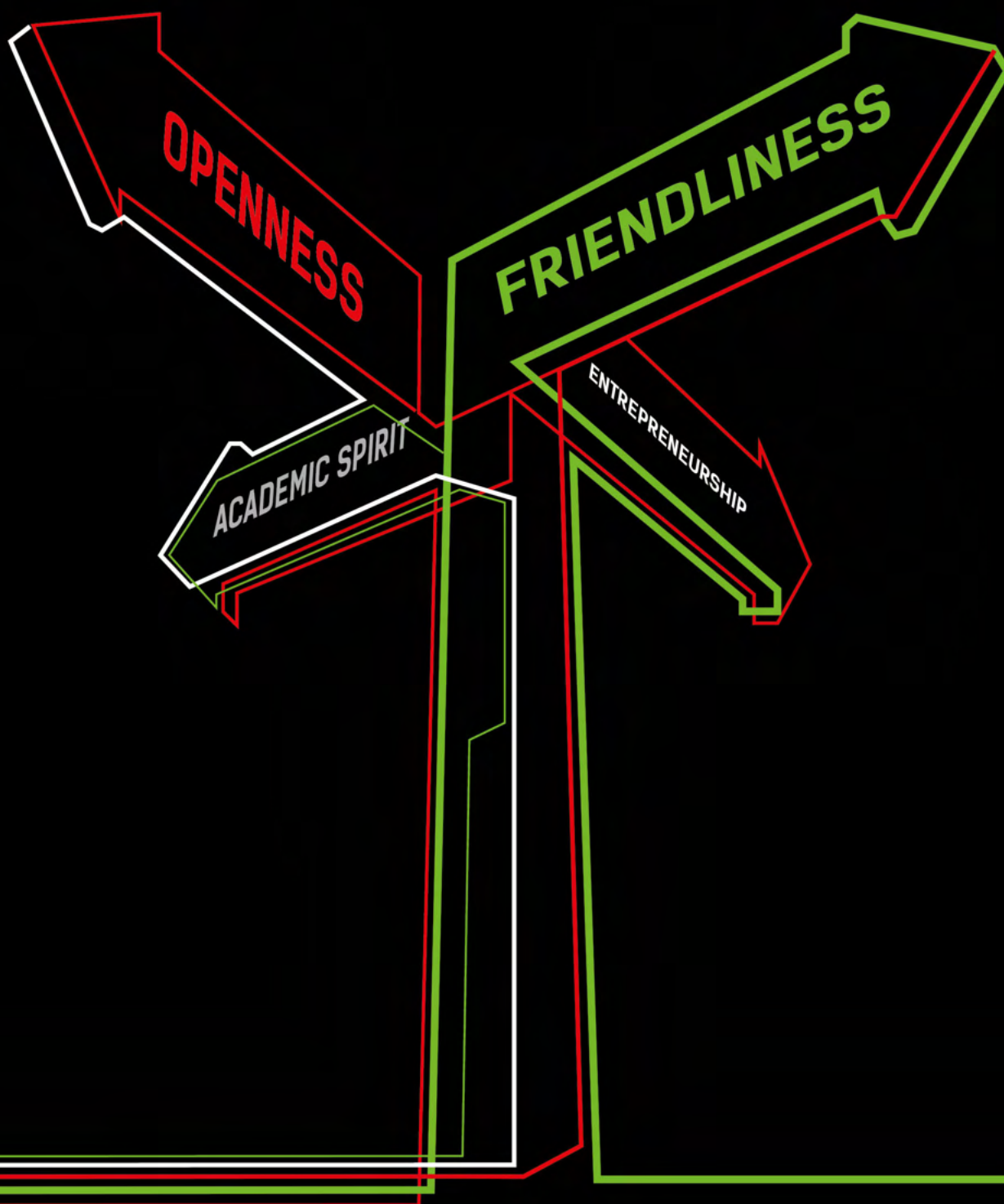


LUBLIN DEVELOPMENT STRATEGY

2013–2020



LUBLIN DEVELOPMENT STRATEGY

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***Ladies and Gentlemen,
Dear Residents,***

The future of Lublin, ensuring our city with permanent possibilities for development, and in particular, the use of development opportunities offered by the new financial perspective of the European Union for the programming period 2014—2020, constitute the fundamental reasons for the development of this Strategy. The challenges we shall have to face in the forthcoming eight years emerge not only from the need to balance disproportions in the development of the biggest cities in Poland and in Europe. They are also related to integrated management, and to a much larger extent they consist in including the city in co-operation networks making the Europe of today, by favouring situations in which Lublin will prove to be an important, if not essential, link in economic relations, as well as scientific and cultural relations.

The improved accessibility of Lublin is of key importance for achievement of the afore-mentioned goals; however, this depends on the city authorities only indirectly. It is equally important for Lublin to offer competitive business opportunities creating new jobs faster than ever before, and to offer increasingly high standards of resident service, as well as high level of scientific and cultural demeanour. Undoubtedly, the achievement of these objectives depends on a far reaching and effective policy of city authorities; however, co-operation with universities, local enterprises, institutions NGOs and all city residents also plays an important part here.

A chance for getting ahead of other cities, instead of “catching up” with them, is the fastest possible adjustment to requirements of the EU cohesion policy and domestic and regional strategic documents following its provisions. European cohesion policy defines challenges to be faced by cities, in relation to their growing importance in the general and local progress. It emphasises the need to create social capital on equal footing with economic capital, the need to develop innovation in all areas, and, finally, the reasons for enhancing environmental and cultural qualities acting as an inheritance for next generations.

Therefore, it is accountable for Lublin to base its future on qualitative enhancement. This means that in the coming years, we should focus on efforts aimed at improving the quality of life and affluence of our residents, in order to reverse depopulation tendencies. Our wish is to generate higher quality and more innovative products and services, and not just larger size and numbers of enterprises, as well as to ensure a high level of knowledge offered to students by our universities, and not by more students only. By no means do we want quantitative indicators to fall. We are aware, however, that their maintenance and growth requires a bold quality policy. We believe that in the coming years, this direction will prove necessary and beneficial for all residents – those who live here now and those who will settle here in the future.

Before our eyes, Lublin opens up to the world and turns into a beautiful city offering improved living conditions and becoming a city able to reasonably manage its resources and promote entrepreneurship. Our city has been earning a growing recognition owing to increasingly frequent achievements in the field of science and culture. By creating the 2013—2020 Lublin Development Strategy, we would like to facilitate these changes; we would like to make them a bridge for a common understanding between all Lubliners and all Lublin entities with similar aspirations. We realise that we make a great number and that together we can make our dreams come true.



***Krzysztof Żuk
Mayor of Lublin***

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1. How to interpret the Strategy?

The Development Strategy for the City of Lublin for the years 2013—2020 (hereinafter referred to as 2020 Lublin Development Strategy) goes beyond patterns adopted for this type of documents in terms of the concept, structure and method of publication. This stems from the adopted assumption that in order for such a document to be reliable and to popularise stipulations set out therein, it should enforce them itself. Therefore, the strategy for developing the “city of inspiration” was drawn up as evolutionary and inspiring. This chapter is a guide to imagination, logical thinking and methods used in the entire document.

1.1. Addressees

The 2020 Lublin Development Strategy is predominantly a record of the intentions of the city authorities, and tasks stemming there from for organisational structures of government administration, as well as for managing authorities of support schemes (at EU, domestic or regional level). Therefore, it is intended to identify areas of cohesion between Lublin’s development policy and the assumptions of those schemes. To an equal extent, the Strategy makes an offer for co-operation addressed by the local government to all institutions and entities (business, scientific, trade, social, cultural and other entities) with which it has common purposes. The Strategy may also serve as an inspiration for their plans and initiatives, warranting favourable disposition of the local government in the case of actions complying with its provisions. For residents, the Strategy is a source of information about planned changes and a declaration of efforts to be made in order to carry them out. Every person reading the Strategy should find there information about prospective developments in the city of Lublin.

1.2. Scope of provisions

This Strategy is not a list of all undertakings and actions carried out by the local government, but it describes the scope of major changes desirable for Lublin’s development, perceived as being of key importance in the prospect of more than just eight years. It defines priority areas for these changes which are dictated by the city’s idiosyncrasies. Also, the Strategy fails to allocate performance of these priorities to specific structures, but it makes them general tasks for all structures, within limits of their competencies, together with the need of their integral collaboration (however, it may indicate supervisory structures, responsible for their co-ordination of this collaboration). At the same time, the Strategy assumes voluntary involvement of other entities in its implementation and it provides a basis for building different types of partnership in order to fulfil tasks thereunder. The 2020 Lublin Development Strategy is supplemented with reference to specific topics by municipal strategies and sector-based schemes that include or should contain more detailed provisions regarding operation of the Municipal Office structures, as well as in relation to their routine tasks resulting from statutory and regulation-based obligations.

1.3. Arranging imagination

Our future is composed of our conceptions and dreams. Managing the future therefore requires proper arrangement of the pieces of our imagination. It is imagination that gives rise to pragmatic actions. Imagination may serve as a friendly space for a dialogue between all parties willing to influence the future. Language acts as a tool for imagination, which is why a large emphasis in the Strategy is laid on the descriptions of its objectives. The authors assume that the manner of conceptualising the challenges and visualising future tasks is of critical importance for their effective fulfilment. Managing the development always involves the use of limited resources (shortfalls), which requires making constant choices based on criteria resulting from the system of values highly affecting the imagination. Therefore, Lublin's Development Strategy 2020 uses and recommends a deliberate approach to values and puts an emphasis on explaining why the set objectives are important and what are the cause and effect relationships that determine this.

1.4. Active pilot study

The purpose of the Strategy is to make a dream of all city residents come true: to ensure that Lublin 'gets a second wind' and enters a period of noticeable growth, despite turbulences happening across the world. It is important for Lublin to develop, but we would not like it to result in the lost feeling of safety. Our goal is not only to protect our city from destructive influence of unforeseeable tendencies, but also to make it 'smart' and capable of using its potential, just as a glider makes use of the power of air. For this reason, the 2020 Lublin Development Strategy is based on the "active pilot study" assumption, allowing responding dynamically to changing circumstances. In practice, this means that it is not going to be implemented according to a rigid priority of goals and that it shall not approach them individually, as if they were unrelated (sector-based thinking), but it shall employ the principle of dynamic optimisation of the network of goals. According to this principle, the distribution of intended actions is updated depending on the changing conditions and on the manner in which the effects of particular actions 'help' each other (synergy)¹.

1.5. Co-operation

The Strategy is for the common good of the Lublin community. It is not just an internal document of the Municipal Office used in budget management. Numerous objectives of the Strategy have been long implemented by other operators or they have been placed outside the formal jurisdiction of the local government; therefore, they may be achieved only due to the co-operation referred to in the previously-mentioned sections: 1.1. Addressees and 1.2. Scope of provisions. The Objective of the Strategy is the broadest possible involvement of all stakeholders in its implementation² development of the city within and outside its limits, with the help of individual residents, social and informal communities, NGOs, institutions, companies and other authorities. In order to facilitate this, significant emphasis is placed on social participation, as well as on imagination and values, as they all help to define the common goals. The principle of optimising the network of objectives in conjunction with the "shortfalls" effect is conducive to the integration of powers useful in the implementation of the Strategy. Gradual involvement of the city authorities and potential partners in co-operation affects the priorities of actions taken. Undertakings involving favourable partnerships will naturally get more chances for successful fulfilment.

A special role in this process is played by the synergy depending on the ability to define common interests or the possibility of reaching a number of non-contradictory goals at the same time. What is helpful here is empathy, that is the ability to notice in other people and in other entities motivations and aspirations which are not contrary to our own motivations and aspirations, and which supplement or even support them. The synergy process is on the other hand disturbed by a competitive approach, which has been strongly impressed on our social mentality – until quite recently as competing for the basic goods, and currently as market competition. In contemporary thinking about long-term development,

¹ In this document, synergy shall mean fulfilment of various non-contradictory objectives under one action or a joint action, the result of which extends the total effect of separate actions. The Strategy treats synergy as a kind of innovation consisting in the discovery of convergent goals, methods etc. used by various entities, which may be used in a beneficial manner. Use of this word usually provides an incentive to change routine procedures in search of cost-reducing and effective solutions. More about synergy in item 1.5. Co-operation and at: www.pi.gov.pl/parp/data/slownik/slownik.html.

² Stakeholders include residents and other "users" of city resources, such as: investors, universities, non-governmental organisations, visitors etc. but also all entities who are directly impacted by the city, e.g. residents in the Lublin region.

co-operation appears to be more legitimate, which shifts gravity from human resources to social resources³ and which transforms constant growth into sustainable development.

1.6. Network-based arrangement of Strategy contents

Every reader of the Strategy is hoping to find in it their own objectives and interests placed on a high-priority position. However, following such expectations during the drawing up of the document leads to an unnecessary competitive atmosphere and reduces the quality of its substance. Therefore, this Strategy assumes to follow a different path to a place where everyone will find something for themselves. It suggests accepting the fact that the list of all actions important for the city's development is multi-dimensional and that it is impossible to grasp all dimensions at the same time. It looks somewhat different depending on the perspective and it may be described in a variety of ways; however, there must exist a document presenting the key message. And this document is the Strategy, offering initial configuration of objectives and actions based on professional knowledge about the city and defining key areas in which interventions will be the most fruitful.

This configuration represents a forked structure: four main Areas for Development are further branched into Objectives, Objectives into Actions, whereas Actions into specific Tasks and Projects. Each Objective, together with its individual items, is assigned to a given Area and Strategy branch; however, it also constitutes part of other issues often mentioned in the body of the document, where it may occupy a more exposed position. The Strategy fails to impose any hierarchy of Objectives and Actions, but it encourages interpreting it not only along the branches but also across the lines, according to many different paths significant for given stakeholders, i.e. readers of this document. For this reason, the Objectives are appended with Recommendations and Synergies, suggesting possible horizontal connections between different Objectives. The Strategy encourages implementing its Objectives in a free number of manners. The lists of Actions, Tasks and Projects are open and they may be expanded with new initiatives, provided that they contribute to the implementation of the Objectives. The final structure of projects implementing the Strategy needs not to be a mirror image of the structure of its text, just as a tree's crown is not a reflection of its root system.

1.7. Management by objectives

Although the Strategy acts as the official policy paper of the city's authorities, it fails to provide for a separate implementing structure. This document is intended to assist in the application of the 'management by objectives' method which is complementary but at the same time superior to 'management through procedures'. Management by objectives centres the driving force on a given task without determining the methods of its fulfilment in advance. For this reason, the Strategy shall not only be implemented by structures of municipal administration, but also by any entities actively operating in Lublin willing to implement any of its objectives. Those entities receive a warranty that their actions in this respect will, as far as possible, be supported by the city's authorities, thus gaining an opportunity to join their actions with actions of other entities actively operating in the same area. In this manner, the Strategy sets out conditions for establishing synergistic relationships between different actors participating in the city's life; it enhances the effectiveness of their actions without the need to excessively formalise their co-operation. The main tool ensuring smooth co-operation is access to reliable information about the city's condition which is supposed to provide grounds for individual decisions of each independent entity.

1.8. Consultation conclusions

Comments provided by readers of the Strategy during social consultations have inspired the authors hereof to supplement this chapter with this item, as well as to add Chapter 7. "From reading to acting" as a link between the policy part and the system of Strategy implementation. How to interpret the Strategy? - detailed guidelines:

³ Social capital (as defined in the Strategy for Social Capital Development) shall mean the ability, stemming from confidence and binding norms and standards, to combine and mobilise resources, which favours creativity and reinforces the will for co-operation and agreement in reaching common objectives.

1.8.1. Derived documents

Supplementing and developing more detailed provisions of the Strategy, as well as arranging them according to other algorithms than suggested herein, e.g. problem-based or trade-based, will occur through the creation of separate derived documents, such as: strategies, policies or sectoral, inter-sectoral, thematic and trade-based programmes. Their originators and authors may be the Municipal Office and the City Council, non-governmental organisations, advisory bodies of the Mayor of Lublin, groups of residents, etc.

1.8.2. Implications of the provisions

Supplements to the literal provisions of the Strategy are their practical implications stemming from cause and effect relationships. For instance, if the Strategy assumes that its implementation depends on co-operation with partners from different sectors, then this condition should involve, e.g. provision of support by the Municipal Office to innovative mechanisms enabling this co-operation (e.g. public and private partnership or provision of public services by non-governmental sector). Collections of such provisions and their implications should be aggregated in the form of derived documents.

1.8.3. Alignment of provisions

On the one hand, the Strategy must focus on selected objectives, and on the other, it must include the broadest possible spectrum of topics, thus enabling acquisition of funds from the largest possible number of sources. In order to use this spectrum, it is possible to align provisions from different sections of the Strategy which complement each other. This manner of interpreting the text, using its network-based structure, provides more opportunities than resting on unequivocal, rigid policy declarations.

1.8.4. Language

The Strategy was written for various groups of readers, each of which uses somewhat different jargon and has different expectations from development planning texts. For this reason, universal language of this document refers to both, metaphors and values, as well as to selected specialist terminology. Metaphors and values allow connecting often remote issues in a short verbal form, and the meaning of specialist terms may be found on one's own, if explanations provided in the footnotes are not sufficient. The role of the Strategy is to provide a common point of reference for various groups of stakeholders who over time will learn to use it as a platform for mutual understanding and collaboration.

1.8.5. Methods of developing the Strategy

This document departs from the traditional practice of defining objectives using the SWOT analysis⁴, as this type of analysis is just one of a dozen analytical techniques used in strategic planning⁵. They all describe the natural operation of a human mind during the need to select the most effective actions. Use of a given method depends on the situation, conditions and the nature of the analysed case in general. At different stages of drawing up of this document, the majority of them were used, often combined e.g. during inter-sectoral debates or community-based discussions. Documentation related to this process would considerably enlarge the volume of the Strategy, without contributing to the legitimacy of its provisions. Systematic use of different analytical methods (including SWOT) may, however, be very useful in drawing up derived strategic documents, forming scenarios for actions related to narrower topics or for shorter time perspectives.

⁴ SWOT analysis is the English abbreviation of a planning method involving the creation of a matrix of strengths and weakness as well as opportunities and threats (Strengths, Weaknesses, Opportunities, Threats = SWOT) related to the analysed issue.

⁵ Other possible methods of analysis used while drawing up the Strategy: foresight (analysis of possible scenarios in selected time perspectives), ABC ("atuty, bariery, ciekawe" [assets, barriers, curiosities]), IPC (analysis of different points of view; divergence and convergence), RZC ("rozważ wszystkie czynniki" [consider all factors] – listing all essential evaluation criteria). Many of these methods mainly differ among each other with criteria according to which potential factors impacting the growth are grouped.

1.8.6. System of four Areas for Development

Openness, Friendliness, Entrepreneurship, and Academic Spirit – treated as strategic Areas for Development and pillars of this document - are the most general key words describing the character of the major sets of actions to be taken in order to contribute to Lublin's development. They are the elaboration of the previous city development strategy (referred to in Chapter 2. "Where are we? - Synthetic diagnosis"), but they also form an autonomous, coherent system of mutually complementing factors. The basis for development expressed using technical indicators is the current knowledge-based economy which in Lublin needs especially individual activity, entrepreneurial thinking and having knowledge reserve at universities. This accounts for Entrepreneurship and Academic Spirit. In order for them to operate smoothly, the city has to co-operate with the environment as strictly as possible, both in the local and global dimensions, and ensure a favourable atmosphere to the emerging relationships in order for them to develop. This accounts for Openness and Friendliness. Additionally, Friendliness is a fundamental assumption for living in a city.

These Areas are interrelated in a variety of ways. For example, Entrepreneurship defines conditions of Friendliness for business entities, and the city's Friendliness enhances the attractiveness of the Academic Spirit. In general, Lublin's Development Strategy 2020 is based on a "strong core" of Entrepreneurship and Academic Spirit, balanced by the "soft coat" of Openness and Friendliness. Relationships between Areas for Development may be interpreted in the following manner: Openness and Friendliness are the prerequisite to implementation of Entrepreneurship and Academic Spirit. Academic Spirit may also be related to Openness, which somehow closes all four Areas into one system of dependencies deciding about the vitality of the city. Four main Areas for Development under the Strategy are based on the grounds of Areas of Inspiration, and they are completed by the Vision and Mission.

Considering the fact that it takes time as well as technical and implementation work to carry on with the Strategy, this chapter is continued in Chapter 7. "From reading to acting".

2. Where are we? – Synthetic diagnosis

Being an important administration, academic and cultural centre, Lublin belongs to the ten biggest Polish cities and it is the only metropolitan centre in Eastern Poland. According to the National Spatial Development Concept 2030, our city is planned to play the role of the engine driving the change and development in this part of the country. The Development Strategy for the City of Lublin for the years 2008–2015, adopted in 2008, has already provided for this challenge and its implementation has brought certain tangible effects.

In 2008, strategic objectives (SO) and operational objectives (OO) in Lublin's development were set out as follows:

Strategic Objective 1 (SO 1) – Enhancement of economic growth

- OO 1.1. Supporting local entrepreneurship
- OO 1.2. Tightening relationships between science and business circles
- OO 1.3. Stimulating external investments
- OO 1.4. Development of the tourist sector

Strategic Objective 2 (SO 2) – Improving life quality

- OO 2.1. Enhancement of technical infrastructure
- OO 2.2. Development of social services
- OO 2.3. Sustaining cultural variety and diversity

Strategic Objective 3 (SO 3) – Enhancement of Lublin as an open-minded community

- OO 3.1. Development of external communications networks
- OO 3.2. Making Lublin an attractive spot for tourists and visitors
- OO 3.3. Partnership with macro- and micro-region

Implementation of the previous strategy brought tangible results.

As part of SO 1:

- Irrespective of the crisis, Lublin has observed an apparent economic growth. Growth in the number of business entities by 4.5% in 2010 in comparison to 2009⁶ was one of the largest increases among large Polish cities and its pace was the highest in the sector of medium enterprises. In 2007, Special Economic Zone Euro-Park Mielec,

⁶ According to the data of the Central Statistical Office in Warsaw – Local Data Bank, www.stat.gov.pl/bdl.

Lublin Subzone was created, currently hosting 19 companies, 9 of which have already started operation⁷. Some of them have used Lublin's academic resources, although it was only the amended Act on Higher Education that provided for the mechanisms which stimulated the relationships between business and scientific circles.⁸ The tourist industry and related services have evolved, with tourists becoming considerably more interested in Lublin due to the expansion of its cultural offer and Lublin's aspiration to win the title of the European Capital of Culture 2016 (ECC 2016). All the above-mentioned changes have brought about a gradual increase in Lubliners' affluence⁹ and observable increasing demand for leisure time offers.¹⁰

As part of SO 2:

- It is difficult to measure the quality of life and it usually takes more time to enhance it when compared to social expectations. However, the scale of road investments related to the improvement of Lublin's network of roads has brought tangible results, just as the currently initiated implementation of Sustainable Public Transport project has. Modernisation and enlargement of the water and sewage system has progressed as well, which is also important for increasing life quality.
- Because of the modernisation of school facilities, construction of a number of swimming pools and sports pitches, as well as the extension of a network of cultural facilities, the infrastructure of public services has been gradually improving. Over the past few years, the following institutions commenced their operations: Ośrodek Inicjatyw Międzykulturowych "Rozdroża" [Centre for Cross-Cultural Initiatives], Warsztaty Kultury [Culture Workshops], Dom Kultury na Węglinie [Arts and Culture Community Centre in Węglin district] and Teatr Stary [Old Theatre]. "Brama Grodzka – Teatr NN" centre has opened and continues to enlarge, "Dom Słów" [The House of Words] facility. Renovation of Centrum Kultury is in full swing, just as the rehabilitation of Lublin Castle and the Krakowska Gate that draws to a close, and the Trynatarska Gate housing the Arch-diocesan Museum has been thoroughly renovated. Because of the joint efforts made by the city and the region, as well as due to the co-operation of the Municipal Office with the Marshall's Office, construction of Centrum Spotkania Kultur and municipal square was initiated, which is planned to change the cultural and spatial image of Lublin.
- In order to maintain cultural variety and diversity, Lublin's efforts related to competing for the title of the European Capital of Culture 2016 proved to be of key significance. They brought fruit in considerable extension of Lublin's cultural offer, in particular in niche areas related with the broad culture¹¹, in which diversity is a determining factor. In the past few years, the number of people participating in cultural events has grown from 1.5 million in 2009 to 2.3 million in 2011. This considerably reinforced Lublin's position on the map of important cultural centres and it aroused international interest in the city.

As part of SO 3:

- Along with the efforts in competing for the title of the European Capital of Culture 2016, Lublin enhanced its position as an open-minded community. This was emphasised by the name of a specially developed application *Miasto w Dialogu* [City in Dialogue] and the manner of its development with participation of international experts. These efforts also contributed to the successful meeting of the deadline for commencing modernisation of the national road S17 and the construction of the Lublin ring road (which was threatened by savings in the national budget), thus mobilising support of the city and provincial authorities by the business and culture circles.

⁷ As at 31st December 2012.

⁸ Act of 18th March 2011 amending the Act on Higher Education, acts on scientific degrees and scientific titles as well as degrees and titles in Arts, and acts amending other acts (J. of Laws of 2011, No. 84, item 455). Uniform text of the Act published in the Notice of the Speaker of Lower House of the Polish Parliament of 26th March 2012 regarding publication of the uniform text of the Act on Higher Education (J. of Laws of 2012, item 572).

⁹ In 2007-2011, average gross salary grew by 30.55%, from PLN 2,762.84 in 2007 to PLN 3,606.97 in 2011. In 2011, in relation to the average salary in Lubelskie Voivodeship (PLN 3,257.14), average gross salary was 110.74%, and in relation to the country's average (PLN 3,625.21) – 99.5%.

¹⁰ Sports and recreation offer is provided by Słoneczny Wroclaw centre at Zemborzycki Lake, visited in 2011 by 62,158 guests, whereas in 2010 the number of guests was 33,697. The number of cinema goers grew up by 32.52% from 585,129 (2007) to 775,430 (2011), whereas the number of shows grew by 22.27% from 14,946 to 18,275. In 2011; museums in Lublin were visited by 298,671 individuals. Ratio of visitors per 1,000 of population was 857 (in 2007 – 836). In addition, the ratio of books borrowed from libraries by one reader has grown systematically. In 2011, it was 22.5 volumes per reader (in 2007 – 21.0).

¹¹ The term "broad culture" was defined while competing for the title of the European Capital of Culture 2016. Cf: Area of Inspiration 6.12 Broad culture.

- Perception of Lublin by visitors has been gradually improving. Foreign students studying at Lublin universities have a very good opinion about the city (4.5 against 5 maximum points in a survey conducted by the UMCS Foundation), emphasising cultural advantages and hospitable attitude towards foreigners. The city's increasing attractiveness is also manifested by the afore-mentioned enhancement of the tourist industry.
- Construction of Lublin Airport was completed. First contracts serving connections with destinations such as Oslo, London (Luton and Stansted) and Dublin as well as charter flights to Egypt have been launched. Lublin Airport will contribute to the significant enhancement of domestic and international connections of the city. What is more, construction of a bridge over the Vistula River in Solec has commenced, together with modernisation of the provincial road No. 747, ensuring easy access to the emerging network of main motorways.
- Partnership with the micro-region and macro-region gradually brings measurable effects. The most important result of this partnership has been the construction of Lublin Airport, implemented by the city authorities and authorities of Lubelskie Voivodeship. It is the only airport in Poland built on the initiative of the region and its capital city, with support of neighbouring local governments and the use of opportunities offered by EU funds. The lack of legal regulations regarding metropolises had provided for difficulties in collaboration with the micro-region; despite this fact however, agreements signed between Lublin and neighbouring gminas [communes] regarding commuting and the use of social infrastructure have been implemented.
- Owing to long-standing efforts to maintain good relations with Ukrainian and Belarusian towns, despite complex political circumstances, the city managed to develop social and cultural contact with those countries and set out to establish collaboration in the field of science (although the project of Eastern University has never been brought to life). Having these contacts in mind, Lublin has been regarded as the most convenient location for establishing a centre for co-operation with Eastern countries.

In order to determine the actual condition of Lublin, the PricewaterhouseCoopers (PwC) report regarding major Polish cities¹² (published in 2011 and based on data for the years 2006–2010) would be of considerable help. The report provides an analysis on seven “potentials for development”: human and social capital, culture and image, quality of life, technical and infrastructural capital, institutional and democratic capital, attractiveness for investment and sources of financing. A considerable advantage of this report is not only an objective view from the outside, but also the fact that methods for its development meet the requirements of an integrated expert opinion, which enables us to compare Lublin with other major Polish cities.

Although this comparison confirms that Lublin is at an average level of economic development, translated into the value of GDP per resident; however, at the same time it points to the fact that between 2006–2010, it was found among the fastest growing cities, beside the Tricity and Białystok.

According to the conclusion of the PwC report, Lublin's assets include in particular:

- academic centres,
- effectively working institutions,
- high quality of life.

Major challenges defined in the report include:

- the need to draw up a development strategy that would consider city assets to a larger extent,
- more effective use of EU funds,
- improved conditions for investment,
- enhanced image of the city.

Juxtaposition of the report's results and information about implementation of the Strategy in 2008 (drawn up on

¹² Report on major Polish cities, PricewaterhouseCoopers, www.pwc.pl/pl/publikacje/raport-na-temat-wielkich-miast-polski.jhtml.

a regular basis by the Strategy and Investor Services Department as part of its controlling activity), leads to the following conclusions:

- In the past few years, significant revaluation of shortcomings and local qualities has been conducted in Lublin. Geographic location, previously regarded as a factor restricting the city's accessibility, begins to be perceived as its opportunity to develop functions related to intermediation in contacts between Eastern and Western Europe. Insufficient development of industry resulting in poor economic indicators is becoming an apparent advantage to conduct post-industrial transformation which is facilitated by extensive academic resources, providing qualified staff as well as research and development opportunities. This asset is additionally supported by favourable features of the environment in the city and in the region. An extensive cultural heritage (tangible and intangible) enhances the city's attractiveness and its recognisability in the European context.
- Decisions made over the past few years regarding the external infrastructure have contributed to a slow overcoming of developmental barriers the city has had to face since the end of World War II. Owing to completion of these undertakings, Lublin may start to establish open-minded international relations - especially with respect to entrepreneurship and expansion of academic functions. This openness is the key to creation of a centre for relations between East and West, and in the long term, also between North and South.
- Achievements related to an improved quality of life, in financial as well as cultural and social terms, have shown an idiosyncratic and rare talent of Lublin residents for compensating deficiency in economic capital with social capital. Where there are no funds for large projects, smaller but numerous undertakings appear that generate positive changes. As a result, despite average affluence, the city is perceived as friendly and offering a relatively high quality of life. This model of activity constitutes a large potential for revitalisation, cultural and environmental actions. It should be stressed, however, that triggering of such potential depends on the elaboration of institutional solutions supporting the measurable effectiveness of such initiatives.
- The dynamic growth of entrepreneurship observed recently, is the effect of the triggering of the afore-mentioned social capital by residents of Lublin, strengthened by the policy of the city's authorities supporting this direction. It is necessary to continue and consolidate these changes in areas warranting harmonious and continued growth in the affluence of the residents and building the economic brand of the city of Lublin. It is important to adjust conditions for investment provided by the city to a diversified scale and specificity of investment projects.
- The academic base of the city has been considerably reinforced owing to development projects implemented by all higher education institutions, subsidised with funds under the Operational Programme "Development of Eastern Poland". These investment projects should be treated as the prerequisite for development of Lublin as an academic centre. Another step – possible due to the amended Act on Higher Education – should consist in activating research and development projects by higher education institutions and their co-operation with innovative business entities, as well as in the use of institutional solutions increasing effectiveness of this sector of activity which is of utmost importance for the city.
- Increased attractiveness of the city image, achieved as a result of application of a proper marketing strategy and efforts, while competing for the title of the European Capital of Culture 2016, is not something taken for granted. It only serves as the starting point for activity in this respect and it requires continuation. Image-based assets of Lublin, whose potential has not been used in full, are its historical and environmental advantages, and the academic spirit of the city. The question of favourable location for establishing contacts between East and West is still poorly recognised, although this should change after Lublin Airport begins to operate. Building of the city brand is also necessary in the economic and scientific area. That is why the city is faced with the challenge of the broadening of its to-date promotional activity by using measurable aspects of their current and pending assets.
- More efficient use of EU funds recommended in the PwC report has already been recorded. A number of projects which are of key importance for the city are pending or have already been completed. The scale of those investments corresponds to their possible financing from the city's own funds. Owing to these projects, we managed to renovate Teatr Stary [Old Theatre] and many other historical buildings; redecoration of Centrum Kultury is pending, a number of prestigious academic facilities have been built, Lublin Airport was constructed and started its operation at the end of 2012, together with access roads; construction of Centrum Spotkania Kultur [Centre for the Meeting of Cultures] has commenced, public transport and city infrastructure is being modernised, and finally a number of private business undertakings has been commenced and developed. EU subsidies have also been granted to numerous cultural projects. A current challenge has been the preparation to the new EU financial

perspective for the years 2014–2020, which requires the drawing up of not so much individual projects, but rather the development of integrated methods of city development administration. This Strategy has been developed for this purpose.

The above conclusions account for the four major areas of intervention adopted in the Strategy, set out on the basis of assets but also challenges to be faced by the city. The latest version of the Strategy modifies the to-date arrangement of strategic objectives, stressing their complementary character, and at the same time complementing it with aspects significant for the city's development, determining balancing the development and providing for its innovation. They have been pointed out in the form of four Areas for Development:

- **OPENNESS** – corresponds to the previous Strategic Objective 3 and it refers to expanding the network of external contacts of Lublin, building the city's image and providing new opportunities for development. As a result of implementation of the previous strategy (and in particular, growth of entrepreneurship), this Area became more meaningful and gained much more importance during the implementation of subsequent development-based activity.
- **FRIENDLINESS** – is the elaboration of Strategic Objective 2 and it determines the quality of life in the city in a broader cultural context. Apart from increasing satisfaction of residents living in Lublin, it enables to impede unfavourable demographic trends that all Polish cities have to face. To a large extent, this Area is based on experience gained while competing for the title of the European Capital of Culture 2016.
- **ENTREPRENEURSHIP** – corresponds to Strategic Objective 1 and translates into enhancement of Lublin's economic importance, which increases the affluence of its residents. At the same time, it takes into account the specificity of Lublin, by introducing actions stemming from the geographical and social assets of the growing significance.
- **ACADEMIC SPIRIT** – being a brand new strategic direction intended to use the presence of higher education institutions for purposes of reinforcing creativity and innovation in all areas of development (collective and individual). This area is therefore an important complementation of the remaining Areas for Development, which is based on the concept of collaboration between the local government and partners having extensive importance for the city's vitality; that is, with higher education institutions.

Filling these Areas with specific actions and undertakings will not only depend on the activity of the city's authorities, but also on the operation of many other entities and individuals. For the need to carry on integrated actions by multiple entities for the benefit of the city's development, stems not only from the ambitions of leaders and authorities, but also from the fact that they provide an opportunity for improving the financial standing of each and every resident.

Every action planned in this Strategy requires the appropriate financial outlays. Some of the tasks listed will be financed by the city, some costs will be incurred by partners collaborating on the common projects (higher education institutions, enterprises, local government institutions, NGOs, etc.) using their own funds or subsidies. An additional source of financing will be EU funds from the forthcoming programming period 2014–2020, although as at the time of preparing 2020 Lublin Development Strategy, their volume cannot be estimated. Another source enabling implementation of developmental works in Lublin will be funds owned by private investors, business circles, as well as business in the form of public and private partnership.

This Strategy fails to specify the exact volume of costs that will be incurred to fulfil all tasks listed herein, as this is not possible. Due to the adopted system of Strategy implementation, selection and financing of relevant actions to be implemented shall be performed using short-term or medium-term execution plans (annual or perennial).

3. The context for policy papers

Policy papers to be compiled with nationwide: Long-Term National Development Strategy 2030 (LTNDS 2030), Medium-Term National Development Strategy 2020 (MTNDS 2020), National Spatial Development Concept 2030 (NSDC 2030), National Strategy of Regional Development 2010–2020 (NSRD 2010–2020) and the Strategy for social and economic development of Eastern Poland until 2020, specify the framework for the national regionally-based development policy. Objectives and principles specified in horizontal government strategies have become the starting point for the formulation of the national municipal policy. Consideration of territorial aspect is strongly accentuated worldwide and also in the European Union. In reference to draft resolutions governing the EU cohesion policy after 2013, the municipal aspect will be strongly reinforced. National municipal policy will come as part of implementation of Europe 2020 Strategy which set out three priorities in Europe's growth: smart, sustainable and inclusive growth.¹³ City development and an integrated approach to municipal policy play a significant role in their achievement.

National Strategy of Regional Development introduced a number of fundamental and favourable changes in the method of implementing regional policies (including in relation to the cities as one of the components of such policy), along with different public policies having the greatest influence on the achievement of specific objectives. In view of the Lublin strategy, conferring a special role to the cities – i.e. growth centres – is an important element. The NSRD 2010-2020 points to the need to interrelate different strategic planning tools at different levels. Therefore, ensuring the optimum cohesion of provisions of the regional policy and development strategy for the capital city in the Voivodeship, Lublin, appears to be indeed significant.

A Green Paper regarding Metropolitan Areas on the other hand, with reference to the National Spatial Development Concept 2030, indicates 10 metropolitan centres: Warsaw, Silesian Metropolitan Area, Cracow, Lodz, Tricity, Poznan,

¹³ All listed components come as priorities determining actions of the European Union. Smart growth means achievement of better results in the field of education, research/innovation, digital society. Sustainable growth will be implemented as an objective through building of a more competitive, greener economy using the resources in a rational and economical manner, environmental protection, lowering emission of greenhouse gases and preventing the loss of biodiversity, the use of Europe's leading position for developing new, environmentally-friendly technologies and production methods, introduction of effective, smart power networks, use of networks covering the entire EU to ensure additional market advantage to European companies (in particular, small production companies), improvement of conditions for the growth of entrepreneurship, especially in relation to small and medium enterprises (SME) as well as helping customers in making informed choices. Inclusive growth is intended to foster high-employment economy in Europe (that is, more and more attractive jobs, especially for women, young people and older employees), help young people in anticipating changes and coping with them by investing in improving their qualifications and training. Stressing the meaning of social inclusion is intended to point out that owing to objectives set out in Europe 2020 strategy, the entire European Union will benefit from this growth. See more at: www.ec.europa.eu/europe2020/index_pl.htm.

Wrocław, the dual-cities of Bydgoszcz and Toruń, Szczecin and Lublin. As part of the NSDC 2030, these centres were determined to conform, based on criteria referring mainly to the function in the national settlement system.

A highly important document for Lublin's growth in the Lubelskie Voivodeship Development Strategy 2006–2020 (LVDS). In the currently prepared amendment of LVDS, the key issue is the indication of the major areas of economic involvement which may be most likely to bring the added value. EU regional policy, as well as Poland's regional policy, has been increasingly directed at improving the country's competitiveness, and especially the competitiveness of metropolitan areas.

In the new regional policy, Lublin will be perceived in the following three dimensions:

- regional – as one of the major growth potentials,
- domestic – as a centre for science and knowledge, as well as an innovation and business centre in Eastern Poland (Lublin was the only municipal centre in Eastern Poland indicated as a metropolis),
- European – co-operation with the East, as an administration and economic centre for Europe.

One of the key strategic objectives of Lubelskie Voivodeship Development Strategy is “Increasing the urban development of the region”. According to the operating approach, this intention will be manifested in actions intended to develop the metropolitan functions of Lublin and enhance its importance in more than just its regional scale. Undertakings leading to gaining access between Lublin and metropolitan areas across Poland and abroad will also raise their priority. Successful facing of this challenge depends to a large extent on the functional relations of Lublin with adjacent areas. From this point of view, it is extremely important for Lublin to play the role of a reliable partner in the process of establishing network relations.

In Lublin's perspective and its scientific potential, another strategic objective of LVDS, which is “Selective enhancement of knowledge, qualification, technological advancement, entrepreneurship and innovative potential of the region”, presents key significance. Operational activities will be focused on supporting higher education specialisations that are particularly important for the future job market, and on developing the system of education, adjusted to the specific character of the region. Selected industries will be covered by the system of scientific, export and implementation support (Lublin has already identified sectors of key importance in view of the present and future development of the City¹⁴). The support will also be provided to institutions and scientists conducting the most far-reaching research whose effects are planned to be commercialised. Operational activities will also be focused on supporting small and medium enterprises and the building of an information society.

Because of the geographical location of the region, the cohesion of objectives set out in the 2020 Lublin Development Strategy and Lubelskie Voivodeship Development Strategy is reflected in emphasising the importance of the “Eastern aspect”, which may be observed in setting up of the Centre for Eastern Competencies in Lublin.

Lubelskie Voivodeship Development Strategy, in sections devoted to the identification of the innovative potential of the region and determining directions for its enhancement and its use in the development, especially of smart specialisation areas, will be supplemented by the currently amended Regional Innovation Strategy for Lubelskie Voivodeship 2020 (RISLV). What is more, the RISLV is planned to serve as a tool determining common objectives and areas for intervention as well as development-inducing actions at the national and regional level.

In EU policy papers, supporting the smart specialisation of regions, that is innovative development of individual areas in

¹⁴ Cf: Chapter 5. Areas for Development, Area C. Entrepreneurship.

specific countries drawing on their natural resources, traditional industries etc., that is, all things which account for their specificity and uniqueness, was emphasised in the Europe 2020 strategy. In the past, development policies for cities and regions were drawn up on the basis of the same development priorities met by the leading regions, regardless of the actual level of their resources and scant chances for assuming positions of worldwide leaders. Currently, the most wanted method for developing cities and regions has been the enhancement of their competitiveness using knowledge, and through diversification of the owned technologies and manufactured products and services that are strictly connected with the regional base of abilities. This strategy has been pointed out as the most effective, if it applies to interrelated trades generating the synergy effect.

As part of the EU cohesion policy for 2014–2020, the European Commission proposed smart specialisation as a prerequisite for supporting investments with respect to two key policy objectives:

- supporting research, technological advancement and innovation (objective related to research and innovation),
- improving access to information and communication technology and using high quality technology (objective related to ICT).

Smart specialisation is a method of improving and enhancing the existing methods for planning and implementing structural funds. It draws on 15 years of experience in supporting innovative strategies in different regions and on theoretical contribution in the field of economy offered by international institutions such as the World Bank, OECD and the International Monetary Fund.

Summing up, it should be concluded that the new framework of the cohesion policy determined new priorities in development. For this reason, development strategy for the city of Lublin should consider in particular:

- concentration and selective choice policy (i.e. focusing on a limited number of areas which is effective in terms of development) – in line with this assumption, the 2020 Lublin Development Strategy identifies four major Areas for Development,
- striving to build and reinforce the competitiveness mechanisms of the city,
- actions aimed at the elaborating and building of efficient endogenic mechanisms, enabling the use of the city's internal potential – only such mechanisms may guarantee continuous growth,
- the building of network-based systems of collaboration, accelerating and rationalising processes of creating and diffusing knowledge and innovation,
- the designing and co-financing of undertakings devoted to improvement of the technical infrastructure.

Strategic context is extremely important also due to possible gaining of additional EU funds under territorial contracts, ITI (Integrated Territorial Investments¹⁵), a global grant or any other financial instruments (e.g. JESSICA).

¹⁵ ITI: Integrated Territorial Investments (ITI) – the latest, pilot-like method of financing development of functional urban areas.

4. Vision and Mission

4.1. Vision

Lublin – the city of inspiration

Observations of the growth trends worldwide, induces carefulness in predicting the future and estimating the stability of development conditions, especially when it comes to rapidly growing cities. Therefore, instead of a rigidly determined mission and vision, we suggest combining mechanisms and competencies we would like to elaborate on, as well as values that will guide us through the development. Lublin, acting as the city of inspiration means:

- a city open to inspirations from the outside,
- a city open to inspiration from the inside – including inspiration coming from residents,
- a city being itself an inspiration – showing new patterns and directions useful for others.

Assimilation of inspiration from the inside and transmitting it outside may serve as a flywheel for development. For this reason, the vision of Lublin as the “city of inspiration” fails to determine a target “product”, but it is a set course on continuous improvement of the city by recognising, accepting and implementing useful innovations that may constitute both innovative and long-known ideas. This process allows for:

- accepting, fostering and using diversity, including drawing from different cultures,
- interdisciplinary and creative blending of people and communities,
- acceptance of the risk of creative chaos, providing a chance for positive instances,
- learning at any time and any place.

Adoption of such a course requires efforts of mental openness to change, lifelong learning, proper evaluation of one's own and someone else's needs, and the ability to assess the benefits and knowledge of their causes. These are key competencies for development and for this reason they have been included in the Vision of the 2020 Lublin Development Strategy.

4.2. Mission

The mission of the city of Lublin is the creation of conditions and acquisition of the best expertise, in order to:

- **satisfy and expand the needs of Lublin residents and other stakeholders**
- and
- **make use of and develop their talents and creative potential for the common good.**

The above wording of the Mission results from the quest for the simplest “recipe for a successful city”. Viewing Lublin’s development through the needs (at all levels of the needs hierarchy) and talents of stakeholders, allows recognising the main object of care of the local government, namely elimination of local deficits and the use of owned resources. Using this two-pronged approach, the city wishes to transform the stakeholders into beneficiaries to the largest possible extent, as only then they will be willing to get connected with the city and contribute to the wealth of the community. Coherence of the Vision and Mission uses the notion that Lublin may also be inspired by the needs and talents of its stakeholders.

Thinking about expansion of needs, and not only about their satisfaction, prevents marginalisation of some social groups and over-estimation of temporary/short-term needs, whose primacy might close the doors to satisfying higher needs in the future. The city is not able to satisfy interests of all stakeholders at the same time, as it has limited amount of time, facilities and measures available. What is more, their needs often clash and they are modified along with social and civil development, and over a lifetime. Such economy and growth pace favour public debate, building of mutual understanding and working on the development of optimum solutions.

The positive effect of talents displayed by different communities is rather obvious; however, the ability to control its intensity is an art. This ability may also consider human needs, as everyone wishes to achieve fulfilment and self-improvement. A city providing for self-fulfilment of its residents and other stakeholders, at the same time utilises their talents, competencies, predispositions and aspirations.

Success achieved by the cities is not only determined by their expansibility and power, but also by their flexibility and adaptability, which is displayed by sustainable systems. Due to the fact that human needs are to some extent unchanging, they may serve as a stabilising factor in striving to build a city based on equilibrium between various factors. Lublin will grow, just as any other city, by using its competitive power, which is its advantages and opportunities, strengthening its weak points and avoiding threats. This course of action is however adopted by all players. And this is why the 2020 Lublin Development Strategy additionally uses synergy and empathy in the optimum solving of problems of its residents, guests and environment, as brand new criteria for competitiveness and development.



¹⁶ In Chapter 5. Areas for Development, in order to abbreviate designations of specific sections, figure “5” was omitted in the numbering, as only this chapter features letter-based designations which are sufficient to unequivocally identify given fragments.



A. Openness

Open-minded Lublin

Lublin's development has always progressed, owing to its openness, as a merchant city famous for its fairs, and being located between Cracow and Vilnius, at the crossing of important routes leading to different parts of the world. Over the past two hundred years, the city became somewhat peripheral; however, changes which have occurred in the past twenty years have provided an opportunity for its re-opening. As a result of Poland's joining the European Union and due to Lublin's location in the Eastern part of Poland, the city has gradually regained its role of the meeting point and centre for exchange. In order to do that, it must be incorporated into significant routes enabling meetings and exchange, either by tracking down the existing ones or by creating new ones.

Openness refers to all aspects and types of neighbourhoods, and therefore it permeates the entire Strategy as to the openness of our minds to the future and the past, to residents and visitors, to the internationalisation of universities and business relations. This openness is essential as both mental competency of our community, and an aspect of conducted international contacts, as well as the foundation for relations with local entities, neighbouring gminas [communes] and regions. The latter have the common chance with Lublin to establish metropolitan relationships, due to common interests related to building the region's competitiveness and overcoming infrastructural barriers still exerting a severe impact.

A.1. Improving Lublin's accessibility

Lublin's location in Poland and in Europe, its importance and attractiveness, depends first and foremost on the improvement of its accessibility. We need: roads connecting us with the rest of Poland and Europe, bridges over the Vistula River, railway and air connections, as well as cheap broadband internet access. Among various directions for change, we should place our attention on losing the dependence from Warsaw and strengthening relationships with other cities.

Efforts focused on the construction of Lublin airport and the modernisation of the national road S17, together with construction of the ring road, have brought effects in the form of pending investment projects whose results will be observed in the next two years. The ring road, with its connecting roads, will reduce the traffic in city streets from the transit routes and they will improve the accessibility of numerous city areas. The airport will ensure city access owing to direct flights and transit connections with practically all places in the world. This will involve a fundamental change in the scale of business, scientific, cultural and private contacts for Lublin. An equally important investment project is the construction of a bridge near Solec on the Vistula River. It will provide for a much better access to A1 and A2 motorways, without the need to pass through Warsaw.

Modernisation of the national road S19, as well as modernisation and expansion of railway routes, remains a great challenge for the coming years. The road S19 – which is of key importance for improvement of connections with Białystok and Rzeszów, but also as a future passage within the TEN-T network (trans-European transport network) between the Baltic Sea and the Balkans, will enhance travelling from north to south and it will facilitate handling of all trans-border relations along the eastern borders of the European Union. The view of Lublin's development as a centre for relations with the East is to a large extent dependant on this very investment. Railway connections, with the lack of convenient routes even within the region, not only require the modernisation of existing tracks in order to ensure faster travelling, but also their extension, to avoid unnecessary travel west and south over the only one bridge in Dęblin, and in order for railway connections with other provincial cities and neighbouring countries to be more competitive when compared to road connections.

Decisions concerning the above-listed investment projects are adopted in Warsaw, which uses its position of the key communication node, without considering the fact that this kind of peculiar exclusiveness limits the scale and quality of domestic and international connections. Therefore, it must be concluded that the top priority for Lublin, and the rest of Poland, is the extension of the network of national roads and railway routes across the Vistula River and along the eastern border of the country. Successful completion of these tasks by 2020 will be the test for proper understanding of the European Union cohesion policy. The task of city authorities is promotion of such understanding and building a broad political coalition around the afore-mentioned tasks.

Actions, including major tasks and projects

A.1.1. Extension of services and flight connections with Lublin

- Extension and promotion of flight connections offered by Lublin Airport: domestic flights, European and international connections.
- Development of Lublin Airport, including the cargo terminal.

A.1.2. Construction of connecting roads with the ring road and exit roads¹⁷

- Construction of Poligonowa Street with remodelling of Generała Ducha Street and the intersection with Sikorskiego Street.
- Enlargement of Aleja Kraśnicka in the direction towards the Konopnica interchange.
- Construction of a connecting road forming a link to provincial road No. 835 (extension of Grygowa Street in the direction towards Abramowicka Street).
- Construction of Żeglarska and Uhorzaka Streets (serving as southern section of the Lublin ring road).

A.1.3. Efforts aimed at the modernisation and enlargement of external entry networks for accessing Lublin by all means of transport (railway, cars, and bikes)

- Lobbying for purposes of the modernisation of total routes of national roads S12, S17 and S19 and including them in the TEN-T network (European transport corridors).
- Lobbying for purposes of the modernisation of the Warsaw-Lublin railway route, and in the long-term, the Lublin-Lviv connection.
- Efforts aimed at adding new connections in regional, domestic and international railway networks.
- Lobbying for purposes of Lublin's inclusion in inter-regional cycling routes.

A.1.4. Enlargement and providing stakeholder access to the core broadband optical network

Recommendations and Synergies

A.1.a. The above-mentioned actions should converge with activities in other Areas for Development, such as e.g. enlargement of the network of flight connections with promotion of cultural events organised in Lublin, the construction of connecting roads with cycling and landscape consultations, or enlargement of Internet access with media education and building internet resources of the city.

A.1.b. Efforts related to transport investments dependent on external decisions may cover a broad range of actions, such as: supporting social and media campaigns, cultural projects, conferences, planning-related debates and in particular, building coalitions between cities and regions (e.g. Eastern Poland).

A.1.c. Efforts should be made, in order for the construction of a core broadband access network to translate into popularisation and reduction of access costs, actually observable by end users in practice.

A.1.d. The side effects of the maximised accessibility of Lublin from the outside, is helping users of the city space to settle on its outskirts and beyond its limits. Therefore, improvement of this accessibility should not be treated as an isolated goal, but it should be balanced with actions encouraging people to stay and register for permanent or temporary residency in the city. In particular, investment projects ensuring such improvement should not deteriorate the current quality of living in the city¹⁸.

¹⁷ Suggested access solutions, cf.: *Transport study and the concept of traffic pattern in Lublin city centre. Transport study – Materials drawn up for social consultation on 11th October 2012*, www.um.lublin.pl/um/index.php?t=210&id=175640.

¹⁸ See: Chapter 5. Areas for Development, Objective B.1. Enhancement of the technical infrastructure, section Recommendations and Synergies.

A.2. Expansion of external relations

Improved accessibility of Lublin should be accounted for and complemented by building external relationships of an economic, scientific, cultural, social and tourist nature.

Our wish is not to become a city fulfilling effective transit functions. We aspire to become a place providing excellent grounds for meetings, exchanges and dialogues; not a tourist spot but rather a place to which one wishes to return; for Lubliners, scientists, entrepreneurs and tourists. External relationships contribute to the flow of people and they serve as a source of useful inspiration. They may be established through participation in partnership projects or by developing the local potential, attracting various addressees.

Partnerships. Lublin may develop external relationships, using its favourable experience of participating in co-operation networks, associating cities with similar conditions, problems and aspirations, such as: EUROCITIES¹⁹, InterCultural Cities²⁰, INTA²¹ or URBACT.²² Participation in international projects gathering various communities and institutions, contributes to building of their competencies, provides access to new ideas, helps to break free from the deadlock, allows to evaluate changes connected with civilization and respond to them with proper decisions. By implementing this Objective while establishing international partnerships, Lublin will also attempt to create conditions enabling the opening of diplomatic agencies (consulates general and honorary consulates). International relationships with Lublin contribute to increasing recognition of our city and its residents but they are also helpful in appreciating qualities

and achievements taken for granted on a daily basis, providing stimuli for further efforts.

Local potential. Primary activity in this respect will be the creation of the Centre for Eastern Competencies. Because of its location and cultural affinity, Lublin understands the problems experienced by countries belonging to the Eastern Partnership and other countries located east of the European Union, and it is willing to co-operate in solving thereof, especially those related to the following areas: civic society, management and administration, culture, education, business relations, social innovation and sustainable development. We wish to act as an intermediary in western contacts of the East but also in eastern contacts of the West. Over time, extension of the infrastructure along the eastern border of the European Union will bring opportunities of Lublin's intermediation in the contacts between Scandinavia and the Balkans.

Cyberspace and tourism. These are two inter-related areas of external relationships, displaying a similar nature. Both areas are concerned with visiting Lublin - physically or virtually - in response to a properly advertised attractive offer. In cyberspace, the creation of the offer consists in building digital resources of the city and the region (data, services and innovation potential), and in the real world, in the developing of an attractive and fully customised tourist programme. The building of external relations in cyberspace does not involve high expenditure, as success in this area depends on creativity and database content, whereas development of the tourist industry may depend on properly managed cultural heritage, inter-related with other activities.

¹⁹ EUROCITIES – an association of European cities, primarily from the EU, established in 1986 by the mayors of Barcelona, Birmingham, Frankfurt, Lyon, Milan and Rotterdam. Lublin has been the member of the group since 1st May 2004.

²⁰ InterCultural Cities – a joint project of the Council of Europe and European Commission intended to stimulate growth of new ideas and practices referring to migration policy and ethnic minorities. Lublin used to take part in this project.

²¹ INTA – a global membership association where policy-makers and urban practitioners coming together to share knowledge, experience and performing tools for integrated urban development.

²² URBACT – EU network programme for improved efficiency of city development policies and reinforcement of common approach to integrated urban development. It supports collection and promotion of knowledge and actively contributes to implementation of the Lisbon Strategy to promote economic growth and growth in employment, as well as a European strategy for sustainable development.

Actions, including major tasks and projects

A.2.1. Including Lublin in international networks of co-operation and the creation of new tourist offers

- Providing conditions for opening of diplomatic agencies of other countries in Lublin (consulates general and honorary consulates).
- Organisation of various types of events having more than a regional impact, helping to establish external relations (festivals, fairs, congresses, exhibitions, etc.) or attracting individual guests (cultural and sporting events, etc.) and supplementing the infrastructure (facilities, areas) necessary to fulfil these intentions.
- Construction of new facilities and services enriching regular city offers in different areas, whose quality is high enough to increase the number of city visitors.

A.2.2. Creation of the Centre for Eastern Competencies

- Supporting growth of economic relations of the region with countries of the Eastern Partnership and other countries located east of the European Union – creation of the centre for economic advisory and agency.
- Periodic meetings of practitioners dealing with trans-border co-operation in different areas (e.g. Kongres Kultury Partnerstwa Wschodniego [Congress of Culture for Eastern Partnership], Kongres Inicjatyw Europy Wschodniej [Congress of Initiatives for Eastern Europe]).
- Establishment, according to the model of the Visegrad Fund, of an international grant scheme managed by Lublin for entities seated in countries covered by the Eastern Partnership project and other countries located east of the European Union.
- Organisation of specialist Eastern studies at currently operating universities or in the form of autonomous institutions.

A.2.3. Development of an internet offer revealing assets of the city

- Creation and enhancement of internet resources and services (including the Virtual Library).
- Developing projects associated with “Lublin 2.0” idea²³, focused on multi-dimensional presentation of the city in cyberspace.

A.2.4. Using the tourist attractiveness of Lublin

- Adaptation of the programme “Hospitable Lublin” from ECC 2016 application.
- Determination and implementation of an integrated cultural heritage management plan.
- Construction of a tourist offer diversified in terms of the needs of different addressees and integrating qualities of the city and the region, interrelated with electronic access to its services.

A.2.5. Promoting Lublin in Poland and abroad

- Announcing the achievements and successes of Lublin.
- Arranging meetings with individuals associated with Lublin but living in Poland or abroad.
- Granting the title of “Ambassador of Lublin” to famous figures claiming that it is worthwhile to promote the city using their image.
- Building relations with Poland-wide and international media, with respect to promoting the city.
- The development of promotional schemes associated with the brands “Lublin. City of Inspiration” and “Lublin. Inspires business”.

Recommendations and Synergies

A.2.a. Development of internet resources and services should be accompanied with dedicated activities, devoted to their promotion and web positioning.

A.2.b. Increasing managerial abilities of the city to act as members of international networks and projects (e.g. by integrated collaboration of structures and institutions, language qualifications).

A.2.c. Creation, by the city and its stakeholders, of systemic solutions for assimilation of good practices and ideas.

A.2.d. External relations established by the Municipal Office might be useful for many other entities and vice versa. They are also established in other Areas for Development. Therefore, data related thereto should be systematised and properly arranged. This involves, e.g. development of a publicly available “map” of operators in individual areas for foreign partners, and of a portfolio of good practices and achievements of Lublin, in order to facilitate their spreading outside.

A.2.e. Diversification of the tourist offers should be planned in a separate document focused on implementation of best practices from other cities of Poland and the world.

A.2.f. The future of Lublin as a city open to all visitors is strongly correlated with space-related questions of friendliness (B.1. Enhancement of the technical infrastructure and B.3. Caring for space culture) and create of leisure time offer (B.4. Supporting the development of leisure activities), which should also be considered in the programme of managing the attractive tourist assets of the city.

²³ This idea was incorporated in ECC 2016 application. See: Area of Inspiration 6.8 “City 2.0”.

A.3. Strengthening of cultural openness

Cultural openness may be regarded as a specific kind of communication infrastructure, which in a subjective manner relieves real distances and is related to the creation of external relationships. In the purely interpersonal perspective, this is brought down to the air of accepting individuals differing from the majority with: their origin, language, culture, lifestyle preferences or customs. Cultural openness should permeate all actions connected with establishing external relationships by Lublin and its residents.

Lublin is located in a region regarded as having conservative views and being attached to tradition. It is Lublin's tradition however, to be open towards various cultures. Therefore, we do not need to change our identity in the name of new models, it is enough to get to know it better and cultivate it in a consistent manner. For it has an innovative nature which is resounding concordantly with contemporary longing for harmonious diversity. This is expressed by the famous words of John Paul II: "From the Union of Lublin to the European Union". Supporting diversity is a prerequisite to striving for innovation. Inspiration and independent evaluation come from the outside.

Openness stems from self-confidence, from the inner feeling of security, which is from a mature cultural identity, the deep roots in one's heritage, from reliable bonds with the place in which we live, from unthreatened feelings of one's identity. Communities featuring such characteristics are not afraid to enter into a dialogue and they come as valuable interlocutors. Poor cultural identity gives rise to inhibitions that need to be compensated and incurs costs in other areas. This discourages contacts and deepens the distance.

For this reason, development of the competence of cultural openness in Lublin should be two-pronged: on the one hand, it should be focused on instructing residents to be really immersed in the culture and heritage of the city and the region; on the other, on developing approaches of collaboration and tolerance towards diversity by real actions and meetings with people. The celebration of the 700th anniversary of the city's incorporation, in 2017, may serve this purpose very well. This event will be used in the same manner as competing for the title of the European Capital of Culture 2016 – as an opportunity for the city's development covering the period up to the year 2017, treated symbolically as the "second incorporation" of the city based on ideas providing for development of cities of the 21st century. The bridge linking the past with the future will allow us to summarise the history of the city and transmit it to future generations, together with a new growth impulse based on new inspirations.

Actions, including major tasks and projects

A.3.1. Developing approaches favourable for co-operation and toleration of diversity in all civic and institutional undertakings

- Fulfilment of a fixed scheme for managing multi-culturalism.
- Building favourable relations and co-operation with national minorities.
- Educational activity related to the multi-cultural history of the city, its identity and heritage.

A.3.2. Systemic development of international exchange programmes for school pupils

Recommendations and Synergies

- A.3.a.* Including the priority of cultural openness as the major feature of urban existence, promoted by Lublin, in the celebration of the 700th anniversary of Lublin's incorporation.
- A.3.b.* Implementation of conclusions drawn from Lublin's participation in the InterCultural Cities project.
- A.3.c.* Actions supporting cultural openness are performed by a particularly large number of non-official entities, including NGOs, some of which have taken part for a dozen years. Implementation of the Strategy under this Objective must be based on experience and accomplishments. Involvement of the Municipal Office should consist in support and co-ordination, and it should constitute the added value of its activity.
- A.3.d.* Cultural openness determines the friendliness of the city.

A.4. Building regional and metropolitan bonds

Towns and cities were established and then they functioned as service centres for adjacent areas. Together with their expansion and growth of internal problems, since the 19th century they were becoming ever more 'egoistic' and detached from the actual needs of a given region. Sustainable development means breaking of this trend and return to regional integration by strengthening regional bonds and the establishment of the Lublin Metropolitan Area (LMA).

The most important external function of Lublin is its representation of interests of the region: facilitating access of the Lublin region to culture and education, to markets and new technologies, the building of a platform for business contacts as well as business and social exchange. Considering the growing social mobility and academic spirit of the city, Lublin has also played a role of important migration centre receiving individuals who decide to start a career that involves the changing of one's place of residence. Openness to regional needs brings about multiplication of the city's advantages, while in return offering to the region the possible use of the entire accumulated potential. A prerequisite to fulfilment of this role is reinforcement of mutual relations, communication-related and institutional, based on the common infrastructure. Another helpful factor in building economic bonds is the provision of conditions enabling growth of entrepreneurship in the segment of small and medium enterprises, strongly affecting the level of affluence of the residents of the region.

Common resources of the city and the region include: cultural heritage, natural values, production and possible product distribution. Therefore, combining the tourist offers of Lublin and the Lublin region to a large extent determines the development of tourism in the region and in the city, as this gives larger opportunities for building interesting thematic programmes, in accordance with the needs and interests of different groups of recipients. An abundant culture of the city and the region will be promoted by its presentations in the Centre for the Meeting of Cultures and in other municipal cultural institutions as part of mutually implemented cultural projects. A good example of such an activity is the Jagiellonian Fair and other events organised in Lublin, devoted to a specific, historically growing multi-culturalism coming as an advantage in this part of Europe. Similar synergy takes place in the area related to ecology and the production of healthy food. A topic for the future, requiring co-operation between the city and the region will be the mining of shale gas deposits and the use of this sector in strengthening the regional economy.

Lublin, having established multiple relations with entities located far beyond the limits of the region, aspires to become a metropolis. Fulfilment of these aspirations depends on co-operation with neighbouring gminas (communes) and poviats which already use the infrastructure of the big city. They refer in particular to coherent servicing of the metropolitan area despite the occurring legal and competence-related barriers. Efficient communication, common ecological priorities, agreements regarding operation of schools and other social infrastructure facilities in this extended area – all this will provide better conditions for the economic synergy of the city and its surroundings, and will increase competitiveness and open new opportunities for development.

Actions, including major tasks and projects

A.4.1. Creation of a common communication system for the Lublin Metropolitan Area (LMA)

- Construction of the Integrated Intermodal Station (combining railway and coach station) comprising a basic public transport node, serving local, regional and international connections.
- Development of public transport system as part of the LMA.
- Construction of the metropolitan railway system.

A.4.2. Integration of information and public services in order to create a “friendly environment” in the Lublin Metropolitan Area

- Co-operation of the city and the region for purposes of delimiting and coherent spatial development of the LMA.
- Successive extension of agreements between cities and gminas (communes) forming the Lublin Metropolitan Area, in order to make the LMA services more unified.

A.4.3. Developing a strategic programme for city-region co-operation

- Actions taken jointly with the Marshall's Office for a utility programme Centre for the Meeting of Cultures as a cultural and regional centre for the region.
- Drawing up of a special tourist offer encouraging visiting the region (the concept of Lublin as the entrance gate to the remaining part of the region).
- Adaptation of the programme “City and Region” from ECC 2016 application.
- Lublin's participation in regional co-operation and economic promotion.

Recommendations and Synergies

- A.4.a.** Creation of a programme for sharing knowledge and experience by the city and the region in different areas and at different levels (administration, economy, culture, ecology, tourism, etc.).
- A.4.b.** Establishing a city-region partnership for the development of cultural institutions located in Lublin and supervised by the Marshall's Office, and facilitating access to cultural events in the city by residents of the region.
- A.4.c.** This objective mainly refers to collaboration between local government institutions whose view is strongly determined by segment-based approaches and local problems of a given area. Therefore, it would be desirable to apply special collaboration tools to the performance of the afore-mentioned tasks, such as: clusters²⁴ and pilot projects that would enable partners to extend their competencies for co-operation by “learning through action”.
- A.4.d.** Fulfilment of Action A.4.1. Creation of a common communication system for the Lublin Metropolitan Area (LMA) should take into account the high priority of developing transport connections with Świdnik (public transport, metropolitan railway services, cycling and walking routes etc.).
- A.4.e.** Investments consisting in construction of a common transport system for the Lublin Metropolitan Area may be fulfilled in an integrated manner (e.g. as part of Integrated Territorial Investments), also with possible extension of the scope of action with tasks from other areas being of interest for city authorities.

²⁴ Cluster is a network of effective connections using regional potential stemming from the synergy of individuals, enterprises, universities, R&D units, business-related institutions and local and regional authorities. Establishment of clusters and cluster initiatives is intended to boost competitiveness of a given segment of industry or services.



B. Friendliness

Friendly Lublin

Cities have always given their residents the sense of security that stemmed from living in a familiar space, with the feeling of belonging to a given community and having one's own culture. Today, these basic human needs (however, at a higher level) are satisfied by friendliness which might be regarded as a feature defining the contemporary municipal and urban character. A city permeated with a friendly spirit, trust and mutual respect becomes our second home – a place worth working for and a place in which household members enjoy living and guests always feel very welcome.

Even now, Lublin can offer a lot of such atmosphere. Our tradition appears to be like that, and also this may account for the fact that despite rather average affluence, the size of the city population was decreasing less rapidly than in other cities of similar size. Lublin is a human-friendly city. Its spatial arrangement is transparent and the density of buildings is not overwhelming. It attracts the eye with a lot of green areas and it is affordable, just like a typical Polish Voivodeship should be. We wish to reinforce and enhance these qualities, to give careful attention to this common space and time, instil them in the spatial arrangement of the city, and engage residents into the process of change, making them participate in their introduction.

A city's friendliness is determined by numerous functions referring to a broad range of residents' needs, from those more down-to-earth to more lofty ones. The basic friendliness of Lublin will be determined by the comfort of everyday life, that is the effective provision of services

and availability of places related to everyday activities and duties (education, work) as well as easy access thereto (comfortable and safe commuting, safety, and high quality of public space) and by the availability of attractive leisure facilities - that is, all things ensured by order and good organisation in one's home.

An important aspect of a city's friendliness requiring a separate approach, is its environmental friendliness; that is, end-to-end application of the principles of sustainable development in many sectors at the same time, considering the effective protection and improvement of the urban natural system in Lublin, the latest techniques of enclosing circulation of matter and energy saving, as well as using renewable energy and promoting a low pollution economy. This issue requires integration of various Actions mentioned in different sections of the Strategy, including those not listed directly. They include in particular, energy saving schemes for transport, construction, municipal services (Objective B.1. Enhancement of the technical infrastructure), aspiration to increase density in the city, reducing energy costs per resident and cost of building the infrastructure (Action B.2.1. referring to a "compact city"); aspiration to enclose the circulation of matter (Action B.1.4. including issues related to waste management), supporting setting up of municipal micro-generation systems for power, such as wind turbines, solar panels etc. (Area C. Entrepreneurship) or education devoted to greener everyday practices (Objective B.5. Improving the quality of education).

B.1. Enhancement of the technical infrastructure

Irrespective of the recent acceleration of urban investment projects intended to enhance the technical infrastructure, Lublin's needs require further efforts in this respect, with special consideration of sustainable development requirements and high environmental standards.

Their continuation not only affects the improvement of conditions for investment, but also the quality of services provided to residents and institutions, as well as adjustment of the city to the basic needs of all of its users, related to transport accessibility, sanitary conditions, central heating and lighting. The quality of technical infrastructure also affects efficient energy use, determining the cost of daily activity of each and every resident, company or institution, as well as the level of public expenditure. Finally, it affects the quality of urban environment: air quality, noise pollution, quality of water in rivers and bodies of water.

The process of improving the municipal road network should be continued, in order to improve its servicing and accessibility function. Apart from road investments determined a long time ago, that are intended to facilitate connections between different parts of the city, the network of pedestrian and cycling routes should be developed and promoted, and public transport should be enhanced with

the aim of constructing a sustainable transport system. Residents should be provided with the broadest possible range of means of transport to choose from.

The economic slump revealed the need to improve efficient energy management in the cities and to control their power safety. Systemic solutions in this respect impose the need to modernise the load points. The solutions refer to both heating systems and city lighting systems, and they are compliant with interests of individual electricity consumers, contributing to reduced costs of energy consumption. Lublin authorities are aware that these changes will not only require proper decisions at the national level, but also the involvement of local governments.

Counteracting urban influence on the natural environment, a simultaneous improvement of access and quality of services, refers to basic utility systems in the city: water supply system, sanitary and rainwater sewage system, as well as a municipal waste collection and management system, and others. Facing challenges related to the city's development at the same time means the need of continuous modernisation of these systems, which lies in the interest of not only current users but also of future generations.

Actions, including major tasks and projects

B.1.1. Continued development and modernisation of the municipal road network

- Streamlining road connections between districts and housing estates.
- Creation of the scheme for car traffic management, in order to reduce the nuisance value for other road users.
- Construction of connecting roads to the Integrated Intermodal Station.
- Reducing traffic in Lublin by using one and/or all of the following solutions:²⁵
 - completing construction of the inner ring road of Lublin (City Centre ring road, enveloping the city centre),
 - construction of the internal ring road of Lublin (Municipal Ring Road – connecting city districts), including:
 - extension of Bohaterów Monte Casino Street,
 - extension of Krańcowa Street to Wronkowska Street via Wyścigowa Street,
 - remodelling of Grygowej Street together with the construction of a flyover,
 - construction of Muzyczna Street, together with the construction of a bridge over the Bystrzyca River and remodelling and extension of Głęboka Street,
 - construction of the Green Route (Trasa Zielona) starting from Lubelski Lipiec 80 intersection to Jana Pawła II Avenue,
 - remodelling of Narutowicza Street and Nadbystrzycka Street,
 - Introduction of one-way streets in the City Centre.

B.1.2. Development of public transport system

- Covering more extensive city areas with the system.
- Expansion of bus and tram stock.
- Smart traffic and passenger information management system.
- Promoting and development of low-pollution public transport.

B.1.3. Development of alternative forms of transport within the city

- Development of the network of pedestrian routes adjusted to persons with disabilities and the elderly (covering, e.g. pedestrian bridges, elevators, traffic light regulations).
- Implementation of Cycling Policy and development of cycling infrastructure.

B.1.4. Development of infrastructure of key importance for the development of the urban environment

- Enlargement and modernisation of the water supply network, connecting new households to the network.
- Development of a green waste management system.
- Enlargement of a waste dump.
- Increasing efficient energy management by the city.
- Protection of surface waters by modernisation of rainwater drainage system.

Recommendations and Synergies

B.1.a. The city needs a radical rearrangement of its transport-related priorities, in accordance with the hierarchy of different traffic participants applied with friendly western cities (pedestrians, cyclists, public transport users, individual car users).

B.1.b. Areas along transport routes, streets and squares in particular, should ensure proper aesthetic impressions and environmental quality, besides managing the vehicular traffic. Vegetation along the streets, lighting, outdoor public furniture, and the protection of excessive noise and exposure of the urban landscape should be equally important as technical parameters of the carriageway and traffic organisation principles.

B.1.c. Objectives A.1. Improving Lublin's accessibility and B.1. Enhancement of the technical infrastructure should be fulfilled with respect for the quality of urban space. In particular, damaging of green areas or landscape devastation should be avoided, just as should the creation of barriers difficult to overcome, and city fragmentation. This may be the subject of a separate intra-sectoral strategy combining investment and green issues.

²⁵ For suggested transport solutions, see: *Transport study and the concept of traffic pattern in Lublin city centre. Transport study – Materials drawn up for social consultation on 11th October 2012*, www.um.lublin.pl/um/index.php?t=210&id=175640.

B.2. Improving the comfort of life

The feeling of having a comfortable life represents the most fundamental need of the residents related to a city's friendliness. Firstly, this refers to the quality of urban areas; secondly, to the improvement of living conditions; thirdly, to acting for excluded social groups or groups requiring special care; fourthly, to some routine fields of the municipality's operation, such as customer care, in which it is possible to achieve spectacular progress.

As with all other Polish cities, Lublin needs radical improvement of its spatial development policy. Without it, the city is threatened with impending spatial chaos and gradual loss of historical and natural values under pressure of investor needs satisfied ad hoc. Directions of systemic changes in this respect have been announced in the recently published Assumptions to the National Municipal Policy and the National Spatial Development Concept 2030.

Using natural features of the landscape and urban zones existing to date, it is possible to introduce, relatively quickly, adjustments favouring better operation of the city, in accordance with sustainable development assumptions. The arrangement of valleys and ravines permeating the developed areas provides excellent conditions for recreation and promoting healthy lifestyles. Enhancement of the transport system described in, among others, Action B.1.2. Development of public transport system should be accompanied by a gradual functional adjustment contributing to the reduction of daily commuting by shortening the distance from one's place of residence to workplaces, educational facilities and services. In this manner, it is possible to limit the traffic load, in order to reduce the need of building new road network in the long term, and at the same time, to avoid increasing the amount of time and money for everyday commuting. Lublin has had natural and historical conditions conducive to the establishing of multi-functional networks, nearly self-reliant districts and housing estates, owing to the development of the idea of polycentric arrangement of a city from 1959.

Housing is a second key factor intended to improve living conditions. While new investment projects are addressed to more affluent residents, improvement of standards of the already constructed housing resources may prove to be a more reasonable and common way of solving housing problems. At the same time, it constitutes an important aspect of the revitalisation of older city districts. It may partially substitute the trend of building houses in the suburbs. Development of an inexpensive house building industry or social infrastructure (especially helpful for families with children) may compensate for the lower salaries of the residents.

A comfortable life also involves making adjustments in the city to meet the needs of various groups of residents. Children and senior citizens in particular deserve special attention and care, in order to fulfil their needs. Children are the future of Lublin's community. In response to all good things they shall be given by the city today, they will pay off with good in the future as grown-up citizens. What is more, every child is cared for by their parents and grandparents. Therefore, all actions addressed to children are translated into development of their families. The high priority of a good quality of life for senior residents needs no explanation, considering the phenomenon of the ageing society and a resolution concerning the extended period of compulsory professional career. Using knowledge and experience of the elderly, as well as providing them with the feeling of secured welfare, depending not only on their affluence, constitutes the ability to accumulate output of previous generations and significantly improves the quality of life. Equally important issues include involvement into improving living conditions of people with disabilities and making efforts to enable them to normally participate in the city life (as far as possible). Secured welfare of this group, inter-related with their professional life, is important also in the more intangible context, for it provides a platform for their integration with society.

Actions, including major tasks and projects

B.2.1. Successive adjustment of the functional and spatial development system of Lublin in terms of residents' convenience and traffic optimisation, as well as other aspects of sustainable development of the spatial development system

- Reasonable management of spatial resources, following a priority of designing a compact arrangement of urbanised areas (integration of functions, preventing dispersion of the developments and complementing the existing ones, the so called compact city).
- Rigorous protection of green areas, in particular dry valleys and ravines against development and fencing.
- Establishing a coherent system of interconnected green areas (nature and recreation).

B.2.2. Improving living standards

- Improvement of existing housing resources of the city.
- Protection of housing functions in the city centre.
- (Organisational, legal) support for the emerging homeowner associations and small co-operatives.

B.2.3. Development of a network of district centres ensuring availability of (public and commercial) services and local jobs

B.2.4. Improving quality of public services

- Improved access to health care services.
- Facilitating residents' services and access to public information, including:
 - city pass (integrated payment and service access system),
 - improving access to public information, in accordance with the convenience principle, including use of digital developments,
 - construction of a resident-friendly City Hall (consolidation of services for residents, stakeholders and investors in one place),
 - free legal assistance scheme for the residents of Lublin.
- Creation and implementation of integrated, interdisciplinary schemes addressed to groups with specific needs:
 - children and their parents (leisure time offers, family-friendly places, etc.),
 - senior residents (e.g. Senior Activation Centre and a discount and informative system, promotion of active attitudes, etc.),
 - families threatened with social exclusion or with poor financial standing, with special consideration of large and single-parent families,
 - people with disabilities (occupational development, improving access to goods and services, elimination of communication, architectural, mental barriers, etc.).

B.2.5. Raising public safety

- Enhancing the monitoring system, co-operation with the police and municipal police, proper space management (designing of safe housing estates, revitalisation, traffic participation and organisation), education, etc.

B.2.6. Conditional extension of city limits (in the case when demographic and economic analyses indicate such a necessity)

Recommendations and Synergies

B.2.a. The city cannot neglect the issue of improving the comfort of residents' living, as part of its routine activities, such as: public safety, social work or public utility services – these, however, are prerequisites which do not suffice for Lublin to occupy any distinguishing position.

B.2.b. The feeling of comfort is determined by numerous heterogenic factors; therefore actions planned in this respect must be of a holistic and interdisciplinary nature, and they often overlap with actions undertaken by other Areas for Development.

B.2.c. Friendliness is in the detail – in order to develop friendly solutions, we need the vivid imagination of designers (regarding facilities, interfaces, actions and processes), based on empathy that may be developed owing to special designing methods with participation of the users (cf. Areas of Inspiration 6.13 Social participation and 6.14 Creative groups).

B.2.d. In order to fulfil this Objective, it is essential to study, according to a system-based method, the needs of various groups and to establish co-operation with their creative representatives, as well as in compositions representing colliding needs; for it is only in this manner that it is possible to determine what residents find convenient and to develop optimum solutions. Effective fulfilment of this priority is related with effective implementation of participation-based city management.

B.3. Caring for space culture

Space culture describes the environment in which everyone would like to live. It helps to improve the quality of life, using space which is very often determined by users themselves, in accordance with their needs and dreams. Special place is occupied by public space experienced by all of us every day, and therefore it should be designed in consideration of the space culture. Users perceive space as an integrated network of relationships between all elements noticed therein or all things assigned to it. Space culture refers to the multi-dimensional influence of this space on the lives of residents and the influence of their lives onto the space.

Space belongs to non-recyclable city resources, and for this reason it should be designed bearing in mind serious responsibility towards past and future generations, so that it could satisfy human needs in a harmonious manner. This constitutes a challenge for spatial planning which should be intense enough to anticipate and predominate over spatial changes willing to be introduced by investors, and over natural demographic or developmental processes.

High space culture means rational and thought-out space management, as well as caring for its aesthetic qualities and beauty, with priority treatment of historical, landscape-related and environmental qualities. Features of such an environment include, in particular: easy access, on foot and by bike, to daily destinations, convenient and aesthetic structural landscaping, presence of public art, no sound and image noise, easy contact with nature and history, diversified sights and access to panoramic views,

favourable conditions for recreation, attractive spots for get-togethers, extending small-scale and large-scale care for aesthetic qualities, transparent urban arrangement.

Space reflects culture. It acts as a medium of social communication offering instruction and education, informing residents and visitors about standard codes of conduct and group values respected at a given place. That is why, understanding the spatial logic of a city, respect for its former builders and their abilities to merge the buildings with the landscape, are so important with respect to space culture. The historical legacy of Lublin in this respect is exemplified by: idiosyncratic architecture, as well as diversified street routes and changing landscapes with broad panoramic views. The small number of monumental buildings is compensated by the plethora of cosy venues and places abounding in meanings and stories, which are highly significant for understanding the history of the city, Poland and Europe.

In the surroundings, needs of all space users are merged, which enables their development towards mutual understanding and empathy. The positive effects of good manners in public space are translated into the process of familiarising the life space beyond one's own place of residence, in particular through developing relations with neighbours, taking part in joint cultural and social undertakings, and solving local problems. For this reason, the city should have the largest possible number of meeting places, in order to enable residents to spend their working and leisure time with other people. This transforms the public space into the common space, where life gets more flavour and colour.

Actions, including major tasks and projects

B.3.1. Implementation of the Lublin Revitalisation Plan

- Using the potential for development of the railway station area, including improvement of its accessibility and possible construction of a business service centre.
- Revitalisation of Litewski Square, including extension of the promenade to Krakowskie Przedmieście Street.
- Revitalisation of Podzamcze and surrounding areas.
- Spatial development of river estuaries (Bystrzyca, Czerniejówka and Czechówka), dry valleys and ravines in the form of a system of green areas, for purposes of reinforcing the unique natural features of the city and conferring upon them new public functions by creating areas for open-air activities.
- Revitalisation of MPK depot area in Helenów by construction of a modern office and service centre ("The Lublin City") with high-rise buildings.

B.3.2. Reinforcing cultural values of the city space

- Finishing off and implementation of the integrated cultural heritage management plan.
- Legal protection of facilities and places listed in the Contemporary Culture Heritage document.²⁶
- Long-term efforts aimed at entering the historical centre of Lublin on the UNESCO World Heritage List.
- Active protection of panoramic views and other views of the city.

B.3.3. Development of public areas in all parts of the city

- Enlargement of pedestrian zones favourable for social contacts, with care for their aesthetic and utility features.
- Plan of introducing art into the city space.
- Development and implementation of City Information System for easy orientation in the city.
- Improving the city's soundscape without violating scenic values.

B.3.4. Building sensitivity and responsibility for the quality of space and natural environment

- Development of spatial education plans.
- Scheme of small grants for beautifying the surroundings (as part of participation activities).
- Management plan for outdoor advertisements in the public space.

B.3.5. Drawing up of city spatial development plans with utmost care for the highest quality of planning and adjusting them to actual needs and possible development opportunities of the city

B.3.6. Development, reinforcement and effective protection of the urban natural system

- Urban wildlife inventory conducted every five years, with evaluation of changes in resources, features and conditions of urban nature functioning, and conclusions regarding directions for further development of the urban natural system.

Recommendations and Synergies

B.3.a. Consistent enforcement of legal provisions regarding minor offences (e.g. illegal parking) which in the large scale significantly deteriorate the quality of city space operation.

B.3.b. As the space is managed by numerous operators, actions pertaining to good manners in public space should be of a heterarchichal nature²⁷, based on horizontal co-operation among them.

B.3.c. Good manners in public space to integrate Objective B.1. Enhancement of the technical infrastructure, B.2. Improving the comfort of life and B.4. Supporting the development of leisure activities.

B.3.d. Action B.3.6. Development, reinforcement and effective protection of the urban natural system constitutes of criterion for implementation of Action B.3.5. Drawing up of city spatial development plans with utmost care for the highest quality of planning and adjusting them to actual needs and possible development opportunities of the city. It also requires co-ordination and cohesion at different levels of change in spatial development implemented by various entities. The spectrum of these changes covers issues already addressed in the 2020 Lublin Development Strategy (including but not limited to revitalisation of valleys and development of green areas), but also those depending on future arrangements (e.g. creation of a "green ring" encircling the city, new legally protected areas, bodies of water, park districts, re-naturalisation of selected areas etc.).

²⁶ The list was drawn up by representatives of trade organisations (Union of Polish Architects, Society of Polish Town Planners, Association of Polish Art Historians, Association of Monument Conservators), set up under a regulation of the Mayor of Lublin on maintaining the cultural identity of the city, with consideration of historical, architectural and urban developments, until the present day.

²⁷ Heterarchy shall mean a network-based co-operation, depending on the context and competencies; flexible arrangement of numerous hierarchies.

B.4. Supporting the development of leisure activities

Leisure time is a natural resource of the local community, competed for by numerous entities trying to acquire it for purposes of using services offered by those entities, especially in the new media segment. Otherwise, the community will become alienated from their place of living. Therefore, respecting the freedom of residents in making choices, out of concern for their health and maintenance of local identity, the city should provide them with the possibility of the most attractive leisure time offers, using its spaces and infrastructure and relying on its cultural and social resources.

Leisure time activities not only mean preparation of interesting offers matching residents' preferences and their current reception and involvement possibilities, but also offering them unfamiliar things, helping them to discover new passions and possibilities and acquire new skills and knowledge. Therefore, leisure time offers should be based on active participation and cultural and sports education. Sport and culture differ in terms of their character; however, combined, they represent the ancient concept of the unity of body and soul, now read out anew. They have a lot in common. For instance, participation in group activities, the possibility of distinguishing oneself, active involvement, overcoming one's barriers and spectacular impact. These account for basic human needs, which when satisfied, increase one's general satisfaction of life. Sport and culture unite the residents, contribute to building of a common identity and pride, and allow for promoting the city.

Leisure possibilities, perceived by a city stakeholder in an integrated manner, are highly interdisciplinary and inter-sectoral in terms of organisation. They involve strictly cultural, artistic and sports activities, but also educating (cognitive or related to skill development), recreational and tourist-related ones, active or passive,

designed for different age groups, families etc. The key to strategic planning of these actions is the synergy between sectors. Its basic element consists of policy papers on culture (including results of the European Capital of Culture 2016 project) and sport, which should be unified with the main Strategy document and supported by action plans referring to related Areas and Objectives, e.g. infrastructure development and provision. A system of green areas adapted to recreational and sports purposes by equipping them with proper devices and facilities may become the "leisure infrastructure" of a kind. Some of them may be interrelated with social infrastructure facilities: kindergartens, schools or nursing homes. The establishment of such facilities may be initiated by District Councils, associations or groups interested in their use and maintenance.

Leisure time offers are intended to comprehensively support personal and physical development of residents in all areas, using forms relevant for those areas. And so, the cultural offers should, among other things, expand the knowledge of the recipients about Polish and international culture, including mainstream and *avant garde* trends, tradition and modernity, and the sports offered should include professional and amateur sport, school sport and physical recreation (including niche sports), thus contributing to triggering needs and preferences related to physical activity and improving the health of city residents. In both areas, efforts should be made to achieve the highest possible quality and success in selected disciplines, and sector-based programming schemes should be introduced, as well as bottom-up, social and commercial initiatives, which should be taken. An extremely important aspect during the preparation of any leisure time offers is building the audience and putting an emphasis on active and creative participation, combined with education (offers divided into tiers, the creation of development paths or training pyramids).

Actions, including major tasks and projects

B.4.1. Development of Lublin's sports and recreation offer and promotion of open-air activities

- The “Lublin Sea” project – water treatment and development of Zemborzycki Lake for sports, business and recreation purposes.
- Spatial development of the Bystrzyca estuary, together with interrelated Ludowy Park, Rusalka Park, Zawilcowa Park and Bronowicki Park as the key stage of the development of publicly available green areas in Lublin.
- Development of sports infrastructure in city districts.
- Development of recreational and tourist infrastructure for bikes.
- Construction of a horse racing track.
- Creation of areas for doing sport in the open air (pitches, tennis courts etc.).
- Promoting actions intended to create “wise and responsible” supporting.

B.4.2. Development of a cultural offer and striving to increase resident participation in cultural activities

- Support for museum facilities existing in the city, as regards new offers, management and provision methods.
- Creation of a new museum and educational complex covering topics based on Lublin art and cultural heritage.
- Extension of museum and educational offer using the existing potential (e.g. facilitated access to collections, rooms, facilities, etc.).
- Creation of an integrated information system about cultural, recreational and educational offer in the public space for particular age groups.
- Creation of a cultural animation scheme “Districts of Culture”.
- Promotion of library services.
- Creating conditions for more effective management of existing and newly established cultural institutions.
- Supporting the activities of art studios.

Recommendations and Synergies

B.4.a. In these areas, spectacular events requiring specially equipped facilities are organised. Realisation of these events and creation of a necessary infrastructure were included in Objective A.2. Expansion of external relations. Efforts should be made in order to organise proportionally intense activities supporting education, and the active participation of residents, hand in hand with topic-related expenditure on these events and facilities.

B.4.b. Development of the existing and promotion of new forms of spending leisure time, combining physical activity with culture and education (such as tourism, contemporary circus, traditional games, original playgrounds, niche sports, etc.), is an offer for groups threatened with exclusion when considering the current leisure time offers, such as: teenagers, residents of bedroom communities, individuals who primarily work and raise their children (combining parent and child activity) and senior residents.

B.4.c. Culture works with meanings and values, notwithstanding that sport is based on increasing skills and competition, therefore the strategy for cultural development may be modelled on pragmatic thinking used in sports development, whereas sports development may use the conceptual approach typical for cultural undertakings.

B.5. Improving the quality of education

Education provides the feeling of safety. Knowledge and skills transmitted at school give us the power of controlling the environment. They give us a broader understanding of reality and enable us to behave in the proper manner. Schools offer child care to parents, and the feeling of belonging to peer groups to children. All this qualifies education as an important factor determining a city's friendliness.

Extending care over schools constitutes one of the compulsory tasks of the local government whose objective is to ensure the stable operation of educational institutions. However, the world and its challenges change much faster than school curriculums. The curriculums fail to award bonuses for associating different information, but do for passive memorising; they favour personal success over group achievements, and the grading system focused on pointing out mistakes which discourages pupils from being creative and thinking for themselves. To a much greater extent, education is provided outside schools. Pupils spend a lot of their time in front of their computers, which disables teachers from directing pupils' attention to universal values and following them in a group. In view of the above, the ability to consciously use vast resources of available knowledge and the ability to co-operate have become an educational challenge. Currently, the offer of after-school activities is highly diversified; however, it is primarily used by active parents, which may lead to stratification of the general level of education.

Apart from enforcing the fulfilment of schooling obligation, schools nowadays fulfil an important role as centres for authority, knowledge and culture in local communities. For this reason, they cannot fall behind development of those communities, but on the contrary, they should dictate the changes or stand above them, in order to build and use their authority in a beneficial way. What is more, the city that aspires to develop itself, has to devote more attention to education and its residents, more than is required by official regulations, in order for future citizens to be able to understand and continue this development. And therefore, the local government, schools and residents should look for new forms of co-operation. Actions to be taken by the city in this respect include, in particular, increasing the functionality and attractiveness of the network of kindergartens and schools as well as their surroundings, supporting the improvement of teachers' professional qualifications, the enrichment of curriculums, encouraging parents to use the offer of after-school activities, strengthening teachers' authority and teacher-parents co-operation. Population decline constitutes an opportunity to achieve those goals, as it may be used to improve the quality of education by e.g. reducing the number of pupils in classes or supporting collaboration of schools with NGOs and the cultural sector. Instead of savings made on reducing the number of grades and schools, the funds to be spent will be used on improving the quality of education.

Actions, including major tasks and projects

B.5.1. Adjusting networks of kindergartens, schools and other educational institutions to the educational needs of children and young people (in consideration of changing demographic and urban conditions)

- The creation of room for debate about the relationship between schools and the local government and about defining common tasks and mutual benefits, including integration of the most innovative and proactive teachers and parents.
- Development of sports and recreation infrastructure (pitches, gyms, playgrounds) and their adjustment to the residents' needs.
- Regulation of grade counts to the correct level, ensuring the maximum effectiveness of learning.
- Making sports infrastructure at schools (gyms, pitches, swimming pools) available to the residents.
- Improving teachers' working conditions and the purchase of the latest teaching aids.
- Preparation of vocational curriculums adjusted to the needs of people with disabilities.

B.5.2. Developing the teaching offer in the city

- Implementation of creative and entrepreneurial approach programmes.
- Implementation of programmes building mathematical and engineering competencies.
- Creation of an institution or service network acting as a teaching centre of a media lab, providing space for developing scientific and cognitive interests of children and young people.

- Remodelling of the vocational education system, in accordance with the latest requirements of the job market.
- Discovering, reinforcing and using the potential of schools as centres for the sustainable development of local communities.
- Engaging schools into networks of co-operation with other actors dealing with local social, cultural and educational activities, including activity organisers, organisations and cultural institutions.
- Multi-directional support for the quality of education at schools of all tiers.

Recommendations and Synergies

B.5.a. Schools play a key role in the educational chain which to a large extent is referred to in the Strategy. That is why they should be treated as the key partner involved in its implementation.

B.5.b. The setting up of a team representing four major types of actors related with vocational education (employers, employment agencies, entities offering vocational education and colleges) in the Office of the Mayor of Lublin, in order to suggest specific undertakings in the field of vocational education.

B.5.c. Creation of a favourable atmosphere for individuals and institutions willing to make investments in the system of education, by supporting schools supervised by the city, and in the form of independent activities in the field of education.

B.6. Social participation

The Strategy defines social participation as a new philosophy guiding city management. For participation reflects the highest needs of the residents related to civil activity and collective responsibility for their place to live. Participatory democracy has a well-developed know-how at its disposal. Its gradual introduction is intended to develop a new model of public management based on trust. A higher level of social trust raises the comfort of life and the ability to act together, in order to create the common good.

Social engagement means readiness to design solutions in a collective manner, without hierarchical subordination between partners. It complements the election system, acting as a fixed relationship between elective authorities and the structures they manage with active groups of residents and other organisations and entities affecting the changes. The use of participation principles requires a laborious process of arranging, debating, consultations, but it may be less financially and politically burdensome than the effects of arbitrary decisions that are protested against in the course of implementation. An advantage of this process is the fact that introduced changes are in a way “owned” by all parties taking part in their preparation, and therefore they are treated and used in a more respectful manner. What is more, solutions worked out together with users thereof, are usually much more accurate than those designed at the top. A city which is indifferent to the need for civic engagement is perceived as exceptionally unfriendly, if not hostile to its residents.

Participation may involve different levels – from passive involvement (consisting e.g. in unilateral informing of residents or controlling their satisfaction from provided services) to active engagement, manifested in the co-operation of the local government with non-governmental organisations, in participatory planning, in initiatives of advisory bodies or in “public control” activities.²⁸ Participation requires active operation from all parties and proper competencies, such as: knowledge about recipients’ needs, substance and mechanisms of change, ability to establish a dialogue and take responsibility for its results. The “side effects” of participation is larger identification of a city’s community and expanding its knowledge about the manner of its functioning, factors determining its development and qualities forming its advantages. Participation is a continuous process but it cannot be treated as an objective only. Lublin has achieved considerable success in the area of participation, distinguishing it against other cities. Based on these experiences, it will gradually introduce the full spectrum of participation tools, adjusted to specific contexts, in accordance with criteria on the highest efficiency in achieving positive effects.

²⁸ “Public control activities are determined by watchdog organisations and the media, and they consist in watching the activities of institutions and public figures, leading to increased transparency and law and order in the public life”. Watchdog Portal Organizacji Strażniczych, www.watchdog.org.pl/9,29,co_to_jest_straznictwo.html.

Actions, including major tasks and projects

B.6.1. Elaboration and implementation of the “City in Dialogue” programme, referring to development of participatory democracy in Lublin

- Elaboration of mechanisms for agreeing resident needs with different institutions.
- Developing of a programme for co-operation between the Municipal Office with non-governmental organisations.
- Building mechanisms of participation, controlling and advocating of interests and Lublin residents and their representatives.
- Supporting the processes of de-centralisation in the city, including increasing the importance of districts and co-operation with the management of residential districts (e.g. by introducing participation budgets by District Councils and extending their competencies together with the level of socialisation based on a systemic tool “District Development Plans”²⁹).
- Development and streamlining the operation of advisory teams (Lublin Development Council, Business Council, Space Culture Council, Cycling Agreement, Public Benefit Works Council and others).
- Streamlining participation by application of the latest technologies (e.g. online failure reporting system – www.naprawmyto.pl).
- Entering the principle of “user consultation” to all works dealing with designing new solutions regarding services, products or urban investments (e.g. by using the model of the Local Support Groups in the European URBACT programme).
- Introduction of participatory planning procedures using debates defining public interests prior to commencement of project works.
- Ongoing control of the quality of public services.

B.6.2. Construction of the “City Observatory”, that is a system of collecting, processing and the provision of databases relevant for development purposes, generated in sizes corresponding to the size of their residential areas (districts, housing estates), enabling monitoring and co-ordination of co-operation and observation of results of implemented projects

Recommendations and Synergies

- B.6.a.** The implementation of participation must be preceded by training programmes for city officials and policy-makers, informing them about the mechanism of this method and the manner of its applications, depending on the circumstances; the programmes should result in developing “imaginary participation” which will help to follow specific procedures without defining them in a rigid manner.
- B.6.b.** Participation differs from procedural management in the same way as a neural network differs from a computer: it teaches us how to put different weight to incoming information; therefore, its development should be supported by the system promoting social leaders and representatives of different groups of stakeholders.
- B.6.c.** Efficiency of Strategy implementation should be evaluated by stakeholder representatives who are trusted by authorities and stakeholders themselves.
- B.6.d.** Social participation may facilitate the making of proper decisions in any area and at any level.

²⁹ See: Attachment 1 System of implementation of the 2013-2020 Lublin Development Strategy, chapter 1.2.4. Plans layer.



C. Entrepreneurship

Enterprising Lublin

Affluence is the fundamental life need of city residents and its satisfaction involves the development of other needs. A natural method of improving residents' wealth is the running of a business activity. It is not intended to achieve instant successes, but to strive to achieve favourable financial standing with stable and incremental growth, giving hope for the future and for expansion of the powerful middle-class, whose individual wealth will translate into the city's fortune.

Lublin has an excellent starting point to launch entrepreneurial growth, as it is not burdened by the ghost of huge industry, yet it may boast considerable resources of wanted knowledge. It determines major areas in which Lublin's economy may grow: information technologies, contemporary services, automotive industry, biotechnology and pharmaceuticals as well as food processing. There are three dimensions of this growth: attractiveness for investors, active business involvement and entrepreneurship, which is conducive to obtaining profits in an innovative manner. These qualities permeate identity of the new economic brand of the city, which is "Lublin. Inspires business".

Lublin's attractiveness for investors depends on numerous determinants present in other strategic areas (accessibility of the city, educated residents, spatial planning etc.). A similar thing concerns an atmosphere favouring entrepreneurship, which depends on ambitious and creative individuals having access to knowledge and opportunities

to meet and start joint undertakings. For nowadays, the economy needs a stream of ideas that in the course of the innovative process will bring fruit in the form of new products or services based on accurately defined consumer needs. Therefore, supporting cluster and network-based initiatives (e.g. linking universities with industry proper and social environments) is an essential component of Lublin's economic policy. Their task is to concentrate regional, national and international activities in Lublin.

Other, separate challenges are diversification and the flexibility of Lublin's economy (numerous segments and various company sizes), ensuring stability in case of slumps and fluctuation of trade demands. Therefore, it is extremely important to support all manifestations of activity, any micro-enterprise or family business, and in particular showing support for the segment of small and medium enterprises (including trade companies) and the moderation of their relations with large enterprises. A highly important task for the city is the skilled and individualised economic promotion of its assets, addressed to all Lublin stakeholders, but primarily to external investors (to an increasingly large extent, foreign investors).

Multi-specialisation is currently one of the most promising strategies for local economic development. Its effectiveness results from relations between different industries, generating additional synergistic effects. The key element in this process is a diagnosis of the city's economic potential.

C.1. Development of the industrial sector

This direction of changes is based on using Lublin's strong points and opportunities. The multi-sectoral development of Lublin's industry is determined by its assets: tradition, human resources, market base, companies which already exist and are successful on the market. Relying on the assessment of internal development potential of individual segments, specific industries have been identified³⁰, which may constitute a powerful impulse for Lublin's development. Therefore, the city sets itself objectives which permeate the local reality.

Lublin is among the major food industry centres in Poland. The situation of the city in an agricultural region, acting as the granary of Poland, means an excellent material base, primarily for the manufacture of plant products. In a number of poviats, traditional agricultural production methods prevail, which makes an excellent starting point for the development of organic farming. In areas surrounding Lublin there are also high-potential farms, producing materials for the needs of the fruit and vegetable processing industry. Producers are supported by a well-developed network of institutions from the agricultural environment. In view of undoubted developmental assets in this industry, Lublin has the opportunity to become a leading food certification and research centre in Poland.

Another strong area on the economic map of the city is biotechnology, which next to nanotechnology and information technology, will exert great influence on the growth of the world economy in 21st century. Knowledge from the field of biochemistry, genetics and microbiology has expanded at a bewildering pace. Lublin, being an academic centre, has a huge potential for developing industrial biotechnology which uses the latest scientific achievements, co-operating with universities and research

institutes. Production of vaccines, sera, and probiotics is the future and companies currently operating in this sector have increased their production and market share. This sector provides opportunities for creating a cluster of production and health promoting services.

In this place, it is worthwhile recounting that the city has had long traditions of machine-building and automotive industries, which have currently been reconstructed. This is supported by a proper research and development base and access to qualified and experienced staff, as well as infrastructure facilitating reactivation of businesses co-operating in this sector. An important role is played by the manufacturers of agricultural machinery. The meaning of this industry has grown, in Lublin and in the Lublin region, which has been confirmed by regularly increasing number of foreign investors. Lublin has also marked its position on the map of TSL industry (Transport, Shipping, Logistics) that will be able to grow owing to the construction of the ring road, dual-carriageways to the airport, and in the future, a cargo terminal. It is an important secondary segment for Lublin's business development.

Environmental conditions of the region and the research and development potential of Lublin universities support building of powerful renewable energy sector in Lublin. Generated green energy will not only replenish demanded energy resources flowing from the developing industry sectors, but it may also be used for housing, transport or utility services provided by the city.

Industrial activity zones located in Zadębie, Wrotków and Bursaki display good accessibility and considerable potential for development. Their linking with similar zones in the Lublin Metropolitan Area will provide sufficient possibilities for locating new investments.

³⁰ Deloitte report *Conditions for economic development of Lubelskie Voivodeship using the example of Lublin Municipality* points out key sectors from the point of view of the current and future development of the city of Lublin. Three basic industries were distinguished: food industry, BPO/SSC, information technology and telecommunications, and five secondary industries: logistics and transport, renewable energy, automotive industry, health care and pharmacy, biotechnology.

Actions, including major tasks and projects

C.1.1. Creating conditions for industrial investments

- Development of Euro-Park Mielec Special Economic Zone, Lublin Subzone:
 - developing subsequent areas covered by SEZ in Lublin (on premises of former Daewoo Motor Polska plant, Wrotków, Hajdów),
 - purchase of private land located along Rataj and Grygowej Streets and covering them with the status of SEZ.
- Development of other areas for business activation:
 - providing improvements to new greenfield investment land³¹ in Lublin (Hajdów, Zadebie, areas near the north-eastern part of the city ring road, areas located near northern section of Rataja Street),
 - collaboration with private partners during construction of the Industrial and Technological Park on premises of the former Daewoo Motor Polska plant,
 - revitalisation of industrial areas formerly housing an iron foundry.

C.1.2. Attracting new investors (external and local) for strategic areas of city development

- Collaboration with a strategic advisor, in order to attract external investors from key industry sectors.

C.1.3. Promoting of economic potential of the industrial sector in Lublin and in the Lublin Metropolitan Area

- Promotion of the SEZ in Poland and abroad.
- Promoting local enterprises – winners in their industries, in Poland and abroad.
- Supporting Lublin enterprises in the process of creating network connections in local business, through co-operation with Targi Lublin S.A. during the organisation of periodic fair events for priority sectors of the industry.

C.1.4. Building synergy in order to reinforce the potential of the production sector in Lublin

- Stimulating and supporting of cluster initiatives, increasing the competitiveness of local industrial enterprises.
- Attracting regular and renowned external partners, contributing to the stable effectiveness of partners from Lublin.

³¹ It is a form of foreign direct investment and literally it means building new warehouses, logistics and distribution centres and plants from the ground up.

C.2. Development of the services sector

The second pillar of Lublin's economic development, also stemming from its potential and assets, are services, covering a number of specialisations based on knowledge and new technologies. A feature of developed economies is a high share of services in the GDP.

Outsourcing³² in business. In a globalised economy, outsourcing (that is contracting out operations supporting a primary line of business of a given enterprise to third parties) becomes a must. Reinforcing BPO (Business Process Outsourcing – remote business services), with special emphasis on the development of KPO (Knowledge Process Outsourcing – outsourcing of competencies based on expertise) is possible owing to qualified staff. KPO centres offer a wide range of highly qualified specialists to its customers; they are also able to determine the scope of competencies and experience required from given specialists, depending on the changing needs of the organisation.

Public Outsourcing and e-services.³³ Lublin's opportunity is also e-administration, and the city's potential in the sector of such specialised services has been noticed by government agencies - Lublin was the first, and until present the only, city to introduce e-court services in Poland. Due to its location and close proximity to the capital, as well as in view of its human resources, Lublin has built its image as an excellent place for centres of external services to central administration agencies.

Information technologies. In the services sector, an important role is played by information technologies (IT) and information and communication technologies (ICT). In recent years, a lot of innovative ICT businesses has been set up and rapidly developed in Lublin. Local government, relying on the potential of IT companies emerging in Lublin and making an effort to meet the needs related with bottom-up initiatives of entrepreneurs, has supported the creation of favourable conditions for development of an IT ecosystem. Specified support of the IT sector means its potential will become globalised gradually.

Medical services. Medical services involving making diagnoses, performing operations and the treatment of patients are another well-developed sector of services for Lublin. Dynamically operating medical university ensures a professionally instructed medical staff. Statistics have shown that private medical services have slowly driven out public services across Poland. The increasing affluence of consumers to a large extent affects the decision about using private, end-to-end, high quality medical services. The potential of this industry has also been noticed by financial markets, and investors have increasingly allotted their funds to companies from the medical sector. It is symptomatic that entities offering medical services have started to undergo consolidation. Another opportunity for future development of this sector is tele-medicine, which is the use of new technologies in an innovative system of collaboration between patients and medical staff.

³² Outsourcing – using outside resources. The term began to be generally applied to describe the strategy of contracting out operations supporting primary line of business of a given enterprise to third parties specialising in their management.

³³ E-services – fully automated provision of services without human interference, via an information system (e.g. online application). E-service must: use a public telecommunications network (e.g. Internet), be provided at any request of the user whatsoever (at any time, in any form), it must be delivered remotely, and unequivocally respond to the user's request or order.

Actions, including major tasks and projects

C.2.1. Creating institutional and spatial conditions enabling the development of the services sector

- Collaboration with a strategic advisor, in order to attract external investors from key services sub-sectors.
- Supporting the creation of an office park for IT/BPO/KPO companies in Euro-Park Mielec SEZ Lublin Subzone – on service-related premises.
- Offering locations for the development of non-disturbing services in housing estates.

C.2.2. Supporting the establishment of an innovative services sector in Lublin

- Attracting investors (external and local) for strategic areas of city development
- Development of an IT ecosystem in Lublin:
 - supporting the development of the IT sector in collaboration with entrepreneurs situated in Lublin and Lublin universities and students of IT specialisations (“Lublin’s IT Heights” project),
 - creation of the Lublin IT Platform (LIP),
 - periodic IT competition for lower and upper secondary school pupils,
 - promoting IT studies in upper secondary schools,
 - acquisition of investment funds to make investments in the IT ecosystem,
 - supporting the process of IT postgraduate studies and launching of new IT specialisations,
 - establishing the Innovation Fund associated with IT companies operating in Lublin.
- Supporting development of BPO/KPO sector:
 - Continued implementation of a framework collaboration programme with Lublin universities – among others, establishing postgraduate studies for BPO/KPO specialists,
 - patronage over establishment of an Inter-departmental Management Institute.
- Creating conditions for public outsourcing and e-services development:

- supporting the creation of shared service centres for selected ministries and other central administration institutions,
- development of legal outsourcing in Lublin,
- establishing the Shared Service Centre for the administration of justice,
- supporting the development of e-court services and of the National School of Judiciary and Public Prosecution in Lublin,
- setting up of a research unit for the administration of justice and public administration,
- development of pilot outsourcing solutions for the Municipal Office, schools and municipal partnerships (shared service municipal centre).
- Supporting the development of medical services sector:
 - supporting and starting cluster initiatives in this area,
 - supporting the construction of the medical and office park – Lublin Healthcare City (area operationally connected with the complex of the Medical University buildings).

C.2.3. Promoting economic potential of the services sector in Lublin and in the Lublin Metropolitan Area

- Promoting Lublin as a good place for investment, using Economic Promotion of Eastern Poland project by taking part in fairs and investment quests.
- Promoting the brand, cluster and ecosystem of Lublin IT Heights, in Poland and abroad.
- Organisation of annual fairs and conferences establishing Lublin’s position in one of the IT sub-areas.
- Promoting Lublin as a prospective site for building shared service centres for central administration institutions situated in Warsaw.
- Promoting Lublin as a dynamically operating centre for medical services (in Poland and abroad).

C.3. Entrepreneurial culture

In order for entrepreneurship to develop, the city has to act to stimulate the process of company establishment and to provide conditions ensuring their development; also, it has to promote entrepreneurial and creative attitudes among Lublin residents, especially young people, students and university graduates. A lot of attention is devoted to these attitudes in Area D. Academic Spirit; however, in the economic context, a unique element thereof is specific capital invested in the idea and specific methods of further actions intended to achieve a tangible profit.

Promoting entrepreneurial culture will allow creating a set of features of the local community providing for its readiness to take the risk (of setting up a company or embarking on implementation of an innovative idea) and holding high competencies for accurate assessment of this risk. This is encouraged by the business environment, infrastructure of financial institutions, consultancy and financial assistance for small and newly-established enterprises. An important role in this process is played by educational institutions able to grasp the essence of innovation. An entrepreneurial culture is also established by academic scientists, who can encourage students and graduates to pursue scientific achievements and advise them on the establishment of start-ups (newly formed enterprise e.g. operating online). Actions in this respect also include developing quality-based aspirations (such as solidity and reliability) and the ability to consider the interests of other entities as well (useful in building the ability to co-operate with different entities, including private and public ones) as well as promoting corporate responsibility (e.g. culture of work organisation, encouraging employee loyalty).

Comprehensiveness of the local entrepreneurship support plan is also highly important. The system of enterprise “growing”, designed by the city, anticipates the supporting of entrepreneurs by delivering coherent systemic information at every stage of enterprise development: pre- incubation, incubation and growth, until acquiring the status of a local or national winner. Co-ordination of the pre-incubation system consists in particular in increasing cohesion of incubator activities performed at different universities. Special care shall be provided to ICT companies and enterprises from other priority industries. Technology transfer, commercialisation of research and access to know-how related to conducting innovative business are planned to become increasingly common elements of Lublin’s entrepreneurial landscape.

One of the suggested strategic activities is the creation of conditions for external industry-related investment funds to invest in Lublin companies. This will allow for acquisition of not only capital necessary for development, but also extremely important relationship capital³⁴ (also on the global scale) and managerial experience.

Another improvement for local entrepreneurs is the network-creating and integrating operation of Targi Lublin. By organisation of trade fairs and conferences, the company provides opportunities for Lublin enterprises to appear in a broader social and economic context, and it also expands its network of collaboration between co-operators and sub-suppliers. Development of these forms of activity in the field of advisory and intermediation by the Centre for Eastern Competencies will raise Lublin’s economic status.

³⁴ Relations capital – any relations of the organisation with outside environment (customers, suppliers, other business partners, local community, Cf: K.B. Matusiak, *Innowacje i transfer technologii. Słownik pojęć*, Polska Agencja Rozwoju Przedsiębiorczości, Warszawa 2011, p. 133, www.parp.gov.pl/files/74/81/469/12812.pdf.

Actions, including major tasks and projects

C.3.1. Supporting the creation of an entrepreneurship ecosystem in Lublin, based on local enterprises and creative entrepreneurship

- Defining of an entrepreneurial ecosystem in Lublin and developing the tools of support (“Run a business in Lublin” project).
- The creation of an end-to-end system for providing knowledge about tools for the support for entrepreneurs at every stage of development (business know-how, research commercialisation, types of subsidies).
- Supporting the development of entrepreneurship from public funds owned by the Municipal Employment Agency in Lublin.
- Organisation of job fairs and career expos by the Municipal Employment Agency in Lublin.
- Supporting business education (as ‘the roots of entrepreneurship’) and developing attitudes promoting entrepreneurship and creativity.
- Creating conditions for investing in Lublin partnerships to external trade-related investment funds.
- Creating places for meetings of enterprising and innovative young people.
- Supporting the creation of a coherent system for pre-incubation and incubation of companies operating in priority sectors.
- Providing inspiration to and promoting local cluster initiatives.
- Taking and supporting actions to the benefit of social entrepreneurship (social clusters, social franchising etc.).

C.3.2. Supporting transfer of knowledge to the business sector

- Supporting systematic growth of the Lublin “Technopolis” (Scientific and Technological Park, technology transfer centres).

C.3.3. Promoting business potential of Lublin and the Lublin Metropolitan Area

- Arranging periodic meetings of the Mayor of Lublin with representatives of individual business sectors in Lublin.
- Stimulating competing for quality among local companies (e.g. in the form “Business Award of the Mayor of Lublin”).
- Organisation of incoming business missions for business, media, NGO representatives, in order to promote the business potential of the city.

Recommendations and Synergies

- C.3.a.** Social entrepreneurship, among other things, provides opportunities for engaging in the business and social undertakings to groups threatened with social exclusion, and in this sense, it not only brings economic advantages, but also helps the local government implement a dynamic social policy. In order to be effective, it requires smooth co-operation between specific sectors.

C.4. Supporting creative industries

At the point of the interconnection of culture, academic spirit and entrepreneurship, there lie creative industries, which in developed economies have increasingly contributed to the generation of domestic product, employment and revenues.

Creative industries include various undertakings whose origin and market value refer to creation, and their output is usually subject to intellectual property law (also in compliance with open source principles³⁵). They are related to communication, design, spending of leisure time as well as culture and art.³⁶ Supporting creative industries in Poland has only begun, as the value of creative thinking that may be measured according to market ratios, has now been present in numerous areas traditionally treated as separate and often non-productive areas of activity. However, currently, the development of creative industries is not just an economic concept, but also a need stemming from changes occurring in modern societies (lifestyles, methods of work provision) and increased meaning of scientific and cultural research in the development of a modern economy. What is also important is the positive influence of creative industries on the economy and, indirectly, on the increased quality of life in the city.

The development of creative industries is determined by numerous local factors, such as: human and social capital, type and level of education, demand for creative products and services, business environment, culture and diversity or degree of development of the information society. For this reason, providing support for this sector requires the creation of an action plan adjusted to the local context, by looking for connections between businesses and many other areas, including culture in a broad sense and consideration of the needs of the newly emerging group of creative employees.

Developing of creative industries in Lublin is possible due to the presence of a proper potential, resulting from the academic and cultural spirit of the city favouring education of authors of creative products and high demand thereof. Development of this sector brings advantages to the city, as without extensive expenditure, this creates new jobs, keeps talented graduates, and assists in space revitalisation. What is more, it engages creative individuals from various environments, counteracting exclusion, supporting integration and increasing the general quality of life by showing solutions that consider the needs of various groups.

³⁵ Open source – in general, a philosophy of providing intellectual property (quoting, use, development of projects related therewith etc.) on non-commercial terms (Creative Commons copy left etc.).

³⁶ *Supporting creative industries in Lublin. Potential and development trends analysis*, Society for Encouragement of the Fine Arts in Lublin, 2012. In this report, creative industries include: advertising, film and video making, architecture and design, handicraft, art and antiques, retail sales of cultural goods, performing arts, visual arts, museums and other cultural activity, software, publishing services, journalism (media, radio and television), creative and entertainment business.

Actions, including major tasks and projects

C.4.1. Supporting the development of a creative industries sector

- Establishing creative partnerships, clusters of creative enterprises and the system of incubating companies representing creative industries.
- Supporting the development of new media.
- Supporting cultural activity and access to cultural events, also by using new technologies.
- Supporting the commercialisation of creative undertakings.

C.4.2. Influencing the creation of procreative activity attitudes

- Instruction related to development of creativity, entrepreneurship and corporate responsibility.
- Increasing social awareness of respecting intellectual property rights.



D. Academic Spirit

Academic Lublin

It is hard to imagine the lack of academic aspect of Lublin's development, as universities are the largest employers in the city and every fourth resident is a student. The presence of scientists and students affects virtually all aspects of Lubliners' existence. However, when describing the academic spirit of the city, we are very often unable to provide arguments other than those which are statistics-related. Contemporary academic ethics is born in the meeting point of the university and the city, its residents, business, culture and other partners. We should aspire to it, both in terms of ideas and pragmatic effects resulting from synergistic and symbiotic model of co-operation and mutual relationships.

The achievement of this objective is only possible through building of a true partnership between the city and the universities, and through consolidation of academic circles. It is hard to meet this challenge, for a number of reasons. Academic authorities act independently while drawing up their own development plans, extending the scope of knowledge, career development and evaluation of success. Local government on the other hand, may be short of formal and legal tools enabling it to support universities in the long term and maintain stable co-operation. All these hindrances are, however, possible to overcome, if both partners unite in order to achieve a well-defined common interest. And this is described in this section of the Strategy.

Specific aspects of developing Lublin's academic spirit constitute a transparent structure. The internationalisation of universities and their symbiosis with the environment refer to the intensification of their relations with more or less adjacent neighbourhood, at the level of specific research and development achievements. The remaining two Objectives are focused on the flow of young people for whom studying is another stage of development and education, in between school and work. The building of an academic "genius loci" refers to the study period, and concern for young people before and after finishing their studies, to the period in which they shall choose their place of residence which may, or may not, be Lublin. The strategic objective of the academic Lublin is attracting increasingly able students and providing them with opportunities of self-fulfilment in the city. The symbiotic character of universities as well as a powerful, academic genius loci³⁷ of this city, will increase the attractiveness of the universities to the largest extent.

³⁷ *Genius loci* (pronounced as genius loci, *Lat.* protective spirit of a place) – metaphorical concept of all factors which make a given space or place appear to be one of a kind (usually, positively perceived). The term is sometimes defined as the combination of meanings and values associated with a given place. The need to use the term in the Strategy stems from the fact that factors determining the impression one has about a given place are extremely hard to define and heterogeneous, whereas their effects are actually highly tangible, influencing image, opinions, life choices (when it comes to choosing a university) etc.

D.1. Internationalisation of universities

Internationalisation is a sine qua non for institutions as important as universities, in view of their long-term existence in globalisation conditions, decreasing population and the national policy of financing selected leading centres. The keys to the meeting of this condition are held by the universities. The city declares its involvement in all above-listed areas.

Internationally perceived prestige of a university is reflected by a number of aspects, including the level of curriculum attractiveness for foreign students (and so, in the percentage of foreign students), in the university's participation in international studies or co-operation networks, or in addressing scientific problems dealt with internationally. In this sense, universities are the city's window on the world, through which it has access to the latest knowledge and creative young people with questing minds, who enrich the local community with their culture and who establish longer professional and private relationships with the city and the universities,

which translates into subsequent international relations. The international presence of universities involves, apart from prestige, drawing inspiration to make positive changes, which in the field of education, very often come from outside. Lublin is historically predestined to have strong international contacts, especially with the Eastern Partnership countries, due to their cultural and geographic proximity.

The presence (permanent or occasional) of foreign scientists at Lublin universities is another significant factor contributing to establishing the prestige of a given university and the city. Experiences of the European Panel for Culture (established during competing for the title of the European Capital of Culture 2016) have confirmed significant meaning of guest lecturers for establishing the unique possibilities to contact outstanding scientific figures, associated with renown academic centres, as well as for building Lublin's image. Supporting this type of undertakings brings a two-sided interest for the city and universities.

Actions, including major tasks and projects

D.1.1. Reinforcing Lublin's position as an attractive educational centre for foreign students

- “Study in Lublin” – programme of the Municipal Office encouraging foreign students to study in Lublin.
- Satisfying specific needs of foreign students by multi-lingual access to information, facilitated services, integrating activities.
- Initiating synergistic actions in other Areas for Development by e.g. creating the air of openness to other cultures.
- Supporting actions intended to start new foreign language studies at Lublin universities.
- Joint organisation of specialist summer curriculums, postgraduate programmes for foreigners from Eastern Partnership countries.

D.1.2. Collaboration with university authorities to the benefit of increasing share of scientists, teachers and student from Lublin in the European and international exchange programmes

D.1.3. Supporting Lublin universities in establishing and maintaining international contacts with universities around the world

- Collaboration with Lublin universities for purposes of establishing dynamic co-operation with prestigious universities around the world.
- Joint organisation of international scientific conferences (patronage).
- Promoting achievements of Lublin researchers abroad (patronage).

D.1.4. Collaboration with universities for purposes of increasing students' foreign language competencies and offering other forms of supplementing one's education

- Supporting and promoting improvement of language skills of students and young people.

D.2. Symbiosis with the environment

The Amended Act on Higher Education stipulates that collaboration with social and economic environments is among the formal tasks of all universities. Entrepreneurship and active involvement for purposes of commercialisation of technologies have become another element of university missions, in line with education and research, as the potential for development is currently hidden in inter-sectoral and interdisciplinary contacts. Most commonly, these contacts are inspired by external partners of higher education institutions whose practical needs require the forming of a bridge between different fields of knowledge. Numerous stakeholders representing the local government, system of education, business or cultural circles are willing to establish co-operation with universities.

In order to use the intellectual and technical potential of universities and to transfer research results on economic grounds, universities are currently allowed to start academic entrepreneurship incubators and technology transfer centres or set up networks of university-based enterprises. The city may provide its assistance in maintaining such contacts by establishing clusters joining entities representing science, business and the local government, or by moderating contacts with the business environment, in order to adjust the fields of study to future needs of the local job market. There are however, intangible benefits that may also be drawn by universities from collaboration with other stakeholders, such as mutual inspiration, stimulation and achievement of synergistic effects of their initiatives.

This non-business approach is important for two reasons. Firstly, the operation of universities is to a large extent focused on knowledge that cannot be commercialised directly (humanities, sociology, psychology, earth sciences). Secondly, in 10 to 20 years, large amounts of graduates shall work in industries which have not yet been developed, rendering non-invented services and solving problems of which we are yet unaware. Therefore, the future usefulness of today's education depends on interdisciplinary curriculums fostering flexible thinking, abilities to adapt to various contexts and developing innovative approaches. The city may offer its support, by providing the staff and the students with opportunities to try to contact the "new reality" in areas useful for the city, and make students understand mutual dependencies necessary to understand the world. These may include opportunities to casually exchange their views or perform specific actions related to culture, education, social work, protection of historical monuments and managing historical heritage, analyses of the city's transport system, developing databases with data concerning the city, with possible association of facts from different fields, etc. The key element in this method is defining areas for co-operation in a manner which is transparent and useful for the academics and adjusted to the working conditions experienced by the partners.

In order to realise the practical side of university operations, such actions should be offered by the city for much longer than the tenure of academic authorities. Also, a highly important aspect is the systemic and international announcement of all common achievements (conferences, publications, expert opinions, debates, etc.). In this manner, the academic spirit of Lublin shall assume a specific, socially useful form, for in building welfare of the local community of Lublin, an important role is assigned not only to business and its corporate social responsibility, but also to universities which are also socially responsible.

Actions, including major tasks and projects

D.2.1. Building co-operation between universities and business

- Supporting the creation of infrastructural base for development and transfer of innovation from universities into business.
- Stimulating entrepreneurship of students, graduates and young academics.
- Creation of a brokerage network promoting transfer of technologies and research commercialisation.
- Collaboration with the Scientific and Technological Park and other similar partners, in the city and beyond, for purposes of establishing innovation incubators.
- Supporting adaptation of the fields of study to employers' needs (e.g. postgraduate programmes matching requirements of specific enterprises and industries).

D.2.2. Building co-operation between universities and the city

- Developing collaboration with universities in urban projects requiring scientific work (e.g. collecting knowledge about the city, forecasting, etc., as part of Action B.6.2. Construction of the "City Observatory", that is a system of collecting, processing and the provision of databases relevant for development purposes, generated in sizes corresponding to the size of their residential areas (districts, housing estates), enabling monitoring and co-ordination of co-operation and observation of results of implemented projects).

- Stimulating regular academic involvement, e.g. by ordering scientific papers and organisation of scientific paper competitions, from bachelor's theses to doctoral theses.
- Developing municipal grant scheme for students and doctoral students.
- Supporting creation of fixed communication tools (e.g. Internet portals, magazines) facilitating interdisciplinary and inter-sectoral contacts (e.g. student training, placements, job agency).
- Creating conditions for instructing students of given specialisations by practitioners.
- Supporting and promoting the "Lublin Science Festival".

D.2.3. Building co-operation between various universities

- Stimulating the establishment of permanent and effective collaboration between universities, by e.g. supporting the processes of co-operation and potential consolidation of Lublin universities.
- Engaging universities in integrated city events, requiring collaboration of different fields of science.

D.3. *Genius loci* of the academic city

Students spend at least half of their time outside university on activities not related with studying. What do they do then? This issue may also relate to the city. For many young people, their study period is a time of searching for their guides and masters, checking themselves in various situations, solving first tasks related with financial responsibility or responsibility for others. An important element of personal development at this stage is developing multiple passions and activities as part of different initiatives not included in their record books. In “liquid modernity”³⁸ they very often set the course followed in adult life.

Combining studies with cultural, social and professional involvement, is a way of finding themselves in the surrounding reality and of broadening their future professional qualifications as well as social and communication competencies, and cultural participation habits. Primarily, however, such involvement develops one's character and positive aspects of relations with other people – loyalty, respect and the ability to co-operate. These elements allow them to develop civic attitudes, facilitating settlement of students and graduates in Lublin, and developing their personal long-term fascinations.

Academic and student-based *genius loci* very often emerges spontaneously in scientific circles associating people with different passions, in institutions or NGOs, where students go on placements or perform voluntary work. It is students who encourage the residents to actively participate in the cultural life of the city and who support the local community. All that needs to be done in this area is to elevate this spirit to the status of the desired aspect of the city and to support its growth, e.g. by creating the system of awarding bonuses and developing the non-didactic student activity and by speaking about their successes. Another idea is the provision of opportunities (venues, events, communication networks) favouring the exchange of views and sharing the passions of creative individuals. This motif is related with creation of symbiotic relations with the environment; however, it is less focused on specific effects but rather on fun and experimenting - inseparable conditions of innovation. The air of co-operation and sharing passions is permanently instilled in the concept of Lublin as the “city of inspiration”, whereas *genius loci* of the academic city should be instilled in the character of Lublin and inspire residents, businesses, tourists – and not just students.

³⁸ Liquid modernity (or late modernity) is a metaphor conceived by Zygmunt Bauman, a sociologist and philosopher, drawing attention to problems in setting out criteria of the law and order in the modern world, which is a criterion for evaluating confidence in correctness of our own actions. This expression was used in the document as it appears to accurately describe the situation of young people related to getting education and job market conditions.

Actions, including major tasks and projects

D.3.1. Supporting student development using the existing cultural and educational potential

- Creation of a student information programme, addressed especially to first year students, providing information about events and activities in which to participate at the universities and in the city in general.
- Supporting student democracy (e.g. based on participatory experiences of the city).
- Development of student training programmes offered by municipal institutions (including preparation of institutions to the role of a supervisor).
- Promoting the idea of student voluntary work in the field of providing education to local communities.

D.3.2. Supporting academic leaders (staff and students) willing to perform additional and extra-curriculum educational activities

- Assisting in the integration of academic leaders.
- Supporting the creation of a systemic guardianship scheme for academic leaders (e.g. based on collaboration with tutors and mentors).
- Supporting the creation of awarding promotions and bonuses for their achievements.

D.3.3. Supporting student development using brand new cultural and educational potential

- Developing standard forms of collective acting, triggering fascination with knowledge and its contemporary uses (cafes and clubs, portals, magazines, competitions and conferences related to science and education, etc.).

- Adapting new interdisciplinary formats of activities, triggering fascination with knowledge and its contemporary uses (e.g. TEDx meetings³⁹, hackaton⁴⁰, booksprint⁴¹, online tools for collective work, etc.).
- Establishing long-term investments supporting creative and innovative thinking in creative groups (e.g. media-lab⁴² or hackerspace⁴³).
- Promoting the attitude of action learning and lifelong learning.
- Joint organisation of Poland-wide student events, with a clear social and educational module.

Recommendations and Synergies

D.3.a. As it was mentioned above, students participate in the city life and development to an equal extent as its residents. This objective refers, however, to the offer dedicated primarily to students; therefore, related projects should especially consider their specific needs.

D.3.b. The above-mentioned actions refer primarily to supporting universities by the city, and only then to the local government initiatives.

D.3.c. This Objective is combined with Objective D.2. Symbiosis with the environment (especially when it comes to culture and non-governmental organisations). City support in these areas offers an extended field for higher education. Therefore, activities performed as part of these two Objectives should have as much as possible in common.

³⁹ TEDx (Technology, Entertainment and Design) – global version of meetings organised since 1984 in the US, promoting “ideas worth spreading” in the field of technology, entertainment and design. They usually have the form of conferences featuring a dozen inspiring interdisciplinary speeches. TEDx founders believe in the power of ideas changing attitudes, lives and finally, the world. See: www.ted.com/tedx.

⁴⁰ Hackathon – (also known as hackfest or codefest) is an event in which computer programmers, graphic designers, interface designers and project managers collaborate intensively on software projects.

⁴¹ Booksprint – is a workshop-based quick collective writing of books, allowing collecting and producing knowledge of numerous individuals during intense collective work over a relatively short period of time. Booksprint is a good solution at the initial stages of project works or during drawing conclusions – it allows for quick preparation of the structure, topic, purpose and content of a publication.

⁴² Media-lab – institution (or a separated part thereof) enabling collective work on innovative and often experimental projects using media and technologies. By putting an emphasis on increasing the exchange of experiences and knowledge between individuals representing different specialisations and professions, such as artists, designers, computer programmers, organisers of cultural events or researchers, media-labs favour innovative ideas based on synthesis of often very distant disciplines and sensitivity.

⁴³ Hackerspace is a community-operated space where creative people share their common passion of creating the so called hacking culture. The space stimulates development of projects, by arranging and providing the necessary tools. This formula of meetings may be applied in many areas of activity. See: www.hackerspace.pl.

D.4. Attracting and keeping talents in Lublin

Lublin should be a place for gathering together valuable people. This Objective is especially concerned with points of interconnection between schools and the universities, as well as universities and the job market. Social responsibility of the academic city (i.e. of the city and the universities) is manifested in the concern for young people going to universities and those graduating from the universities. The focus is the welfare of those people but also the welfare of the city and universities, and the wish to prevent the most valuable people from leaving the city before going to the university and after their graduation.

Secondary school pupils about to take their school-leaving exams and graduates are the most mobile groups of residents, from which future elites shall emerge. One of Strategy objectives is attracting and keeping the highest possible amount of these individuals in the city. Migration has always been instilled in the city's operation, due to the continuous inflow of university applicants which is later followed by job demand considerably exceeding its actual supply. Such movements of young people from and to Lublin should be prevented, in order to stop those more ambitious and competent ones from leaving the city, as they feel that the city will not cater to their expectations; on the other hand, those who stay are less ambitious and competent, as they are afraid they shall fail in other more demanding places.

Reversing of this trend is determined by the city's and universities' attractiveness, primarily to the most talented, hard-working, honest and creative individuals. They need to see the sense of staying in Lublin in the first place, getting an education and a job. Therefore, this challenge cannot be brought down to PR and image-based activities, supported by nice advertising and attempted making of a good impression. On the one hand, it requires increasing requirements and standards in many areas, on the other – providing opportunities for fulfilment of valuable aspirations. The entire Strategy and general condition of the city will contribute to the fulfilment of this objective; however, a number of specially dedicated actions may be pointed out, the more so that they are placed at the point of interconnection of different sectors, and therefore they require planned co-operation.

Key to the success is long-term, painstaking work at the bottom of the hierarchy, covering building of the social capital between people, Lublin and its universities. Future pupil choices are deeply influenced by knowledge of their 'little homeland', and therefore it is necessary for them to learn about its beauty, history, functioning and problems. Another area is supporting any activities and successes of secondary school pupils. The third area constitutes development of partner and creative relations of pupils with students and researchers. The fourth, supporting graduates in improving their qualifications and looking for work after graduation. The last two points may constitute a part of the innovative policy promoting Lublin universities in the region and in Poland.

Actions, including major tasks and projects

D.4.1. Discovering their 'little homeland' by school pupils

- Creation of a programme for co-operation of schools with organisations and institutions specialising in regional education (culture, history, natural environment, local government, etc.).
- Introduction of a systemic curriculum of regional education.
- Creation of a system of distribution of local niche magazines at universities, in lower and upper secondary schools.
- Pupil-dedicated system of information about cultural events organised in Lublin.
- Inclusion of pupils in participatory activities and works contributing to the development of their environment.

D.4.2. Supporting lower and upper secondary schools in their efforts to keep talented pupils in Lublin

- Scholarships and other forms of awarding bonuses to the best performing secondary school pupils planning to study at Lublin universities.
- Increasing the number of bilingual grades, in primary and lower secondary schools.
- Increasing the number of international exchange programmes in upper secondary schools.
- Organisation of the "Lublin Educational Fairs" focused on the acquisition of new teaching and self-education competencies by teachers and pupils.
- Supporting the active co-operation of schools with scouts, camping clubs, etc.
- Supporting non-governmental organisation stimulating such activities in upper secondary schools.

D.4.3. Developing contacts between Lublin schools and Lublin universities

- Developing and enhancing events such as "Lublin Science Festival" or "Lublin Science Picnic" to adjust them to pupils' needs.
- Developing a plan for adapting activities under Objective D.3. *Genius loci* of the academic city at the point of interconnection between upper secondary schools and universities; managing activities of current students for the benefit of future students.
- Supporting events such as "Open Doors Days" at universities.

D.4.4. Developing of a unique programme for supporting graduates at the start of their career

- Development of student training programmes offered by municipal institutions (including preparation of institutions to the role of a supervisor).
- Creation of a student evaluation system by their extra-university achievements, allowing them to use these results in relationships with the employer (conscious self-development programme, using the model of www.youthpass.eu, "city involvement record book" awarding bonuses for social and cultural involvement, etc.).
- Supporting studies on relationships between education and future student careers.
- Actions devoted to introduction of a fixed curriculum at all universities, building student awareness of the influence of their educational choices on their future chances of getting a given profession – meetings with employers, simulation games, legal regulations, business forecasts for Lublin and the region, etc.).



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6. Areas of Inspiration

Referring to Lublin as the “city of inspiration” involves an indication of phenomena constituting possible inspirations for the city, coming from outside or “produced” in Lublin, and which may serve as grounds for significant changes in the future. We have listed these inspirations below; they are attempts at initiating changes and adjusting general development trends and at the same time, they define important areas of living in the city. Some of them have already been partially completed through initiated actions.

6.1. Historical identity

Since its inception, Lublin has witnessed and served as the ground for important events in the history of the nation and the Polish people. Among them, the Union of Lublin which took place in 1569 exerted an enormous influence on the history of Poland.

Drawing its identity from the Christian tradition, Lublin has remained open to other cultures, religions and nations, becoming a place for their peaceful co-existence. German occupation put an end to this centuries-old tradition. A symbolic return to respecting the values was marked by the message of the Blessed John Paul II, who has been connected with Lublin for 25 years, and who was a citizen of honour in numerous cities. Faithfulness to the Christian tradition and the memory of all those who built Lublin before ourselves, obliges us to cultivate its heritage, and keep it to transmit it to future generations.

6.2. Sustainable development

Satisfying the needs of the current generation, so as not to run down the chances of future generations to satisfy theirs, is an art of co-operation providing for not using the resources in a wasteful manner.

Painstaking application of the principle of sustainable development goes beyond simple dependencies between economy, community and the environment. Chances for satisfaction of the needs of future generations will depend on the manner in which we shall satisfy our own current needs. City authorities are able to affect by managing hardly renewable tangible and intangible resources in areas such as public space, transport, trust, culture, memory, public service offers, etc. The Strategy recommends thinking about sustainable development in all available contexts, in order to avoid development deadlocks and the city’s susceptibility to destabilisation. One component of sustainable development concept is corporate social responsibility.

6.3. Affluence and self-fulfilment

The balance between “to be” and “to have” is of fundamental importance of every resident.

For some, the major driving force or peripheral aspect of existence is affluence, and for others non-material goals. This makes the city grow in both areas. Discussions devoted to this topic touch upon the most sensitive strings in the hearts of the residents. Therefore, it is important not to allow one of those options to prevail. City development depends on the symbiosis of people having different motivations. The task of the authorities is to provide opportunities for their fulfilment to the broadest possible extent, starting from professional activation of the unemployed and facilitating their return to the job market. Fulfilment and satisfaction from living in Lublin will stem from their affluence and self-fulfilment in other areas.

6.4. New concept of development

We are looking for a system of recording qualitative indicators of development.

Performance indicators reflecting quantitative results used to date have stopped being useful, if not revealing our defeat. Miles of a newly constructed road are useless, if it is a road to nowhere. Continued growth is not possible; however, no growth doesn't have to translate into crisis. Alternative areas for development may be traced during striving to obtain a dynamic balance, which is measured by the ability to exist in a stable manner and adapt. Inspiration may also be found in the personal development of humans, where progressive and periodic growth is combined. Humans, irrespective of a given epoch, develop inherited goods, but they measure themselves with the same adaptive challenges related to subsequent life stages.

6.5. New urbanisation

Solutions to problems experienced by contemporary metropolises are hidden in traditional patterns of cities “tailored to human needs”.

During the Polish journey to an effective urban structure, we should try to find answers to the questions about reasons for crises in the cities. Growing problems with managing “spreading” cities, in combination with the growing transport costs, determine the need to eliminate the “empty runs”. In response to this need, the idea of a multi-functional and polycentric network of districts was developed, according to which the residents need to commute everyday to a smaller extent. “New urbanisation” means searching for methods of reducing the increasingly severe economic, environmental and time-related costs, resulting from to-date development of the cities based on separation of areas having different functions. The concept also proposes the return to traditional aesthetics and functionality of historical cities.

6.6. Hopes and trust

Economic slumps are referred to as loss of trust, and social discontent and migration processes involve no hope for a better future.

Hope ensures better life satisfaction; it favours innovative and proactive attitudes. The term “trust management” has entered the managerial glossary. There is no reason why it should not enter the municipal policy, as residents trust a city that gives them hope. Typical quality of trust and hope is the fact that they display a highly creative potential, and they do not always involve the need of large investments. Hope and trust make an intangible city infrastructure, providing its residents with the feeling of safety and control over the environment and the future.

6.7. Business brand of the city

Lublin is a centre of small, creative entrepreneurship, which has grown into a significant driving force for the development of powerful business.

Lublin's power emerges from the interconnection of different environments, which allows developing new solutions, projects and business models, often consuming the free market space. The business air permeating the city has emerged from linking the Western culture with Eastern spirituality and a flair for business displayed by the Jewish residents of Lublin. We can trace these traditions back to commercial greatness of the city in Jagiellonian times and the flourishing of entrepreneurship in the inter-war period. Today, Lublin's potential lies in its human resources represented by young people and in alternative culture which also affects its business-like character. In combination with the increasingly simplified and friendlier procedures for setting up and running business activities, this may make Lublin a supplier of a global value chain that is really hard to copy.

6.8. "City 2.0"

Competitive advantage of the city lies in its ability to acquire, process and provide data.

Cities have started to resemble network-based information systems. This results from the increasingly available digital infrastructure (detectors, networks, interfaces), and from the fact that residents expect to be provided by the city with highly efficient informative systems with which they are familiar owing to daily access to new media. Approaching the city as an information product offers new possibilities for monitoring, diagnosing and the creation of public services in the city. "City 2.0" makes creative use of new digital technologies, but it also raises the effectiveness of standard solutions and adds value to any piece of knowledge, traditional or acquired in an analogue manner, e.g. via research. "City 2.0" keeps on learning about its own development, trying to design it in a smart way.

6.9. Heritage as an opportunity

In the case of proper management, local heritage may trigger the city's development.

Thinking about heritage in the categories of passive conservation is a thing of the past. Nowadays, it is treated as a factor providing for positive changes in the projects related to the future, to present an apparent value worth keeping without any additional explanations. It may be included in business plans, revitalisation processes, cultural and educational policies. In this respect, Lublin has a lot of models to follow, looking at different Polish and foreign cities. This requires an active, creative and integrated approach at the same time.

6.10. 700th anniversary of Lublin's incorporation

The year 2017 gives a unique opportunity to integrate the city's identity and determine the course of its development for a few subsequent generations.

In 1317, Lublin was implanted with a "gene" of European civilisation. A typical quality of this civilisation is urban citizenship, which currently has its revival in Poland. In the 14th century, principles were adopted according to which the city began to develop in space and establish contacts with the world. Therefore, 2017 may be regarded as a symbolic "revival of incorporation", that will allow us to link and transfer our international position and local character, our heritage and the imaginary concept of the future, to the subsequent century of Lublin's development. We may then reveal our image of Lublin as nurturing a European tradition, whose residents are ready to enter a new stage in its history.

6.11. Experiment and fun

Fun is a catalyst for contemporary development potential.

A progressive strategy cannot be implemented while thinking in a routine manner. Teaching methods of the 20th century instil fear of evaluation and criticism, which in adult life gives the feeling of anxiety against experiments and suppresses initiative. Therefore, what we call here fun and games gets the attention of scholars and educators around the world. By having fun, we are testing real situations, we train our cognitive skills, risk management and decision making, creating sense and striving for perfection. The opposite of fun is not work or seriousness, but depression. We perform our work, in which we may find funny elements, with passion, creativity and without fatigue. We must remember about the advantages of fun, if we want Lublin to be the city of a young generation. For they know it already.

6.12. Broad culture

Broad culture gives rise to new trends and social capital; it expands knowledge and teaches entrepreneurship.

There is a vast area of activities referred to as niche, amateur, alternative, “do it yourself”, informal, fan-based, non-mainstream. They are taken up by the residents spontaneously and in a bottom-up manner, often at the meeting point of other formally defined areas. This is a highly valuable activity and therefore during application for the title of ECC 2016, a new name was coined for it: “broad culture”⁴⁴. It provides the area for one’s own, private development, but at the same time it anticipates contacting other people sharing similar interests or with masters in a given field. This is adjusted to different resources, places and scales. It is near, available, it includes, teaches us, encourages to active involvement, it allows us to enjoy the act of creating something regardless of our age.

6.13. Social participation

Residents willing to get actively involved in the city’s development, constitute an irreplaceable and inimitable capital ensuring development.

The principle of social participation is one the most important changes in the traditional perception of a city’s functions, and at the same time it is innovative and multi-levelled to such a considerable extent, in view of local government practice, that it was mentioned in this Strategy twice: in this section, and as an Objective in B. Friendliness area. It involves the monitoring of residents’ needs, planning procedures, consultation of variant-based decisions and openness to civic initiatives, their knowledge and experience. It is derived from the principles of democracy; however, it is difficult to be followed by a society getting out of long-experienced authoritarianism, procedural and sectoral thinking. It is about defining common interests and conditions for avoiding conflict thereof, and about implementation of agreed tasks as partners. Social participation is the method of “taming egoistic drives” in a shared space.

6.14. Creative groups

Innovations emerge at the meeting point of different specialisations, jargons, imagination and sensitivity.

In any community, there are individuals standing out in terms of their active involvement, creativity, competencies, curiosity and ability to co-operate. They may be students, scientists, businessmen, but also community workers or local

⁴⁴ M. Skrzypek (ed.), *Kultura szeroka. Księga wyjścia*, Ośrodek Brama Grodzka Teatr NN.PL, Lublin 2011, www.biblioteka.teatrn.pl/dlibra/Content/29958/KULTURA+SZEROKA_CALOSC.pdf.

patriots, who do not have to be born leaders or go-getting managers. Creative meetings of such people with different specialisations and coming from different environments may result in unique ideas and new thinking perspectives. A challenge for the city is to provide this tier of local community with the best possible conditions for self-fulfilment and mutual inspiration. This may be helped by providing opportunities to meet and collaborate as a mixed team (e.g. collaborative design method⁴⁵), education and ensuring an institutional environment ready to risk during implementation of innovative projects.

6.15. Social innovation

In social innovations, a relatively insignificant contribution is translated into incommensurately large results: “more for less for more people”.

The essence of social innovation is experimenting, and the creative use of local resources, and the inclusion of previously excluded social groups or institutional or business partners into the process of social change, flexibility of procedures and openness to modification in the implementation process, as well as putting great emphasis on building and using the creative culture. Creating social innovations requires continued use and processing of local resources, and creating conditions for unhindered quest, design of prototypes and testing of new solutions. Supporting social innovations is a new form of including academic circles, social partners, local communities or local business into the process of building a friendlier and efficiently operating city. It enables the development of “customised” solutions, real, local conditions, needs and aspirations.

6.16. Social responsibility of business

The European Commission has defined social responsibility of business as a concept, according to which enterprises voluntarily consider social interests and environmental protection in their business activity and in relations with their stakeholders.

In the concept of sustainable development comprising a long-term objective of the European Union, corporate social responsibility is a tool designed for the private sector, reflecting the need to advocate for the defending of common values, and increasing the feeling of solidarity and unity in Europe. Such intangible aspects of running a business activity have increasingly accounted for competitive advantage of companies, directly translating into effective functioning of enterprises. In view of the future depopulation processes, the pro-social approach of the business takes on a special meaning.

6.17. Business ecosystem

Development of technology and an increased pace of communication have brought about fundamental changes in enterprise management. An increasing number of processes are implemented by companies as part of an extensive ecosystem of collaborating partners.

Whether an enterprise may be developed or not, is determined not only by a company’s operational maturity but to a larger extent by the network of horizontal relations within a business ecosystem. It covers suppliers, distributors, sub-contractors, manufacturers of comparable products or services, technology suppliers and many other organisations, which form a network of interdependencies. Many companies have grown due to the existence of business ecosystems

⁴⁵ Collaborative design and design thinking refer to innovative methods of designing new solutions in groups, e.g. with consideration of their interdisciplinary composition, observation of user habits (or their participation in the group) and designing and testing prototypes. A considerable role in these methods is played by an abductive mode of thinking (formulating a large number of optional solutions to the same problem) and lateral thinking (re-defining problems).

operating in their business environment; however, in Poland those companies have only started to learn how to manage resources not owned by them directly, and therefore activities taken by cities will support the development of the ecosystem of entrepreneurship in Lublin in its strategic areas.

6.18. Eastern competencies

In establishing and developing mutual contacts between the European Union and countries located east of its borders, specific knowledge and sensitivity which should be gathered and developed may be of help.

Historical experiences, geographic proximity, multiple contacts with eastern and western parts of Europe constitute a source of soft competencies of entities situated in Lublin, enabling them to develop methods of co-operation between partners from both parts of the European continent, acceptable for partners with a different legal and social culture. An important aspect of these competencies is knowledge of geographically- and historically-conditioned problems, including awareness of chances for favourable areas of collaboration. These competencies are related to social, cultural, economic and environmental aspects, and they may exert considerable influence on the quality of contacts and effectiveness of the Eastern Partnership, as well as co-operation with countries east of the EU. Eastern competencies is not however, just know-how for establishing international relations, but also unique inspirations and patterns coming from the East.

6.19. Partnership with the region

In view of the importance of mutual dependencies increasing in the modern world, making efforts intended to act as a whole makes us realise to a larger extent, that we are a part of something bigger. For this reason, Lublin regards the Region, of which it is a part, as a separate Area of Inspiration.

It covers issues listed in Assumptions to the updated Lubelskie Voivodeship Development Strategy 2006—2020, such as the development of metropolitan and more than local functions of the city, improved road access to other metropolitan areas in Poland, or supporting the multi-directional development of rural areas. Direct inspiration for Lublin were also Assumptions of the updated Regional Innovation Strategy for Lubelskie Voivodeship 2020, putting an emphasis on selective increasing of development abilities, according to specific local specialisations, existing potential of knowledge, qualifications, technological advancement, entrepreneurship and innovation. Those strong points of the Region and its unique character should be reflected in actions of support by the city of the most prospective fields of study and research trends, determining economic development of Lublin and Lubelskie Voivodeship.

7. From reading to acting

The identification in the 2020 Lublin Development Strategy of a broad circle of recipients, imposes an obligation on the Municipal Office to actively spread the contents of this document to broad circles of its potential performers. This spreading should not be a non-recurrent act, but a process of continued attraction of new performers of the Strategy.⁴⁶ This cannot be done only by reading the document. The best way to do it is as a dialogue, discussing specific examples and the planning of feasible actions. Therefore, some part of work consisting in reading the Strategy by broader circles of recipients should be conducted in the form of workshops and take place at the stage of applying this document. This is discussed in this chapter.

7.1. Dissemination of Strategy contents

In order to disseminate the Strategy's contents, separate actions are planned to be taken, such as: uploading the document on the website of the Municipal Office as hypertext, publication as a book containing illustrations and optimum layout, organisation of a scientific conference, discussions with stakeholders and preparation of a version more accessible to a broad audience of readers and other promoting actions, spreading the "ideas about Lublin's future in a system arranging our knowledge and imagination while thinking about the future of the city".⁴⁷

7.2. Dividing into specific actors

Discussion regarding the Strategy should be continued during its detailed elaboration by creative derived documents described in chapter 1.8.1. Derived documents. They constitute a necessary supplement to the main Strategy, as it is not a closed literary work but an action plan, a document that needs to be divided into specific actors, which provides for considerable implementation autonomy and a broad range of possible ways of participation. This stems directly from the synergistic overlapping of Areas for Development and Objectives of the Strategy. In order to fulfil a specific Objective, actions in a number of sectors or related to various groups of recipient must be taken, which requires making arrangements with partners and stakeholders – recipients.

In order to create a derived document (e.g. a sectoral strategy), its authors need to find all relevant fragments in the Strategy referring to a given topic. Ultimately, the derived document should contain references explaining which Strategy provisions shall be implemented and what methods shall be used for this purpose. This will be helpful in finding connections between different sub-strategies (where inter-sectoral co-ordination is needed), and in total identification

⁴⁶ A view by Prof. Antoni Kukliński expressed in the Review of the 2013–2020 Lublin Development Strategy.

⁴⁷ A quotation from the Review of the 2013–2020 Lublin Development Strategy by Prof. Antoni Kukliński.

of Objectives or Actions, whether they are implemented in a too narrow or too broad scope in comparison to actual needs or expectations. Similar rules should be applied during periodic summaries of works conducted by specific departments or units of the Municipal Office.

Derived documents do not have to be literal extensions of motifs included in the main Strategy. Rather, they will intertwine and reconstitute issues addressed therein, according to various views of stakeholders. It is a natural and desired stage of implementing the Strategy, consisting in translation of the elaborated order into action and thinking of stakeholders actively involved in their specific spheres of living in the city. The same activities may constitute an element of numerous different thematic programmes, which will make it easier to build coalitions around them. The value of such actions will grow as well, as interest of many various groups in a given action will reveal the multi-directional impact of its effects. This will also allow saving some resources, if one action will contribute to the fulfilment of goals in a number of different programmes.

Sub-strategies and other similar documents created at this stage may be of a different nature and they may display a diversified degree of complexity - from the list of recommendations, to programmes and, finally, to formal sectoral strategies. They may also develop over time, around already pending projects, acting as catalysts of broader actions. Examples of derived documents: So good to live in Lublin (document of Space Culture Council), co-operation agreement between the local government and NGOs, "Lublin 2.0" (end-to-end strategy for using the latest digital technologies in Lublin's development), policy of increasing the number of residents, integrated plan for eco-friendly environmental development of the city, etc. The task of the local government is to encourage groups of stakeholders to start such initiatives, suggesting topics convergent with the plans of the Municipal Office and moderation of the dialogue between different interest groups.

7.3. Effects of inter-sectoral accumulation

Success of cross-sectional actions depends on the accumulation of effects of numerous tasks implemented by numerous departments of the Municipal Office. Even if such actions are of key importance for the city's development, they may be difficult to co-ordinate, if individual tasks have a low priority in their separate sector-based plans. This co-ordination may be facilitated by the inter-sectoral document derived from the Strategy, putting individual tasks into one whole, and thus increasing their individual importance in specific departments. In similar situations, task-related teams are very often created; however, they mainly deal with single undertakings, whereas planning the effects of inter-sectoral accumulation may be tools for the implementation of entire action plans and one of the methods in management by objectives (defined in chapter 1.7. Management by objectives).

7.4. Developing the system of indicators

Due to the innovative character of the Strategy, the planned effects will often go ahead of the development of standard indicators for their measurement. Therefore, a target system of indicators will be developed in the course of Strategy implementation, in collaboration with scientists and stakeholders. Development of this system will go in parallel with development of the "City Observatory" described in Objective B.6.2. Construction of the "City Observatory", that is a system of collecting, processing and provision of databases relevant for development purposes, generated in sizes corresponding to the size of their residential areas (districts, housing estates), enabling monitoring and co-ordination of co-operation and observation of results of implemented projects. An important role in this system will be played by social evaluation of Strategy implementation by organisations from the non-governmental sector, district authorities and advisory teams of the Mayor of Lublin, and even by informal teams of stakeholders which will make an effort to prepare reports regarding a given topic. This process will be supported by earlier drawing up of thematic documents derived from the Strategy, defining expectations of specific sectors or regarding specific aspects.

Attachment 1

**System of implementation
of the 2013-2020 Lublin Development Strategy**

Introduction

The Strategy comprises development framework and analyses of the city in its entirety, i.e. it also covers such issues as its external transport accessibility or the development and co-operation of universities which are not under the authority of the local government, but are, however, of key importance for the development of the city and the well-being of its inhabitants.

While the list of Development Areas, Objectives and Actions included in the Strategy constitutes the fundamental frame, the list of Tasks and Projects is open in its character and is further elaborated on at the level of sectoral strategies, the definite majority of which are directly related to the *gmina* (commune) authority. It is sectoral strategies through which a “river of projects” implemented by the city will flow.

The entities implementing the Strategy are not only the structures of the Municipal Office of Lublin. All entities which include the Objectives and Actions of the Strategy in their plans and aims are partners in the Strategy implementation. Such entities may implement these plans and aims either on their own or in co-operation with other entities, and at the same time they can rely on the support provided by the city in organisational, and also in financial terms. This support, depending on the scale and nature of tasks, may take the form of a public-private partnership (PPP) or agreements resulting from support programmes implemented as part of sectoral strategies (e.g. subsidies granted under the Programme of Co-operation with Non-Governmental Organisations). Such support may also take the form of a partnership in implementing EU co-funded projects. Arrangements made in this respect are regulated by way of separate provisions, and agreements are concluded by the municipal structures as per their powers.

1. Levels and layers of management

Three levels of city management are hereby introduced, with each of them divided into subsequent layers dealing with further stages of preparing actions.

1.1. Levels

1.1.1. City-wide level

The city-wide level comprises the new city Strategy, with its scope also including tasks beyond the municipal authority (e.g. development of universities, transport accessibility), which defines values and development directions.

1.1.2. Sectoral level

The sectoral level comprises sectoral strategies and programmes under the authority of the local government and community partnerships implementing public tasks.

1.1.3. Districts level

The districts level, with District Councils as the main players, organises small-scale issues of the immediate surroundings of the place of residence.

1.2. Layers

The description of layers presented below, which is significantly broader, also includes information of how a given layer differs, depending on the level.

1.2.1. Analyses layer

The analyses layer is the process of continuous examination of changes taking place in the city and its surroundings. Three existing systems or systems in the process of creation serve this purpose. The first one is the City Analyses System [SAM – System Analiz Miasta] based on collecting the internal data of the Municipal Office and the Central Statistical Office [GUS – Główny Urząd Statystyczny]. The second one is the Self-Government Analyses System [SAS – System Analiz Samorządowych] conducted by the Association of Polish Cities, and based on the voluntary exchange of data between cities, with the Municipal Office of Lublin as the participant. The third one, which is in the early stages of creation, is the

Municipal System of Social Research [MSBS – Miejski System Badań Społecznych] which is to provide information on the intensity of various types of social phenomena and opinions on the services provided by the public service. Such information will also be presented on maps, which will allow for the adequate and on-the-spot response of municipal services. All these systems will also examine measures and indexes adopted for the Strategy and individual sectoral strategies. Uniform analysis systems are the source of information for all levels of city management.

1.2.2. Inspirations layer

The inspirations layer is the surface of continuous debate about the city, new solutions and improvements in projects to be implemented (which are included in the plan); but, however, are awaiting the implementation deadline (included in the executive programme). It is also seeking for the possibilities to improve solutions already in use. This layer is composed of not only the city authorities, i.e. the Mayor and the City Council, but also social bodies acting in the city-oriented sphere, such as: the Public Benefit Council [Rada Pożytku Publicznego], Space Culture Council [Rada Kultury Przestrzeni], Senior Citizens Council [Rada Seniorów] and others. This layer includes all processes of social deliberations and consultations. A proposal has also been put forward to create an electronic monthly entitled “City of Inspiration”, where the officials, experts and also regular city residents could present their proposals of improvements to be implemented in the city, or report such processes.

In the inspirations layer, the same mechanisms have been provided for both the city-wide and sectoral levels, and with regard to the districts level organisation of the Congress for District Development [Kongresu Rozwoju Dzielnic], where and when it is called for (once or twice a year), where various social partners (district councils, housing co-operatives, property administrators, non-governmental organisations) will be able to share experiences and discuss co-operation mechanisms.

1.2.3. Strategies layer

This document comprises the strategies layer. As a whole, it may be treated as a vision of the city, and at the same time the mechanisms and projects adopted in sectoral strategies have to be consistent with the mechanisms and values described in the general strategy.

1.2.4. Plans layer

The plans layer at the citywide level is a collection of investment project charters (City Development Plan) for the tasks proposed in sectoral strategies or included in the plan by the City Mayor, City Council or as citizen projects. The very fact of being included in the Plan does not give any certainty of the task implementation on the foreseeable planning time horizon. This is a portfolio of projects considered by the city authorities as necessary and feasible, included in the executive programme, as far as is practicable, by balancing available funds.

At the sectoral level, the projects found as necessary and feasible will be organised within sectoral programmes. A sectoral programme is more than only a portfolio of projects. It should also define their relative hierarchy, that is, to propose the order of their implementation compared to the projects of the same type.

At the level of districts, a new management tool has been introduced - District Development Plans [PRD – Plany Rozwoju Dzielnic]. This is a tool analogical to the City Development Plan [PRM – Plan Rozwoju Miasta], whilst, however, referring to small-scale tasks implemented by using budgeted funds and allotted for the disposal of District Councils. After the system implementation, District Councils will be able to allot the funds only to the tasks for which the Councils have adopted relevant resolutions and submitted the Project Charter [Kartę Projektu], with the project description according to the generally applicable specimen, and which have been approved by a competent department of the Municipal Office and published in the system generally available through the Internet browser www.plany.lublin.eu.

1.2.5. Programmes layer

The programmes layer at the citywide level is a sub-set of a plan covering projects with the prepared documentation which complies with the scope defined specifically for a given project. These are projects for which implementation dates have been defined and for which financing is guaranteed, as well as prepared projects awaiting inclusion in the programme.

Within this layer two main mechanisms (documents) are used. The first one is The Long-Term Financial Forecast [WPF – Wieloletnia Prognoza Finansowa] co-ordinated by the Budget and Accountancy Department, gathering projects for which contracts have already been signed, and analysing the effects of financial burdens. The other one is The Long-Term Investment Programme [WPI – Wieloletni Program Inwestycyjny] co-ordinated by the Strategy and Investor Assistance Department, gathering all projects with regard to which the city authorities have certainty as to their implementation and for which financing is guaranteed.

The List of Pending Projects [LPO – Lista Projektów Oczekujących] plays an auxiliary role. It is a sub-set of projects from the City Development Plan for which documentation is prepared, which are not, however, included in any Long-Term Investment Programme. We may assume that the majority will be the projects whose implementation depends on obtaining external subsidies. These projects will be transferred to Long-Term Investment Programme when a chance to obtain subsidies occurs, and the limit of acceptable debt is not exceeded as a result of financing an additional project.

The programmes layer at the sectoral level includes programmes prepared based on sectoral strategies and annual limits of spending for a given purpose. An example of investment projects is the Annual Programme for Renovation of Streets [Roczny Program Remontów Ulic], and of non-investment projects, the Gmina Programme for Counteracting Alcoholism [Gminny Program Przeciwdziałania Alkoholizmu].

1.2.6. Operational layer

The operational layer refers to the implementation of projects according to the schedule comprising a tender procedure, selection of the contractor, supervision and settlements. In the case of non-investment projects, this layer shall also comprise independent activities of the Office, ordered activities (following a competition procedure or other) and joint activities where the scope of responsibilities is divided among the parties.

At the level of districts, the ongoing management tool is the system “Naprawmy To” [*Let's Fix It*] www.lublin.naprawmyto.pl, which makes it possible for each resident to report a failure through the Internet browser or a smartphone.

1.2.7. Limitations layer

The limitations layer comprises analyses of the city's financial standing performed by the Budget and Accountancy Department [Wydział Budżetu i Księgowości]. What will be of key importance for meeting legal requirements in this respect will be to keep the city's debt below the debt limit ratio defined in the finance act (referred to as WLZ), calculated as the average operating surplus (of funds not expended on day-to-day expenses) for the last three years.

2. Sectoral strategies

2.1. Structure of sectoral strategies (plans)

The legal situation of sectoral strategies is very much diversified. Some of them are to be obligatorily implemented with the pre-defined document structure (e.g. environmental protection programme). In other areas, the purpose of the document creation is to create mechanisms of co-operation between various market entities for their common good, and the manner of its creation is not subject to any strict requirements (e.g. tourism development strategy).

It is recommended that work on the action plan in a given sector takes the form of a workshop, when creating the so-called Project Charters. These should provide information regarding four issues:

- problem(s) which requires intervention,
- proposed action/project concept(s),
- action(s) performed so far in this respect or action of this type performed so far,
- future results of such action and other action(s) with which a task is connected.

This universal and basic description (supplemented with a sketch or a drawing) of tasks should be prepared for all planned investment projects included in City Development Plan and District Development Plan. It is recommended that social strategies use the Project Charter method during workshops and in-house work on the strategy, and build a tree of goals and its description by evaluating and grouping the tasks. However, they may not reveal the charts themselves in the strategy text due to their working character and changes taking place at this level of detail. Such materials, however, will constitute the basis for making the strategy operational and for building mechanisms of the task budget.

2.2. Sectoral strategies vs analyses layer

The city strategy includes a system of measurements - measures and indexes. Ultimately, it should be mostly based on the measures adopted for sectoral strategies, whose values will be collected by competent divisions.

3. Multi-actor projects and projects independent of the Municipal Office

The entities implementing the Strategy are not only the structures of the Municipal Office of Lublin. All entities which include the Objectives and Actions of the Strategy in their plans and aims are partners in the Strategy implementation.

To give an example, activities aimed at increasing the number of international students are mostly activities conducted by the universities themselves. Universities introduce faculties conducted in English and advertise themselves abroad. The Internet portal conducted by the Municipal Office “Study in Lublin” www.study.lublin.eu plays only a supportive role.

In addition, sectoral strategies may provide for the projects implemented jointly by various entities. Joint workshops organised while creating sectoral strategies may offer a great opportunity for creating projects based on co-operation between various institutional partners, and even individuals.

4. Annual city management method

The city budget makes the decision of which tasks are performed in a given year; that is, it gives strategic declarations a practical dimension. It is important that the task-based budget structure being introduced reflects the Objectives and Actions adopted in the Strategy as the rules which organise the list of tasks defined for implementation.

The task budget implemented at the Municipal Office of Lublin makes it necessary to define tasks, describe them and propose the effectiveness and efficiency measures for the same. The “bottom-up” methodology of work on sectoral strategies presented (from describing Project Charters) will favour efficient implementation of new budget management mechanisms.

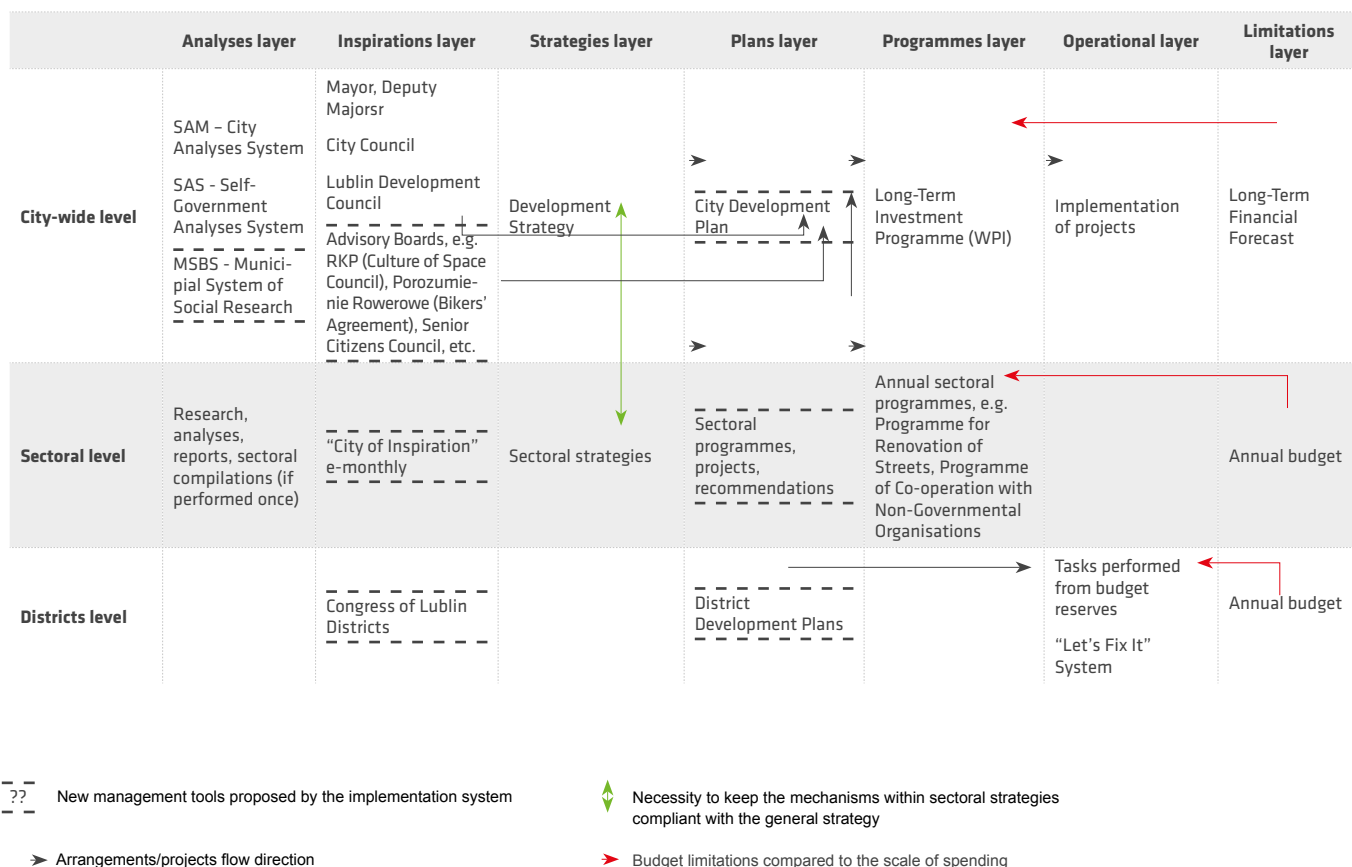


Figure 1. Strategy Implementation System Chart

Source: Own compilation.

Attachment 2

**List of potential measures of implementation
of the 2013-2020 Lublin Development Strategy**

Introduction

The non-conventional Strategy requires non-conventional methods of monitoring its implementation. The annual evaluation of the completion stage of the 2020 Lublin Development Strategy has to be based on a multi-faceted analysis, relying on both hard statistical (quantitative) data and qualitative data, as well as on the ongoing description of the activities of the Municipal Office of Lublin plus the description of the phenomena and changes taking place in the surroundings.

Quantitative measures will be based on the information published by the Central Statistical Office in Warsaw and other databases-creating institutions, as well as internal data of the Municipal Office of Lublin and its subsidiaries. Qualitative measures will be generated based on systematic sociological surveys conducted among Lublin citizens as part of the established Municipal System of Social Research [MSBS – Miejski System Badań Społecznych] and based on research done by other entities. A descriptive measure may constitute a supplement for the two above categories or be decisive for the evaluation of meeting a specific operational objective, because non-standard objectives included in the Strategy may not always be described by means of standard indexes.

Please find below a list of potential measures to be used for the Strategy monitoring. Due to the long-term time perspective of the document, it should be stressed that throughout the term of the Strategy the adopted indexes may change, may be improved or supplemented with new ones, which will be necessary for the evaluation of the degree of fulfilling the Objectives within individual Development Areas.⁴⁸

⁴⁸ See: chapter 7.4 Developing the system of indicators.

LIST OF POTENTIAL MEASURES

Area	Objective	Measure
A. OPENNESS	A.1. Improving Lublin's accessibility	Quantitative:
		number of passengers using the airport
		number of airline, railway and bus connections plus their directions
		travelling time and distance from the largest cities and border crossings with neighbouring countries (train, car)
		traffic intensity on access roads to Lublin
		length of the backbone broadband optical network
		number of free hot spots
		Qualitative:
		assessment of transport conditions and possibilities from Lublin to other destinations
		assessment of availability of data communication infrastructure and quality of relevant services provided
		Descriptive:
		analysis of Lublin location in the context of distance from European transport networks and their accessibility
	A.2. Expansion of external relations	Quantitative:
		number of domestic and international tourists visiting Lublin
		accommodation infrastructure and its utilisation
		number of partner cities and signed co-operation agreements
		number of attendants at conferences and congresses related to the issue of the Eastern Partnership
		Qualitative:
		assessment of the city's tourism attractiveness
		assessment of the city's promotional activities in individual communication channels
		Descriptive:
		analysis of the operation of the Municipal Office of Lublin in the area of international co-operation (projects implemented with partner cities)
		analysis of the Municipal Office's promotional activities
		analysis of the operation of the Centre for Eastern Competences
	A.3. Enhancing cultural openness	Quantitative:
		number of international projects implemented by the city and subordinate institutions
		Qualitative:
		assessment of the tolerance of Lublin residents for other nationalities and cultures
	A.4. Strengthening of cultural openness	Descriptive:
		analysis of the operation of culture institutions and the Municipal Office in the context of highlighting the multi-cultural character of the city
		Quantitative:
		length of public transport routes outside the borders of Lublin
		GDP per resident
		number of registered patents
		innovation indexes
		Qualitative:
		evaluation of co-operation of territorial governments at various levels, aimed at region development
		Descriptive:
		analysis of the operation of institutions/facilities of metropolitan functions in the city
		analysis of progress in building a coherent transport/communication system for the metropolis
		analysis of links with other metropolises

Area	Objective	Measure
B. FRIENDLINESS	B.1. Enhancement of the technical infrastructure	Quantitative:
		density of the network of roads
		number of passengers using public transport
		length of bike lanes
		length of the water, sewerage and gas distribution grid plus number of users
		amount of generated, stored and recycled waste
		amount of generated and treated sewerage
		Qualitative:
		evaluation of public transport
		evaluation of road infrastructure and alternative forms of transport
		Descriptive:
		analysis of investing operations of the Municipal Office in the sphere of infrastructure (share of spending in the city budget on transport and communication)
		analysis of the operations of the Municipal Office in the sphere of environmental protection (share of spending in the city budget on environmental protection)
	B.2. Improving the comfort of life	Quantitative:
		average floor space of a flat per capita
		flat prices on primary and secondary market
		flats fitted with sanitary and technical systems
		number of crimes and their detectability
		number of road collisions and accidents
		number of healthcare centres, hospital beds and consultations provided as part of basic healthcare
		number of residential social welfare centres, their loads and the structure of users
		Qualitative:
		assessment of own situation in life
		assessment of living conditions
		assessment of safety level
		assessment of quality of public services
		Descriptive:
		analysis of the operations of the Municipal Office in the sphere of increasing accessibility of public services
		analysis of the operations of the Municipal Office in the sphere of social welfare and adapting public space to the needs of the disabled
	B.3. Caring for space culture	Quantitative:
		covering the city surface with area development plans
		number of vehicles on roads
		green areas managed by territorial government
		number of parking places (for a fee and free of charge)
		Qualitative:
		assessment of accessibility and condition of municipal area
		Descriptive:
		analysis of the operations of the Municipal Office to regenerate and strengthen cultural values in municipal area

Area	Objective	Measure
B. FRIENDLINESS	B.4. Supporting the development of leisure activities	Quantitative:
		number of cinemas and population per seat and audience number and showings
		number of museums and visitors
		book collections in libraries, number of readers and borrowings
		number of sports facilities, sports clubs, and medals won by sportsmen and sportswomen from Lublin
		Qualitative:
		assessment of the leisure and sports facilities offered
		assessment of satisfaction from the ways of spending free time
		assessment of cultural offer
		Descriptive:
		analysis of the structure of culture institutions and the city's advantages in the area of historic and cultural heritage
		analysis of the city's sports and leisure facilities offered
		analysis of the activities supporting the city's cultural diversity
	B.5. Improving the quality of education	Quantitative:
		number of places in day care centres and nurseries
		enrolment ratio (elementary schools and lower secondary schools)
		number of educational centres, classrooms and pupils at schools
		use of computers and Internet access at schools
		passing rates of the Matura exam (final secondary school exam)
		Qualitative:
		evaluation of the level of education in education centres
		evaluation of the infrastructure and equipment in education centres
		Descriptive:
		analysis of the operations of the Municipal Office in the sphere of education (programmes and projects in progress)
	B.6. Social participation	Quantitative:
		number of non-governmental organisations (foundations, associations, social organisations)
		turnout at elections and referenda
		Qualitative:
		assessment of the readiness to engage in work for the benefit of the city
		inclination to undertake civic initiatives
		Descriptive:
		analysis of the effects of the implemented system known as the District Development Plan [Plan Rozwoju Dzielnice]
		analysis of co-operation of the Municipal Office with non-governmental organisations

Area	Objective	Measure
C. ENTREPRENEURSHIP	C.1. Development of the industrial sector	Quantitative: number and type of operating clusters capital expenditure in enterprises gross value of fixed assets in enterprises sold industrial production in total and per capita employment in industry
		Qualitative: evaluation and forecasts of entrepreneurs as to their own economic standing evaluation of the industry sector's attractiveness and employment possibilities
		Descriptive: analysis of the operations of the Municipal Office in the sphere of creating conditions for the development of key branches in the industry sector analysis of functioning of the Euro-Park Mielec Special Economic Zone, Lublin Subzone analysis of the operations of the Municipal Office in the sphere of economic promotion of the industry sector and acquiring investors
		Quantitative: employment in the services sector by various divisions number and floor space of office plus shopping and service buildings put into service
		Qualitative: evaluation and forecasts of service providers as to their own economic standing evaluation of the industry sector's attractiveness and employment possibilities
		Descriptive: analysis of the operations of the Municipal Office in the sphere of economic promotion of the services sector analysis of the operations of the Municipal Office in the sphere of creating conditions for the development of key branches in the services sector
		Quantitative: number and structure of entities entered in REGON (Polish National Business Registry) changes in the number of entities of the national economy entered in REGON number of companies operating in 'business incubators'
		Qualitative: assessment of the possibilities of running a business in Lublin evaluation of the procedures related to setting up and running a business
		Descriptive: analysis of the operations of the Municipal Office (including the Municipal Employment Agency) in the context of supporting the development of entrepreneurship analysis of the operations of the business-surrounding institutions
		Quantitative: number of businesses included in the sector of creative industries compared to the total number of businesses employment in the creative sector compared to total employment
	C.4. Supporting creative industries	Qualitative: evaluation of the role of entities included in the sector of creative industries in the context of creating development impulses for the city
		Descriptive: analysis of the operations of the Municipal Office and other institutions in the sphere of support for creative industries

Area	Objective	Measure
D. ACADEMIC SPIRIT	D.1. Internationalisation of universities	Quantitative:
		number of international students compared to the total number of students
		number of academics and scientists, university teachers and students taking part in European and global student exchange programmes
		number of faculties conducted in foreign languages
		position of universities in international rankings and rankings including the internationalisation criterion
		Qualitative:
		opinions of international students about studying in Lublin
		Descriptive:
		analysis of the operations of universities in Lublin in the sphere of co-operation with international academic centres
		analysis of the operations of the Municipal Office of Lublin aimed at attracting international students
	D.2. Symbiosis with the environment	Quantitative:
		number of joint projects implemented on the grounds universities-business, universities-universities, universities-municipality
		results of teaching entrepreneurship (number of laureates, average grades)
		number of implementations delivered by the science
		Qualitative:
		evaluation of co-operation on the grounds universities-business, universities-universities, universities-municipality
		Descriptive:
		analysis of co-operation on the grounds universities-business, universities-universities, universities-municipality
	D.3. <i>Genius loci</i> of the academic city	Quantitative:
		number of students compared to the city population
		position of universities in rankings taking account of various categories
		Qualitative:
		evaluation of programmes supporting development of students and programmes expanding the cultural and educational offer
		Descriptive:
		analysis of traineeships and voluntary work offered by public institutions
		analysis of the cultural and educational offers in the city
	D.4. Attracting and keeping talents in Lublin	Quantitative:
		number of university students and graduates
		number of students learning foreign languages at schools
		Qualitative:
		evaluation of personal development perspectives
		evaluation of being emotionally tied to the city
		Descriptive:
		analysis of the educational offer of the universities in Lublin (faculties, specialities)
		analysis of data from the system of monitoring the future of university graduates
		analysis of operating support programmes for school and university students

Attachment 3

**Actions to contribute to the fulfilment of the Objectives defined
in the 2013–2020 Lublin Development Strategy**

MATRIX OF MAIN IDENTIFIED ACTIONS IN RELATION TO OBJECTIVES⁴⁹

1No.	ACTIONS	A. OPENNESS				B. FRIENDLINESS				C. ENTREPRENEURSHIP				D. ACADEMIC SPIRIT					
		OBJECTIVES																	
1.	Extension of services and flight connections with Lublin	MA	PR	CA		B.1. Enhancement of the technical infrastructure	B.2. Improving the comfort of life	B.3. Caring for space culture	B.4. Supporting the development of leisure activities	B.5. Improving the quality of education	B.6. Social participation	C.1. Development of the industrial sector	C.2. Development of the services sector	C.3. Entrepreneurial culture	C.4. Supporting creative industries	D.1. Internationalisation of universities	D.2. Symbiosis with the environment	D.3. <i>Genius loci</i> of the academic city	D.4. Attracting and keeping talents in Lublin
2.	Construction of connecting roads with the ring road and exit roads	MA				PR						CA	CA						
3.	Efforts aimed at the modernisation and enlargement of external entry networks for accessing Lublin by all means of transport (railway, cars, and bikes)	MA	PR		CA	PR	CA					CA	CA						
4.	Enlargement and providing stakeholder access to the core broadband optical network	MA	CA		CA								PR						
5.	Including Lublin in international networks of co-operation and the creation of new tourist offers		MA	CA					CA								PR		
6.	Creation of the Centre for Eastern Competencies		MA	PR						CA		CA	CA	CA			PR		

⁴⁹ Symbols:

MA – main action (a given action is necessary to fulfil a specific objective).

PR – parallel relation (a given action has a material parallel impact on a specific objective).

CA – complementary action (a given action is complementary and auxiliary for a specific objective).

1No.	ACTIONS	OBJECTIVES	A. OPENNESS				B. FRIENDLINESS				C. ENTREPRENEURSHIP				D. ACADEMIC SPIRIT				
			A.1. Improving Lublin's accessibility	A.2. Expansion of external relations	A.3. Strengthening of cultural openness	A.4. Building regional and metropolitan bonds	B.1. Enhancement of the technical infrastructure	B.2. Improving the comfort of life	B.3. Caring for space culture	B.4. Supporting the development of leisure activities	B.5. Improving the quality of education	B.6. Social participation	C.1. Development of the industrial sector	C.2. Development of the services sector	C.3. Entrepreneurial culture	C.4. Supporting creative industries	D.1. Internationalisation of universities	D.2. Symbiosis with the environment	D.3. <i>Genius loci</i> of the academic city
7.	Development of an internet offer revealing assets of the city		MA						CA										CA
8.	Using the tourist attractiveness of Lublin		MA							CA									
9.	Promoting Lublin in Poland and abroad		MA		CA											PR			CA
10.	Developing approaches favourable for co-operation and toleration of diversity in all civic and institutional undertakings			MA					CA								CA	CA	
11.	Systemic development of international exchange programmes for school pupils			MA						PR							CA		
12.	Creation of a common communication system for the Lublin Metropolitan Area (LMA)	PR			MA	MA	MA	PR	CA										
13.	Integration of information and public services in order to create a “friendly environment” in the Lublin Metropolitan Area				MA				PR										
14.	Developing a strategic programme for city-region co-operation		CA			MA	MA	CA				CA	CA	CA					
15.	Continued development and modernisation of the municipal road network	CA					MA	PR	CA					CA	CA				

1No.	OBJECTIVES	A. OPENNESS				B. FRIENDLINESS				C. ENTREPRENEURSHIP				D. ACADEMIC SPIRIT					
		A.1. Improving Lublin's accessibility	A.2. Expansion of external relations	A.3. Strengthening of cultural openness	A.4. Building regional and metropolitan bonds	B.1. Enhancement of the technical infrastructure	B.2. Improving the comfort of life	B.3. Caring for space culture	B.4. Supporting the development of leisure activities	B.5. Improving the quality of education	B.6. Social participation	C.1. Development of the industrial sector	C.2. Development of the services sector	C.3. Entrepreneurial culture	C.4. Supporting creative industries	D.1. Internationalisation of universities	D.2. Symbiosis with the environment	D.3. <i>Genius loci</i> of the academic city	D.4. Attracting and keeping talents in Lublin
16.	Development of public transport system	CA				MA	PR												
17.	Development of alternative forms of transport within the city	CA				MA	PR	CA											
18.	Development of infrastructure of key importance for the development of the urban environment					MA	PR	CA											
19.	Successive adjustment of the functional and spatial development system of Lublin in terms of residents' convenience and traffic optimisation, as well as other aspects of sustainable development of the spatial development system						MA	PR											
20.	Improving living standards						MA	CA											
21.	Development of a network of district centres ensuring availability of (public and commercial) services and local jobs						MA	CA		CA									
22.	Improving quality of public services						MA	CA						CA					
23.	Raising public safety						MA	CA											
24.	Conditional extension of city limits (in the case when demographic and economic analyses indicate such a necessity)			CA			MA	CA											CA

Matrix of Actions and Objectives

1No.	OBJECTIVES	A. OPENNESS				B. FRIENDLINESS				C. ENTREPRENEURSHIP				D. ACADEMIC SPIRIT					
		A.1. Improving Lublin's accessibility	A.2. Expansion of external relations	A.3. Strengthening of cultural openness	A.4. Building regional and metropolitan bonds	B.1. Enhancement of the technical infrastructure	B.2. Improving the comfort of life	B.3. Caring for space culture	B.4. Supporting the development of leisure activities	B.5. Improving the quality of education	B.6. Social participation	C.1. Development of the industrial sector	C.2. Development of the services sector	C.3. Entrepreneurial culture	C.4. Supporting creative industries	D.1. Internationalisation of universities	D.2. Symbiosis with the environment	D.3. <i>Genius loci</i> of the academic city	D.4. Attracting and keeping talents in Lublin
25.	Implementation of the Lublin Revitalisation Plan						PR	MA	CA			CA							
26.	Reinforcing cultural values of the city space			CA				MA											
27.	Development of public areas in all parts of the city					PR	CA	MA			CA								
28.	Building sensitivity and responsibility for the quality of space and natural environment					CA	CA	MA			PR								
29.	Drawing up of city spatial development plans with utmost care for the highest quality of planning and adjusting them to actual needs and possible development opportunities of the city					CA	PR	MA				CA	CA						
30.	Development, reinforcement and effective protection of the urban natural system						PR	MA											
31.	Development of Lublin's sports and recreation offer and promotion of open-air activities						PR		MA										
32.	Development of a cultural offer and striving to increase resident participation in cultural activities		CA				CA		MA		PR							CA	

1No.		A. OPENNESS	B. FRIENDLINESS	C. ENTREPRENEURSHIP	D. ACADEMIC SPIRIT
	ACTIONS	OBJECTIVES			
33.	Adjusting networks of kindergartens, schools and other educational institutions to the educational needs of children and young people (in consideration of changing demographic and urban conditions)	A.1. Improving Lublin's accessibility A.2. Expansion of external relations A.3. Strengthening of cultural openness A.4. Building regional and metropolitan bonds B.1. Enhancement of the technical infrastructure B.2. Improving the comfort of life B.3. Caring for space culture B.4. Supporting the development of leisure activities B.5. Improving the quality of education B.6. Social participation	CA CA CA MA	C.1. Development of the industrial sector C.2. Development of the services sector C.3. Entrepreneurial culture C.4. Supporting creative industries D.1. Internationalisation of universities D.2. Symbiosis with the environment D.3. <i>Genius loci</i> of the academic city D.4. Attracting and keeping talents in Lublin	CA
34.	Developing the teaching offer in the city		CA CA MA CA		PR CA CA
35.	Elaboration and implementation of the "City in a Dialogue" programme, referring to development of participatory democracy in Lublin		MA		
36.	Construction of the "City Observatory", that is a system of collecting, processing and the provision of databases relevant for development purposes, generated in sizes corresponding to the size of their residential areas (districts, housing estates), enabling monitoring and co-ordination of co-operation and observation of results of implemented projects		MA		
37.	Creating conditions for industrial investments		MA PR CA		

1No.	OBJECTIVES	A. OPENNESS				B. FRIENDLINESS				C. ENTREPRENEURSHIP				D. ACADEMIC SPIRIT					
		A.1. Improving Lublin's accessibility	A.2. Expansion of external relations	A.3. Strengthening of cultural openness	A.4. Building regional and metropolitan bonds	B.1. Enhancement of the technical infrastructure	B.2. Improving the comfort of life	B.3. Caring for space culture	B.4. Supporting the development of leisure activities	B.5. Improving the quality of education	B.6. Social participation	C.1. Development of the industrial sector	C.2. Development of the services sector	C.3. Entrepreneurial culture	C.4. Supporting creative industries	D.1. Internationalisation of universities	D.2. Symbiosis with the environment	D.3. <i>Genius loci</i> of the academic city	D.4. Attracting and keeping talents in Lublin
38.	Attracting new investors (external and local) for strategic areas of city development				CA							MA	CA	PR					
39.	Promoting of economic potential of the industrial sector in Lublin and in the Lublin Metropolitan Area				PR							MA					CA	CA	CA
40.	Building synergy in order to reinforce the potential of the production sector in Lublin											MA		CA			PR		
41.	Creating institutional and spatial conditions enabling the development of the services sector												MA	PR	CA				
42.	Supporting the establishment of an innovative services sector in Lublin												MA	CA	PR				
43.	Promoting economic potential of the services sector in Lublin and in the Lublin Metropolitan Area				PR								MA				CA	CA	CA
44.	Supporting the creation of an entrepreneurship ecosystem in Lublin, based on local enterprises and creative entrepreneurship											CA	CA	MA	PR				
45.	Supporting transfer of knowledge to the business sector											CA	CA	MA	CA		PR		
46.	Promoting business potential of Lublin and the Lublin Metropolitan Area				PR									MA			CA	CA	CA

1No.	ACTIONS	OBJECTIVES	A. OPENNESS				B. FRIENDLINESS				C. ENTREPRENEURSHIP				D. ACADEMIC SPIRIT					
			A.1. Improving Lublin's accessibility	A.2. Expansion of external relations	A.3. Strengthening of cultural openness	A.4. Building regional and metropolitan bonds	B.1. Enhancement of the technical infrastructure	B.2. Improving the comfort of life	B.3. Caring for space culture	B.4. Supporting the development of leisure activities	B.5. Improving the quality of education	B.6. Social participation	C.1. Development of the industrial sector	C.2. Development of the services sector	C.3. Entrepreneurial culture	C.4. Supporting creative industries	D.1. Internationalisation of universities	D.2. Symbiosis with the environment	D.3. <i>Genius loci</i> of the academic city	D.4. Attracting and keeping talents in Lublin
47.	Supporting the development of a creative industries sector		A.1.	A.2.	A.3.	A.4.	B.1.	B.2.	B.3.	B.4.	B.5.	B.6.	C.1.	C.2.	C.3.	C.4.	D.1.	D.2.	D.3.	D.4.
48.	Influencing the creation of procreative activity attitudes										CA		CA	CA	CA	MA				PR
49.	Reinforcing Lublin's position as an attractive educational centre for foreign students										PR						MA	CA		CA
50.	Collaboration with university authorities to the benefit of increasing share of scientists, teachers and student from Lublin in the European and international exchange programmes		PR	CA			CA				CA						MA	MA		CA
51.	Supporting Lublin universities in establishing and maintaining international contacts with universities around the world		PR	CA							PR						MA			CA
52.	Collaboration with universities for purposes of increasing students' foreign language competencies and offering other forms of supplementing one's education										PR						MA	CA		
53.	Building co-operation between universities and business												PR	PR	CA	CA		MA		CA
54.	Building co-operation between universities and the city																	MA	PR	CA

1No.	ACTIONS	OBJECTIVES	A. OPENNESS				B. FRIENDLINESS				C. ENTREPRENEURSHIP				D. ACADEMIC SPIRIT					
			A.1. Improving Lublin's accessibility	A.2. Expansion of external relations	A.3. Strengthening of cultural openness	A.4. Building regional and metropolitan bonds	B.1. Enhancement of the technical infrastructure	B.2. Improving the comfort of life	B.3. Caring for space culture	B.4. Supporting the development of leisure activities	B.5. Improving the quality of education	B.6. Social participation	C.1. Development of the industrial sector	C.2. Development of the services sector	C.3. Entrepreneurial culture	C.4. Supporting creative industries	D.1. Internationalisation of universities	D.2. Symbiosis with the environment	D.3. <i>Genius loci</i> of the academic city	D.4. Attracting and keeping talents in Lublin
55.	Building co-operation between various universities																	MA	CA	PR
56.	Supporting student development using the existing cultural and educational potential		CA				CA	PR											MA	
57.	Supporting academic leaders (staff and students) willing to perform additional and extra-curriculum educational activities							PR										PR	MA	CA
58.	Supporting student development using brand new cultural and educational potential		PR				CA											CA	MA	CA
59.	Discovering their 'little homeland' by school pupils							CA	CA									PR		MA
60.	Supporting lower and upper secondary schools in their efforts to keep talented pupils in Lublin							PR										CA		MA
61.	Developing contacts between Lublin schools and Lublin universities							CA										PR		MA
62.	Developing of a unique programme for supporting graduates at the start of their career										CA	CA	CA	CA				PR		MA

Attachment 4

List of strategic documents and municipal programmes

Strategic documents and programmes:

1. The Strategy for Solving Social Problems of the City of Lublin for the years 2005—2013
(Resolution No. 797/XXXIII/2005 of the Lublin City Council of 8th September 2005).
2. The Study of Conditions and Directions of Spatial Development of the City of Lublin
(an updated version is currently being prepared - the City Council adopted Resolution No. 1076/XLIII/2010 on initiating the process of drawing up a new study of conditions and directions of spatial development of the City of Lublin).
3. The Strategy for Supporting Sports and Recreation in Lublin until 2015
(Resolution No. 496/XXIII/2012 of the Lublin City Council of 28th June 2012).
4. The Long-Term Financial Forecast for the years 2012—2028
(Resolution No. 291/XVI/2011 of the Lublin City Council of 22nd December 2011).
5. Programme of co-operation of the City of Lublin with non-governmental organisations and entities referred to in art. 3, para. 3 of the Act on public benefit and voluntary work
(prepared each year)
(Resolution No. 266/XV/2011 of the Lublin City Council of 24th October 2011).
6. Assumptions for the Culture Development Strategy Lublin 2020
(based on the information concerning implementation of tasks related to applying for the title of the European Capital of Culture 2016 and assumptions regarding directions of culture development in Lublin until 2020)
(Resolution No. /XV/2011 of the Lublin City Council of 24th November 2011).

Strategic documents regarding promotion and marketing:

1. The Strategy for the Promotion of the “City of Inspiration” Brand
(Order of the Mayor of Lublin No. 390/2011 of 18th June 2008).
2. The Strategy for the Promotion of the “Eco-Lublin” Brand
(prepared as part of the project known as “Eco-Lublin Brand” implemented from 7th February 2011 to 21st December 2012).

Binding transport policy programmes:

1. The Integrated Plan of Development of Public Transport in Lublin for the years 2005—2015
(Resolution No. 958/XXXVIII/2010 of the Lublin City Council of 28th January 2010).
2. Concept of the Development of Bike Transport
(Resolution No. 260/XV/2005 of the Lublin City Council of 24th November 2011).

Binding housing policy programmes:

1. The Long-Term Programme of Managing the Housing Resources of the City of Lublin for the years 2009—2013
(Resolution No. 514/XXVI/2008 of the Lublin City Council of 27th November 2008).

2. The plan for the utilisation of the property resources of the Gmina (commune) of Lublin for the years 2012—2014 (Order of the Mayor of Lublin No. 1292/2011 of 30th December 2011).
3. The plan for the utilisation of the property resources of the Treasury for the years 2011—2013 (Order of the Mayor of Lublin No. 65/2011 of 7th February 2011).

Binding environmental protection programmes:

1. The programme for protecting the environment against noise for the City of Lublin (Resolution No. 594/XXIX/2009 of the Lublin City Council of 19th February 2009).
2. The waste management plan for the City of Lublin (Resolution No. 468/XXI/2004 of the Lublin City Council of 8th July 2004).

Strategic documents regarding international co-operation:

1. The 2007—2016 strategy for the cross-border co-operation Lublin-Lutsk-Lviv-Ivano-Frankivsk (prepared as part of the project known as “Strategy for the cross-border co-operation Lublin-Lutsk-Lviv-Ivano-Frankivsk”, implemented from 6th August to 26th November 2007).
2. The 2010-2020 strategy for the international co-operation of Lublin-Münster-Panevėžys-Viseu (prepared as part of the project known as “From the Union of Lublin to the European Union”, implemented from April 2009 to 30th November 2010).
3. The Strategy of tourism development for the city of Lublin until 2025 (under preparation).

Binding social policy programmes:

1. The Programme for the Support and Activation for Senior Citizens in the City of Lublin in 2012 (Resolution No. 325/XVII/2012 of the Lublin City Council of 19th January 2012).
2. The programme of co-operation with non-governmental organisation for 2012 (Resolution No. 266/XV/2011 of the Lublin City Council of 24th October 2011).
3. The strategy for solving the social problems of the City of Lublin for the years 2005—2013 (Resolution No. 797/XXXIII/2005 of the Lublin City Council of 8th September 2005).
4. The action plan to the benefit of the disabled residents of the City of Lublin (Resolution No. 71/VIII/2011 of the Lublin City Council of 31st March 2011).
5. The Municipal Programme for Counteracting Domestic Violence and for Protection of Domestic Violence Victims in Lublin for the years 2011—2015 (Resolution No. 176/XIII/2011 of the Lublin City Council of 8th September 2011).
6. The Gmina Programme for Preventing and Solving Alcohol Problems for 2012 (Resolution No. 265/XV/2011 of the Lublin City Council of 24th November 2011).
7. The Gmina Programme for Counteracting Drug Addiction for the City of Lublin (Resolution No. 955/XXXVIII/2010 of the Lublin City Council of 28th January 2010).
8. The programme for supporting education of talented children and young people in Lublin. (Resolution No. 56/VII/2011 of the Lublin City Council of 24th February 2011).
9. The Revival Programme for Lublin (Resolution No. 752/XXXIII/2009 of the Lublin City Council of 18th June 2009).

Binding informatisation programmes:

1. The concept of the dissemination of communication technologies (informatisation) strategy of the Municipal Office of Lublin (under preparation).
2. The strategic concept of the Municipal Broadband Backbone Network (under preparation).

Binding safety programmes:

1. The programme for preventing crime and for public order and the safety of citizens —“Safe Lublin” (Resolution No. 755/XXXII/2005 of the Lublin City Council of 30th June 2005).

Attachment 5

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Attachment 6

**Team members preparing
the 2013-2020 Lublin Development Strategy**

Authors of the 2013-2020 Lublin Development Strategy

Prof. Maciej Bałtowski

Professor of economics, Head of the Department of Theory and History of Economics at Maria Curie-Skłodowska University in Lublin, author of numerous books and expert compilations on the privatisation of the Polish economy, the public sector in Poland and economic policy in the transformation period; since 2010 member of the Council of the Supreme Audit Office [Kolegium NIK].

Krzysztof Łątka

Graduate of Maria-Curie Skłodowska University in Lublin, MSc in management and marketing; Director of the Non-Investment Projects Department at the Municipal Office of Lublin; until 2005 a journalist of the Lublin media for 10 years and since 2006 working for the Municipal Office of Lublin; between 2007 and 2009 held the position of the Secretary of the City of Lublin; expert in implementing cross-border projects, in particular with partners from Eastern Europe; leader of the “good governance” line of the think-tank known as Centre for Eastern Competences [Centrum Kompetencji Wschodnich] established in 2012 by the Mayor of Lublin, Marshall of the Lubelskie Voivodeship and Director of the UNDP in Poland; since 2008 member of the team for strengthening the potential of the local government administration of the Joint Commission of the Government and Local Government.

Ewa Kipta

Chief expert for study affairs at the Planning Department of the Municipal Office of Lublin;

an architect and urban planner dealing with the renovation of historical monuments, revival and development of cities in terms of quality, e.g. she co-ordinated the Programme of Local Initiatives in Lublin; she participated in drawing up the strategy of renovation of the Old Town in Lublin and the concept of restoration of its public spaces; she participated in drawing up applications and feasibility studies for projects subsidised by the European Union (e.g. streets and squares at the Old Town, Teatr Stary theatre, post-Visitationists' monastery - Centre for Culture in Lublin); she participated in preparing Lublin's application for the title of the European Capital of Culture 2016; she conducts activities focused on participation of Lublin residents in creating public spaces; since 2011 President of the Forum for Revitalisation [Forum Rewitalizacji].

Tomasz Maciejak

Graduate of IT and econometrics at the University of Lodz; Director, Head of the Genpact Office in the Czech Republic; between 2008 and 2011 Member of the Genpact Management Board in Poland; Statutory Auditor, Certified Internal Auditor and member of the ACCA programme; for 12 years working in finance because of managing enterprises and projects; between 2000 and 2003 expert at Deloitte & Touche, 2004-2007 Internal Auditor at PGF SA, 2007-2008 Financial Director, Member of the Management Board of the NVG UAB Group in Lithuania; member of the Lublin Development Council established by the Mayor of Lublin and the Council of Maria Curie-Skłodowska University in Lublin.

Maciej Maniecki

Working in the IT business for 24 years, co-founder and a long-time President of Safo Management Board which was incorporated into the structures of Asseco Business Solutions SA in 2007; as the First Vice-President of the Management Board of Asseco Business Solutions SA he introduced the company shares to trading on the Warsaw Stock Exchange; in 2009 he established new companies operating on the IT market, namely: Solet sp. z o.o. (delivering Business Intelligence solutions and expert services) and WebChili sp. z o.o. (specialising in high quality Internet applications); co-founder and for three years President of the Management Board of the Enterprise Council for the Lublin Region; member of the Council of Maria Curie-Skłodowska University in Lublin, Council of Lublin University of Technology and Lublin Development Council established by the Mayor of Lublin; since December 2010 he has acted as an Advisor of the Mayor of Lublin.

Assoc. Prof. Stanisław Michałowski, Ph. D.

Dr. hab. in humanistic sciences, associate professor of MCSU; Rector of Maria Curie-Skłodowska University in Lublin for the term 2012–2016; Head of the Department of Local Government and Policies at the Faculty of Political Science of MCSU, Deputy Dean for Student Affairs at the Faculty of Political Science in the years 1995–2005, Dean of the Faculty of Political Science in the years 2005–2008; author and co-author of more than 100 dissertations; member of the Polish Political Science Association, Polish Historical Society, Lublin Scientific Society, Political Science Committee of the Polish Academy of Sciences.

Assoc. Prof. Zbigniew Pastuszak, Ph. D.

Dr. hab. in economics, associate professor of MCSU, Dean of the Faculty of Economics of MCSU in Lublin for the term 2012–2016, Head of the Department of Management Information Systems of MCSU; author of almost 200 scientific papers published in Poland and abroad; holds the position of the Associate Editor at “*International Journal of Services and Standards*” (IJSS, Great Britain) and a member of programme boards and a reviewer of a dozen or so international scientific magazines; visiting professor and lecturer in: *Digital Economy*, *E-business*, *E-Learning*, *SCM and Operations Management* in ISSBS Celje (Slovenia) and Kasetsart University (Bangkok, Thailand), member of organisational committees of a dozen or so editions of cyclical scientific conferences held in Finland, Spain, Slovenia, Thailand, Tunisia and

Taiwan; holder of a dozen or so domestic and international scientific awards, including: *Emerald Literati Network 2012 Award for Excellence: Outstanding Paper* (Great Britain) and *Computer Educator of the Year* (IACIS, 2008, Atlanta, Georgia, USA).

Prof. Jan Pomorski

Professor in humanistic sciences, Head of the Department of History Methodology at Maria Curie-Skłodowska University in Lublin, author of books and dissertations, first of all in history methodology and other social sciences; he was an expert and advisor in numerous economic and local government initiatives, including the drawing up the development strategy for the Lublin Region and Lublin; in the 1990s several dozen privatisation and restructuring projects were implemented under his direction; he was in charge of numerous research, departmental projects in the 1980s, and then grants of the Committee for Scientific Research; organiser of domestic and international scientific conferences; member of the Polish Historical Society, Polish Philosophical Society and Lublin Scientific Society, Plenipotentiary of the Minister of Science and Higher Education for the establishment of the European Polish and Ukrainian University, Plenipotentiary of the Mayor of Lublin for the co-operation with universities and for Eastern partnership.

Paweł Prokop

Founder and president of the Managerial Initiatives Foundation, consultant and auditor of Management Systems, author of international co-operation programmes, expert in innovative EU-funded projects, expert in organisational coaching and creating development strategies; Advisor of the Mayor of Lublin in social participation and cross-border co-operation, Head of the Programme Board at the Centre for Eastern Competences, member of the team of the Head of Civil Service developing a strategy of training for the Polish administration for the years 2004–2007; university lecturer, author of publications in management in administration, social participation and ethics of public life.

Mariusz Sagan, Ph. D.

Doctoral degree in economics, Director of the Strategy and Investor Assistance Department at the Municipal Office of Lublin, plenipotentiary of the Mayor of Lublin for the special economic zone, lecturer at the Strategic Management Department of the Collegium of Business

Administration of Warsaw Schools of Economics, expert and practitioner in enterprise development and strategic management, including city strategies; author and co-author of more than 70 publications in regional development and city development, international business and enterprise management, including a dozen or so publications frequently quoted in renowned American and British magazines ("Managing Service Quality", "Chinese Management Studies", "Cross-Cultural Management", "Marketing Education Review"); author, editor and scientific co-editor of 10 books (including but not limited to: *Rozwój Polski Wschodniej*, *Praktyka skutecznego zarządzania przedsiębiorstwem*, *Management in International Business*).

Prof. Włodzimierz Sitko, Ph. D., D. Sc. (Eng.)

Expert and consultant in management; on and off Rector of Lublin University of Technology for 15 years, Chairperson of the University Council, Head of the Management Department; co-founder and for 10 years Rector, and currently President of the College of Enterprise and Administration in Lublin [Wyższa Szkoła Przedsiębiorczości i Administracji] author of more than 300 scientific publications, more than 100 project and expert compilations for industry and the economy; supervisor of 13 doctoral dissertations; member of numerous supervisory boards of commercial companies, scientific, business and social organisations; Honorary Professor of the Silesian University of Technology in Gliwice.

Marcin Skrzypek

Employee at the Grodzka Gate – NN Theatre Centre in Lublin engaged in interdisciplinary activities (outdoor, Internet, educational, editing, network, etc.); graduate of the English studies by profession, feature writer by avocation, analyst of communication, co-operation and development mechanisms; co-author of Lublin's application for the title of the European Capital of Culture 2016 and the Culture Development Strategy (under preparation); co-author and member of the Space Culture Council, promoter of social participation; member of the Saint Nicolas Orchestra [Orkiestra Św. Mikołaja].

Marian Stefański, Ph. D.

Doctoral degree in economics, Dean of the Faculty of Economics at the University of Economics and Innovation in Lublin; initiator and participant of numerous

economic and scientific undertakings; co-founder of the KUL Development Foundation which subsequently established the Lublin Business School; in 1991 he became the founder of the "OIC Poland" Foundation as well as creating and organising the Branch Office of the Ministry of Privatisation in Lublin; in the years 2007–2008 a member of the team preparing the establishment of the Euro-Park Mielec Special Economic Zone Lublin Subzone; author of more than 30 publications devoted to the sector of small and medium-sized enterprises and the issues of regional development.

Sylwia Szajc

Strategy inspector at the Strategy and Investor Assistance Department of the Municipal Office of Lublin; sociology graduate with distinction at Maria Curie-Skłodowska University in Lublin; doctoral student at John Paul II Catholic University of Lublin at the Faculty of Social Sciences, holder of grant of the Marshall's Office (Title of dissertation: *Sieci a rozwój innowacji w województwie lubelskim na przykładzie Regionalnego Systemu Innowacji [Networks and development of innovations in the Lubelskie Voivodeship based on the example of the Regional Innovation System]*); entrepreneur with experience in an international corporation and in management of a foreign trade company; author of scientific articles in Polish and English dealing with regional development, entrepreneurship, innovation, networks, network analysis, science communication and social responsibility.

Krzysztof Trojanowski, Ph. D.

Manager, member of the Management Board of Stokrotka sp. z o.o. owned by Emperia Holding SA Trading Group, lecturer at the Faculty of Economics of the University of Economics and Innovation in Lublin; he defended his doctoral dissertation, at the Catholic University of Lublin, in restructuring of enterprises; author of publications in corporate governance, theory of enterprises, strategic management and logistics; he was the co-author of curricula of post-graduate studies and a lecturer at the Catholic University of Lublin; in the years 2011–2012 he held the position of the Director of the Corporate Governance Bureau at the Municipal Office of Lublin.

Jacek Warda, Ph. D.

Doctoral degree in humanistic sciences, strategy inspector at the Strategy and Investor Assistance Department

of the Municipal Office of Lublin, expert in public management; co-author of a handbook for management in local governments entitled *Wyspy szans. Jak budować strategie rozwoju lokalnego? [Islands of chances. How to build local development strategies?]*; advocate of establishing Centrum Zabawy Wiedzą POZNAWALNIA [Centre for Playing with Knowledge] in Lublin - first science centre in Eastern Poland.

Andrzej Wodecki, Ph. D., MBA

Head of the University Centre of Distance Learning and Open Courses at Maria Curie-Skłodowska University in Lublin, for several years implementing e-learning solutions in academic and business circles; independent consultant in the area of business information systems (ERP implementations), management of human capital and effectiveness, innovation and intellectual capital (IC); co-author of numerous expert compilations and reports, in particular dealing with the innovative nature of the Polish economy, the Polish pharmaceutical sector, Intellectual Capital in Poland and in the Lublin Region, as well as the “Strategy for development of higher education until 2020” [“Strategia rozwoju szkolnictwa wyższego do roku 2020”]; author and co-author of several dozen Polish and international scientific publications on e-learning and information society; participant in a dozen or so international research projects; trainer and lecturer (business information systems, e-business) at Gdańsk Foundation for Management Development, Business Centre Club in Warsaw, School of Business of the Technical University of Warsaw, “OIC Poland” Foundation in Lublin, University of Economics and Innovation in Lublin and other training institutions.

Krzysztof Żuk, Ph. D.

Doctoral degree in economics, an academic and teacher at Maria Curie-Skłodowska University in Lublin and the University of Economics and Innovation in Lublin; since 1996 director of the Branch Office of the Ministry of Treasury in Lublin, he co-operated with the Gdańsk Institute for Market Economics in research projects dealing with restructuring and privatisation of public utilities, co-ordinated implementation of EU aid programmes implemented by the Ministry of Treasury for public utility companies; in 2005 he became a member of the Economics and Management Commission at the Branch Office of the Polish Academy of Sciences in Lublin as well as a member of the Departmental Adjudication Committee in cases regarding breach of public finance discipline at the Minister of Treasury; he participated in the work of the Consultation Board for the Lubelskie Voivodeship Development Strategy; in the years 2007–2009 Under-Secretary of State at the Ministry of Treasury; Chairperson of the City Council of Świdnik in the years 1990–1996 and Deputy Mayor of Lublin in the years 2006–2007; since December 2010 Mayor of Lublin.

Robert Żyśko

Deputy inspector for studies and analyses at the Strategy and Investor Assistance Department of the Municipal Office of Lublin; graduate of economics as well as finance and accounting at Maria Curie-Skłodowska University in Lublin; doctoral student at the Faculty of Economics at MCSU; author of publications in finance markets, development of territorial government units and functioning of enterprises on the market.

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- Cultural Bridge, Bridge name by Marian Lutosławski – Krzysztof Szlęzak,
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- Reading room, Main Library of Maria Curie-Skłodowska University – Marcin Butryn,
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- Students, Medical University of Lublin – Marcin Butryn,
- Laboratory, Faculty of Chemistry at Maria Curie-Skłodowska University in Lublin – Marcin Butryn,
- Students, Multimedia & Artistic Incubator at Maria Curie-Skłodowska University in Lublin – Marcin Butryn,
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- Multimedia & Artistic Incubator at Maria Curie-Skłodowska University in Lublin – Marcin Butryn,
- Jagiellonian Fair 2013 – Daniel Sobiechowski,
- Eastern Europe Initiatives Congress 2013 – Anna Grabowska,
- Performance, Centre for Culture in Lublin – Krzysztof Szlęzak.

The 2013–2020 Lublin Development Strategy is the city's official policy paper and new driving link in Lublin's development as a centre of strategic thought. Numerous documents of this type are subject to static interpretation, where preparing, initiating and diffusing the document is a one-off act. I am convinced that the Document in question will be subject to dynamic interpretation as a driving element of the long-term process of strategic thinking.

The Strategy backbone comprises distinguishing, defining and interpretation of four strategic objectives. These are four Development Areas: Openness, Friendliness, Entrepreneurship, Academic Spirit. In the parallel interpretation of these four Areas the following terms were used: Open Lublin, Friendly Lublin, Enterprising Lublin, Academic Lublin.

The vision of Lublin as an open, friendly, enterprising and academic city is a vision which may transform the Strategy into a document internalised by the awareness of Lublin society, which is the final entity in the Strategy.

The Strategy was not trapped by the dominating proceduralism which destroys the layer of innovative strategic thinking. The Strategy authors have shown autonomous thinking and made the right choice between the method of "management by objectives" as superior to "management by procedures". The correct notions made it possible to create a clear and effective language of the Strategy which does not get lost in vague wording, which is the case in numerous documents of this type.

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