69.8	77.6	147.4
<i>Investments of the industry and the construction</i>	52.4	59.7	112.0
<i>Housing market</i>	23.7	12.4	36.1
<i>Office market</i>	21.3	43.5	64.8
<b>Total</b>	<b>167.5 – 177.7</b>		

Source: Own calculations based on the data provided by: Krakow City Hall, Ministry of Finance, Central Statistical Office, Marshal Office, Małopolska Region, Małopolska Region Office in Krakow.

<sup>3</sup> Other than the State budget and EU Funds – public sources of financing, including: subsidies from the budget of the region's local government and the voivod's budget, target funds.

In line with the forecast, by 2030, it might be expected that the value of the GDP generated in the city will almost double from PLN 58.2 billion in 2015 to PLN 91.3 billion in 2030).

Services increase their share in the Krakow's economy more and more, in particular highly specialised business services. It is estimated that a high share of the unregistered economy plays a major role in the total GDP in Krakow, in particular the tourism and catering/food sectors (CSO estimates it only at the national level). It can be thus expected that in reality the financial results and the scale of economic activity in the city are higher than the official publications indicate.

GDP prognosis for the city of Krakow was calculated on the basis of a regression model of multiple variables based on the relation between the category of the number of people working – generating GDP and the value of the GDP generated.

In order to estimate the GDP generated by industry (sections according to the Polish Classification of Business Activities – PKD), a simplification was used that the amount of the generated GDP is comparable for each industry per working person.

The highest share of the GDP in Krakow in 2015 is contributed by the following categories:

- “Trade”, “Repairing vehicles”, “Transport, storage”, “Accommodation and food service” – PLN 17.9 billion;
- “Other” (including e.g.: “Information and communication”, “Financial and insurance activities”, “Professional, scientific and technical activities”, “Education”, Health Care and Social Assistance”, “Arts, entertainment and recreation activities”) – PLN 17 billion;
- “Industry” – PLN 7.9 billion.

**Table 2. Estimated GDP for the City of Krakow; forecasts from 2015 to 2030 by major industries, in PLN billion**

Year	Agriculture	Industry	Manufacturing	Construction	Trade, repairing vehicles, transport, storage, accommodation and food services	Financial and insurance activities	Other	Total
					billion PLN			
<b>2015</b>	0.02	7.9	5.8	5.1	17.9	4.6	17.0	58.2
<b>2016</b>	0.02	8.0	5.9	5.2	18.2	4.7	17.3	59.3
<b>2017</b>	0.02	8.3	6.1	5.4	18.9	4.8	18.0	61.6
<b>2018</b>	0.02	8.7	6.3	5.6	19.6	5.0	18.6	63.9
<b>2019</b>	0.03	9.0	6.6	5.8	20.3	5.2	19.3	66.2
<b>2020</b>	0.03	9.3	6.8	6.0	21.0	5.4	20.0	68.4
<b>2025</b>	0.03	10.8	7.9	6.9	24.6	6.3	23.3	79.9
<b>2030</b>	0.04	12.4	9.1	7.9	28.1	7.2	26.6	91.3

Source: Source: own calculations based on CSO data

## VII. INDICATORS OF ACHIEVEMENT OF STRATEGIC GOALS

The catalogue of indicators presented in KDS 2030 will be used to measure the progress achieved in the implementation of individual goals. The indicators concern the major issues contained in KDS 2030, both those that are directly arising from the activities of the local government administration activities as well as those that are independent of them. Impact and result indicators were mostly selected, in order to learn about the true effects of the conducted activities. The catalogue is an open collection and will be supplemented by a more detailed monitoring run via the strategic programmes indicated in KDS 2030.

One of the basic criteria for selecting indicators is the availability of data, which makes it possible to regularly measure their value in line with a stable methodology. It means that the selected catalogue of indicators is based on the currently existing sources of information (e.g. public statistics, reporting activities of the City, regularly run social surveys).

In order to allow for comparison of the changes that take place over the years, indicators were chosen, for which it is possible to assure continuous availability of data. Should any new information sources appear, the indicators might be supplemented or modified in the future.

### STRATEGIC GOAL I

Indicator	The indicator measures...	status in 2016	2030
The list of diplomatic posts (embassies and consulates) and seats of international institutions	International position of Krakow, related to attracting international institutions	32	keeping the 2nd position in the country
Number of people visiting Krakow/ Number of tourists in total/ including foreign tourists	Attractiveness of Krakow, related to its ability to attract tourists	12.1 million / 8.5 million / 2.7 million	upward trend
Share of foreign students in the total number of students	Competitiveness of Krakow, related to its ability to attract foreign students	5.23%	strong upward trend
Number of enterprises with foreign capital based in Krakow	Competitiveness of Krakow, related to its ability to attract foreign investors	1,344 (2015)	keeping the 2nd position in the country
Number of listed companies based in Krakow	Competitiveness of Krakow, related to its ability to attract business	25 (2016)	achieving the 2nd position in the country



Number of participants of the events organised by the Krakow's Convention Bureau (KCB)	International and Poland-wide position of Krakow related to the cultural activity, expressed by the ability of the city to attract participants of major festivals	372,446	upward trend
Number of passengers handled by the International Krakow-Balice Airport	Accessibility of Krakow in air traffic	4,983,645	upward trend
Percentage of poviats within the driving distance from Krakow (60 minute outreach zone)	Accessibility of Krakow in road traffic It will indicate the scope of Małopolska population being potential users of the city, including workers	72%	75%
Number of passengers of the railway traffic (Fast Agglomeration Rail)	Accessibility of Krakow in rail agglomeration traffic	4.8 million	upward trend
Migration balance for permanent stay in Krakow	Attractiveness of Krakow as a place to live and the scale of the suburbanisation process	1,807	1,642
Migration balance for permanent stay from the neighbouring poviats		3185	5,580
Indicator of the extra time for commuting compared with a situation where no traffic problems occur	Traffic problems (traffic jams) related to the mobility of the Krakow's residents	38%	Keeping or lowering the value of the indicator

## STRATEGIC GOAL II

Indicator	The indicator measures...	status in 2016	2030
Amount of co-financing for research projects at Krakow's universities from the funds of the National Science Centre and the National Centre for Research and Development	Ability of the academic community to use external financing to implement research projects	PLN 428 million (2015)	Strong upward trend
number of publications of Krakow's universities	Activity of the academic community, expressed in a number of publications	5,737 (2015)	upward trend
Number of graduates at selected technical courses of studies	Human capital of the city, measured by the number of graduates of technical studies	8,289	keeping the 1st position in the country
The position of the best Krakow's university in the "Perspektywy" ranking	Attractiveness and condition of Krakow's universities, expressed in its position in the nation-wide ranking	1 (ex aequo with Warsaw) (2017)	keeping the 1st ex aequo position in the country
Percentage of residents with higher education	Human capital of the city, expressed as a percentage of persons with higher education	32% (2011)	slight upward trend
Average result of matura exam at the basic level in mathematics	The quality of education in mathematics in high schools	65%	achieving the 1st position in the country
Percentage of students taking the matura exam at the advanced level in mathematics	Percentage of students taking the matura exam at the advanced level in mathematics	39%	keeping the 1st position in the country
Average result of matura exam at the basic level in the Polish language	The quality of education in the Polish language in high schools	65%	keeping the 1st position in the country
Percentage of students taking the matura exam at the advanced level in the English language	Percentage of students taking the matura exam at the advanced level in the English language	70%	achieving the 1st position in the country
Percentage of residents in the production age	Percentage of residents being potential workers	61%	52%
Employment in the services sector	The share of persons working in the services sector when compared with the total number of employees	79% (2015)	87%
Cumulated office space for lease in Krakow	Office space available for modern economy branches	1 million square metres (2017)	keeping the 2nd position in the country

### STRATEGIC GOAL III

Indicator	The indicator measures...	status in 2016	2030
Number of participants of artistic and recreation events	Scale of participation in the cultural and recreation events	606,081	upward trend
Percentage of readers (reading 1 or more books per year)	Readership among the residents, related to the KDS 2030 priority that positions Krakow as a City of Literature	79% (2015)	upward trend
Percentage of residents that use selected cultural services (theatre, museum, gallery, philharmonic, opera)	Participation of the Krakow's residents in culture	64%	upward trend
Satisfaction of the residents with the available cultural offer	Assessment of the cultural offer of Krakow addressed to the residents	76%	upward trend
Number of entities registered in PKD (Polish Classification of Business Activities) in the section: culture, entertainment and recreation	The development resources of the city, expressed in the size of the creative sector (created by the entities running business activities in the areas related to culture)	2,433	upward trend
Number of graduates of creative studies	Human capital of the city, expressed by the pool of graduates available for the creative sector	3,139	2nd position in the country

## STRATEGIC GOAL IV

Indicator	The indicator measures...	status in 2016	2030
Percentage of the area of Krakow with local spatial development plans	The scope of the Krakow's area that is shaped by the local government by way of the spatial development plan	48.7%	95%
Accessibility to public green areas for the residents	Percentage of persons living within 300 metres (approx. 15 minutes of walking) distance from green areas of recreation nature	75% (2017)	86%
Share of forests in the total area of the city	The area of forests towards the total area of the city	4.4%	7.0%
Number of "pocket" parks	Number of small parks (up to 0.5 ha)	4 (2017)	70
The number of days during which the allowed level of daily levels of PM10 suspended particles were exceeded per year	Air pollution threat	104	less than 35 days in a year
Recycling level	Ecological attitudes of the residents, expressed in the percentage of waste sorted for recycling to all waste	33%	up to 50%
Share of public transport in the division of transportation tasks	The scope in which the residents use public transport	33%	Range 38-42%
Share of bicycle transport in the division of transportation tasks	Scope of using bicycle as a means of transport by the residents	4.5%	Range 13-17%
Crime fear index	The level of sense of security among the residents	14%	downward trend
Number of crimes in total, converted into a value per 1000 residents	Scale of crime in Krakow	31.09	downward trend
Percentage of residents who do sports	Pro-health attitudes of the residents, expressed by way of participating in sports activities	31%	upward trend

Number of the Seniors' Activity Centres	Engagement of the city in the activities intended to activate seniors	26	approx. 70
Average remaining life expectancy of women	Health condition of the Krakow's residents	82.6	86.1
Average remaining life expectancy of men	Health condition of the Krakow's residents	76.3	82.4
Number of deaths related to civilization diseases, per 100 thousand residents (respiratory system diseases, cardiovascular diseases, cancers)	Civilization diseases threat	510.6 (2015)	415

## STRATEGIC GOAL V

Indicator	The indicator measures...	status in 2016	2030
Attendance in local government election (mayor election, I round)	Civic activity of the residents	41.9% (2014)	upward trend
Attendance in the voting for the participatory budget	Civic activity of the residents	5% (2017)	upward trend
Number of NGOs applying for support	Size of the third sector related to the city (organisations that do function and cooperate with the City)	1,164	upward trend
Satisfaction of the residents with their ability to affect city's authorities	Ability to enter into social dialogue by the local government administration	22%	upward trend
The scale of interventions within social assistance tasks in the Municipality of Krakow	Percentage of persons in families under the care of the Municipal Social Assistance Centre, in relation to the number of Krakow's residents	4.4%	downward trend

## STRATEGIC GOAL VI

Indicator	The indicator measures...	status in 2016	2030
Krakow's rating	Credit worthiness of the City	BBB+	Highest possible in the country
Number of public e-services	Availability of public services that can be used online	104	100% of public services provided
Public debt level	Debt to revenues ratio of the City	47.8%	downward trend
General satisfaction with the customer service at the Krakow City Hall over the past year	Satisfaction of the residents using the services of the City Hall	82%	upward trend

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2. Krakow within the cooperation network of the European metropolises
3. Cooperation and integration of the Krakow Metropolitan Area
4. Integration of the transport system in Krakow and within the Krakow's Functional Area
5. Economic development zones and academic campuses
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