



# BYDGOSZCZ 2030

DEVELOPMENT STRATEGY

# CONTENTS

I. INTRODUCTION	2
II. BYDGOSZCZ IN 2030	6
III. DEVELOPMENT DETERMINANTS	7
IV. STRATEGIC PLAN	10
<b>AREA I. EFFICIENT AND EFFECTIVE CITY MANAGEMENT</b>	12
<b>AREA II. ACTIVE, OPEN AND COMPETENT CITIZENS</b>	18
<b>AREA III. FRIENDLY LIVING CONDITIONS</b>	22
<b>AREA IV. HEALTHY AND SAFE ENVIRONMENT</b>	30
<b>AREA V. MODERN TRANSPORT AND COMMUNICATION</b>	34
<b>AREA VI. MODERN ECONOMY</b>	38
V. IMPLEMENTATION AND MONITORING	42

Dear Sir or Madam,

---

Until recently, strategic documents of cities and gminas were composed, as a rule, by a closed circle of people recognized as authorities in various areas related to urban development.

This time it is different. There will be no list of authors in the development strategy of Bydgoszcz, because there would be too many of them. Many people for whom our city is important participated in the meetings, surveys, debates, and consultations, and it is mainly due to them that this document was created. We can reliably say that this is a study created by city inhabitants.

I would like to thank everyone who devoted their time and joined the discussion about the future of Bydgoszcz in various ways. I am glad that you decided to share your knowledge and ideas by providing your comments and opinions on the functioning of the city and its problems. Above all, I would like to thank you for the story about the ambitions and aspirations of Bydgoszcz residents. On this basis, "BYDGOSZCZ 2030 DEVELOPMENT STRATEGY" was created.

The implementation of the strategy will depend on many factors. These include the amount of funds obtained from the European Union, the state budget, or the effects of changes in the law that affect the finances of local governments, including Bydgoszcz, and thus also the pace of investment implementation. However, I sincerely hope that we will be able to meet the expectations of Bydgoszcz residents. So I encourage you to continue working together for the future, so that we can see how our city develops and becomes more beautiful.



Mayor of the City of Bydgoszcz

  
Rafał Bruski

# I. INTRODUCTION

In November 2013, the City Council of Bydgoszcz adopted the document “Development of the strategy of Bydgoszcz until 2030”. The objectives and undertakings set out in the document focused on improving the quality of life of the inhabitants and increasing the city’s competitiveness, assuming that the most urgent problems to be solved are infrastructural deficiencies.

## UPDATING BYDGOSZCZ DEVELOPMENT STRATEGY

Competing with other cities, both Polish and European, and counteracting marginalisation requires effective response to new civilization challenges. This task can be met primarily through investments in **the quality of social capital understood as activity, trust, openness, social competences, and above all, the will to cooperate and commitment to the development of the community.**

In the new document, the focus has been shifted from reducing infrastructure shortages to improve the quality of resources.

The update of the strategy was based on the idea of a smart city, expressed in an integrated approach to planning and transforming and managing the city. Thanks to this, we combine modern, intelligent technological solutions in city activities with the creative involvement of the residents of Bydgoszcz in the most important decisions.



### The main reasons for updating the document:

- measures have been started for the majority of investment projects, and a significant part of them has already been completed,
- change of conditions in which the city operates: technological progress, globalisation, mass migrations, demographic changes, emergence of new economic powers, changes in the national urban policy, climate change, modifications of national legal regulations, significantly affecting the functioning of local governments and many others,
- competition from other cities: Polish, European, world,
- new guidelines for urban policy on European horizontal and worldwide.

## ASSUMPTIONS FOR THE DOCUMENT DESIGN

- The development of the city should be viewed from the perspective of a single resident – the initiator and recipient of changes.
- The strategy does not apply to all areas of city functioning.
- A broad approach to city development – the document is not limited to the tasks and competences of the local government.
- The strategy takes into account the supra-local, metropolitan nature of the functions performed by the city – the Bydgoszcz Metropolis.
- The selection of indicators is to ensure the possibility of measuring the degree of achievement of the set goals.
- The implementation system will be based on implementation programs containing specific solutions and projects.
- **SOCIAL PARTICIPATION AT EVERY STAGE OF BUILDING AND IMPLEMENTING THE STRATEGY**

When updating the strategy, the method to define the key areas of city development of the Technical University of Vienna was used to assess the “city intelligence level”. According to this approach, “Smart City is a city doing well in 6 key areas of urban development, built on a “smart” combination of resources and activities of independent and informed citizens involved in the decision-making process”.

When working on the strategy, assessing the current state of the city, researching needs, identifying problems and developing development directions, the starting point was in the key areas of city development, identified in the said smart city assessment methodology.

## KEY AREAS OF CITY DEVELOPMENT

### AREA I

Civic awareness, public and social services, efficient and transparent administration, city image – we have defined this area as: **efficient and effective city management.**

### AREA II

Education, continuous learning, cultural diversity, openness – we have defined this area as: **active, open and competent citizens.**

### AREA III

Culture, leisure, sport, health, safety, housing conditions, social cohesion – we have defined this area as: **friendly living conditions.**

### AREA IV

Air quality, environmental awareness, sustainable management of resources – we have defined this area as: **healthy and safe environment.**

### AREA V

Local transport, national / international accessibility, information and communication infrastructure, sustainable transport – we have defined this area as: **modern transport and communication.**

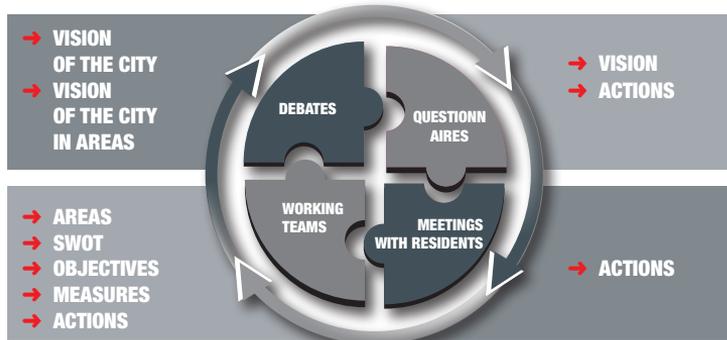
### AREA VI

Innovation, entrepreneurship, efficiency, labor market, international integration – we have defined this area as: **modern economy.**



## PARTICIPATION OF RESIDENTS

The new document was built on the basis of ambitions of supra-locality (attractiveness and level of development compared to other Polish and European cities), while looking at the development of Bydgoszcz from the perspective of an individual resident, their needs and impact on the functioning of the city. It was possible only with involving residents in the process of updating the strategy and using many tools of social participation at every stage of the work.



Participatory strategies build awareness that the city is a common good, not the sum of private properties. But we will not avoid the emergence of divergent opinions and a conflict of interest between various city users.

Conflicts are the integral part of the functioning of the city, which is why spaces in which they can be discussed and tried to find solutions are so important. Co-creating the development strategy was an excellent opportunity for this. At the same time, involving people representing various views in the discussion allowed for breaking patterns in thinking and acting. This is how we strengthen the sense of community.



### EXAMPLES OF CONFLICTS:

- PERSONAL VEHICLE TRANSPORT versus PUBLIC TRANSPORT / BICYCLE USERS / PEDESTRIANS
- INVESTMENT AREAS versus MAINTENANCE OF THE NATURAL ENVIRONMENT
- ECONOMIC ACTIVITIES versus FRIENDLY SPACE
- DEVELOPMENT OF BRDA BANKS versus MAINTENANCE OF BIODIVERSITY AND AIR WEDGES
- PRESERVING HISTORICAL HERITAGE versus MODERN CITY FUNCTIONALITY
- CULTURE OF CREATORS versus CULTURE OF RECIPIENTS
- CREATING PLACES OF STAY AND RESIDENCE FOR PEOPLE AFFECTED BY: HOMELESSNESS, EDUCATIONAL PROBLEMS, ADDICTIONS TO ALCOHOL AND OTHER PSYCHOACTIVE AGENTS versus SENSE OF SECURITY OF THE INHABITANTS FROM THE NEIGHBOURHOOD



## NEW DOCUMENT

“Bydgoszcz 2030. Development strategy” describes the essential changes desired for the development of Bydgoszcz. Its objectives cover only some of the tasks and functions of the local government. At the same time, with a broad approach to the issues of city development, the document features intentions in areas that do not fall within the statutory scope of local government activities, but have been recognised as crucial for the proper development of the city. These include: higher education, business development, supra-regional communication, services provided by private entities. However, the role of local government is also significant in the areas of initiating activities, building cooperation platforms, coordinating activities undertaken in many areas and by various entities, creating conditions and grounds for activities of social organizations, etc.

The updated development strategy of Bydgoszcz is a document defining the directions of the city’s development by 2030, but it does not contain specific solutions – tasks and undertakings. Implementation programmes with detailed and specific projects will be an extension of the provisions of the strategy.




## WHO IS THE ADDRESSEE OF THE STRATEGY?

The initiators and recipients of the changes set in the strategy are primarily the inhabitants of Bydgoszcz. The document was drafted with the conviction that the implementation of these proposals would contribute to the improvement of the quality of life of Bydgoszcz residents and create conditions for their comprehensive development. As a result, they could find themselves in the modern, increasingly complicated world and organise their lives in the city and beyond its borders.

The “residents” reference in the vision emphasises the application of the principle of equality of all citizens, regardless of age, gender, disability, origin, religion, belief, or sexual orientation, in the implementation of the strategy.

The beneficiaries of the changes will also be other city users, commuters to work and schools, service users, and those who spend their free time here. Our ambitions of supra-local and metropolitan nature above all focus on openness to others.

It is particularly important to strengthen and develop cooperation within the Bydgoszcz Metropolis Association.

The strategy is a source of information about the desired directions of changes and forms a declaration of efforts to implement them. It is also an invitation to cooperate in the implementation of goals for residents, institutions, organisations, and companies. The strategy can also inspire their own plans and initiatives.

## II. BYDGOSZCZ IN 2030

### VISION OF THE CITY

**Bydgoszcz in 2030 will be a city where everyone citizen will find suitable conditions for development, a city that provides the best solutions for the citizen of Bydgoszcz at every stage of life – a good place to live.**

Fulfilling the vision is Bydgoszcz of people open to others and curious about the world, with high competences and skills with which they will be able to pursue their aspirations and life plans in the place of their choice. The development opportunities and the quality of life in the city will also make it more attractive and will bring new residents coming from other centres.

Its realisation is also the city's community, building its identity on the basis of natural diversity and creating bonds, jointly solving problems and emerging conflicts.

A vision defined in this way is also our awareness and acceptance of the metropolitan nature of Bydgoszcz: a city offering services and performing supra-regional functions in terms of culture, science, economy, education, health care, sport, transport, administration, military and many others.

#### Development challenges that we want to meet:

- A modern education system supporting the needs of the present day and future-oriented.
- Development of Bydgoszcz universities and their increased participation in the life of the city.
- Increase in professional and non-professional activity of Bydgoszcz inhabitants.
- Strengthening the position of Bydgoszcz in the network of Polish and European metropolises.
- Improving the quality of public spaces.
- Stopping the decline in population.
- Development of a competitive and innovative economy.
- Improving the quality of the natural environment.
- Adapting the city to climate change and limiting its impact on further changes.
- Improving the availability of goods and services in the city for people with disabilities.



## III. DEVELOPMENT DETERMINANTS

### OUR STRENGTHS

- Provision of public services related to the size and importance of the city, including those resulting from the role of a metropolitan centre.
- Cooperation with local governments of the Bydgoszcz metropolitan area – the Bydgoszcz Metropolis Association.
- Using various tools of social participation in the city management process.
- Functioning mechanisms of social activation of various groups of inhabitants.
- Good quality of teaching in secondary, professional / vocational schools.
- Multi-profile academic centre: educational, didactic, advisory and research offer, potential related to building social and cultural capital.
- Varied offer of spending free time.
- Diversified cultural offer.
- A rich recreational and sports infrastructure as well as an offer of sports (including supra-local) events.
- High landscape and natural values of Bydgoszcz and its surroundings, which are influenced by extensive vegetation areas and the Bydgoszcz Water Junction (Brda, Vistula, Bydgoszcz Canal and the Flis stream with smaller streams).
- A full range of health services and a high level of specialist medical services.
- Production infrastructure enabling supply of all recipients in Bydgoszcz from the district heating network.
- An effective waste management system based on the Municipal Waste Thermal Treatment Plant (landfill-free).
- An important transport node (road, rail, air and inland waterway transport).
- Recognisable brands in the areas of health protection, culture, sport, and economy.
- Great potential for investment areas (undeveloped areas and areas suitable for reuse – brownfield and greenfield).
- Cooperation of companies within the framework of institutions and cluster connections.
- Diversified structure of the economy (various size structure of entities and the sectoral structure of economic entities).

## OUR WEAKNESSES

- Still insufficient participation of people involved in social affairs.
- Insufficient institutional cooperation between the sectors of science, public administration and economy in the city.
- Little participation of Bydgoszcz universities in the life of the city.
- Insufficient competitiveness of Bydgoszcz universities.
- Scattering of data on the functioning of the city.
- Urban areas with low-quality public spaces.
- Large share of low standard housing stock.
- Environmental effects of the activities of the former “Zachem” Chemical Plant.
- Exceeding air pollutant emission standards (low emission).
- Insufficient effectiveness of activities in environmental education.
- Too large share of individual car transport in the structure of trips made in the city.
- Insufficient transport connections of the city with the surroundings (no significant direct rail connections, no public transport connections to and from Bydgoszcz in evenings, DK 10 bottleneck, weakness of the network of air connections).
- Low level of entrepreneurship of inhabitants measured by the number of registered companies per 1,000 inhabitants.
- Low innovativeness of the city’s economy.

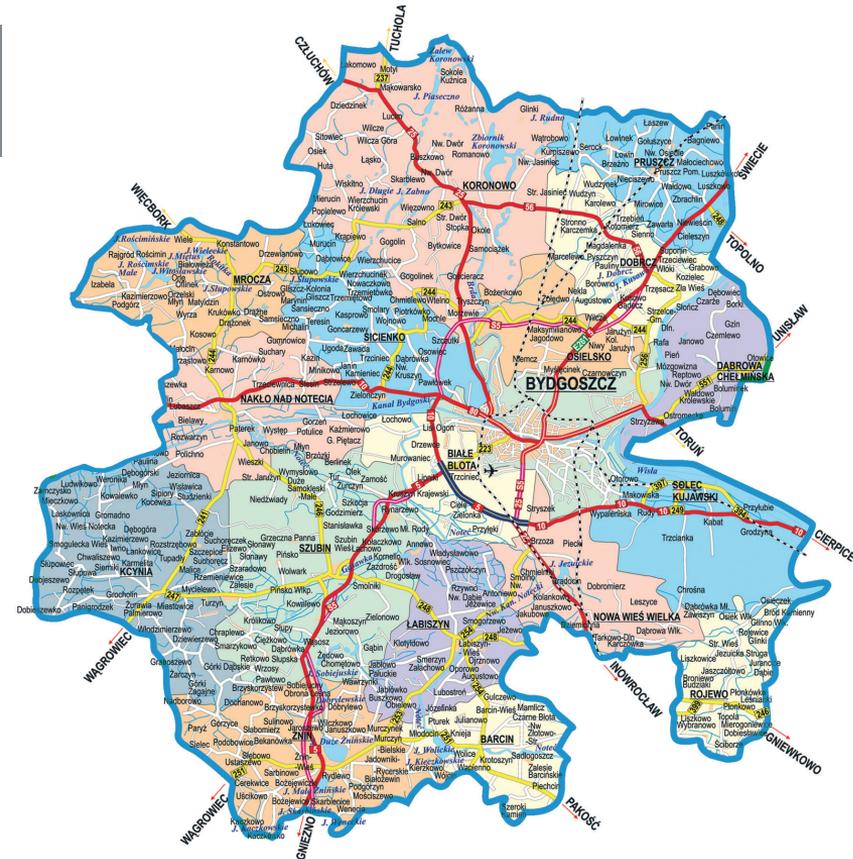
## THREATS IN THE SURROUNDINGS OF BYDGOSZCZ

- Social and economic consequences of an unfavourable demographic situation.
- The deepening polarisation of social and political views in the Polish society, making dialogue and cooperation difficult.
- Educational programmes limiting broad general education and not conducive to preparation for civic functioning in society.
- Instability of national legal regulations.
- Adverse effects of climate change.
- Insufficient awareness of citizens about the impact of their individual behaviour in everyday life on the environment.
- Lack of support in national legal regulations in promoting ecological solutions.
- The risk of failure to implement the national transport policy in relation to Bydgoszcz’s connections with other economic centres, above all, the lack of a decision on the construction of the S10 expressway.
- Insufficient supply of specialists with required qualifications.
- Strong competition from other urban centres in the country and abroad in attracting investors as well as creative and highly qualified people.
- The worldwide economic crisis (business cycles).
- Reducing the role and importance of Bydgoszcz as the centre of the region at the regional level (Development Strategy of the Voivodeship, Voivodeship Zoning Plan) and at the national level (depreciation of the role of large cities in the development of the country in the Strategy for Responsible Development – SRD and the National Strategy for Regional Development – NSRD).

## OPPORTUNITIES IN THE SURROUNDINGS OF BYDGOSZCZ

- Development of the information society.
- Increased activity of the non-governmental organisations sector.
- Increasing level of self-government and civic awareness, growing need for dialogue in the Polish society.
- Growing importance of creative sectors in the domestic economy.
- The pro-ecological policy of the European Union.
- Construction of S5 and S10 expressways, modernisation of railway lines 18, 131, 201.
- High rate of economic development of the country.
- Development of awareness of the need for sustainable development.
- Increase in demand for services from the leisure industry.
- Development of multimodal transport.

The development success understood as the implementation of the set vision of Bydgoszcz in 2030 and meeting the challenges will be possible if we effectively use our advantages and emerging opportunities and limit the negative effects resulting from our weaknesses and emerging threats rising in the surroundings of the city. Above all, however, it will be possible with the achievement of the goals we have set for ourselves.



# IV. STRATEGIC PLAN

## AREA I. EFFICIENT AND EFFECTIVE CITY MANAGEMENT

Directional objectives	Operating goals	City's role in achieving goal
OBJECTIVE I.1. CIVIC SOCIETY	I.1.1. Universality of the participation of residents in elections at various levels	
	I.1.2. Active participation of residents in decisions on the functioning of the city	
OBJECTIVE I.2. EFFECTIVELY MANAGED CITY	I.2.1. High quality of public services based on human capital and modern technologies	
	I.2.2. Strong functional ties within the Bydgoszcz metropolitan area	
	I.2.3. Bydgoszcz as a significant national and European metropolitan centre	

## AREA II. ACTIVE, OPEN AND COMPETENT CITIZENS

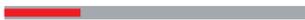
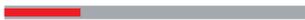
Directional objectives	Operating goals	City's role in achieving goal
OBJECTIVE II.1. BYDGOSZCZ RESIDENTS DEVELOPING TALENTS AND USING SKILLS	II.1.1. High level of education at all stages	
	II.1.2. Convenient conditions for the comprehensive development and continuous education of residents	
OBJECTIVE II.2. OPEN AND COMMITTED RESIDENTS	II.2.1. Strong and active social organizations	
	II.2.2. Openness of the Bydgoszcz community to people from various cultural and social circles	

## AREA III. FRIENDLY LIVING CONDITIONS

Directional objectives	Operating goals	City's role in achieving goal
OBJECTIVE III.1. ACTIVE AND HEALTHY LIFE STYLE	III.1.1. Integrated health care	
	III.1.2. A rich sports and recreational offer conducive to the activity of residents	
	III.1.3. Broad participation of residents in the cultural life of the city	
OBJECTIVE III.2. FRIENDLY HOUSING CONDITIONS	III.2.1. High level of security of residents	
	III.2.2. Good condition of residential buildings	
	III.2.3. Functional solutions for public infrastructure that are friendly to all residents	
OBJECTIVE III.3. SOCIALLY SENSITIVE CITY	III.3.1. Support for people in need and at risk of social exclusion	
	III.3.2. Supporting vocational activation	

AREA IV. HEALTHY AND SAFE ENVIRONMENT		
Directional objectives	Operating goals	City's role in achieving goal
OBJECTIVE IV.1. SUSTAINABLE MANAGEMENT OF ENVIRONMENTAL RESOURCES	IV.1.1. Spatial order	
	IV.1.2. Clean air	
	IV.1.3. Climate protection and adaptation to climate change	
	IV.1.4. High quality of the environment and preservation of its resources	

AREA V. MODERN TRANSPORT AND COMMUNICATION		
Directional objectives	Operating goals	City's role in achieving goal
OBJECTIVE V.1. SUSTAINABLE AND COHERENT TRANSPORT SYSTEM	V.1.1. Friendly, ecological, functional and safe transport solutions	
	V.1.2. Internal and external transport accessibility of the Bydgoszcz functional area	
OBJECTIVE V.2. E-ACCESSIBILITY	V.2.1. Common access to the communication and information infrastructure	

AREA VI. MODERN ECONOMY		
Directional objectives	Operating goals	City's role in achieving goal
OBJECTIVE VI.1. COMPETITIVE ECONOMY	VI.1.1. Attractive jobs	
	VI.1.2. Favourable conditions for the development of entrepreneurship	
	VI.1.3. Development of a cooperation network for the development of the economy of the metropolitan area	
	VI.1.4. City of tourist attractions	
OBJECTIVE VI.2. A STRONG SCIENCE CENTRE: RESEARCH, KNOWLEDGE AND INNOVATION TRANSFER	VI.2.1. High status of Bydgoszcz academic facilities	
	VI.2.2. Effective cooperation between science, business and local government	



The icons illustrating the City's role in achieving the goals, prepared on the basis of the statutory tasks of the City, are illustrative only and are not used to directly define the share of the City in activities aimed at achieving the goals. However, they indicate the need for cooperation between various sectors to achieve them.

The key areas adopted for the strategy overlap. Most of the listed challenges are also closely interrelated, and the actions initiated to meet them will have an impact on the situation not in one, but in several areas.

# AREA I.

## EFFICIENT AND EFFECTIVE CITY MANAGEMENT

In 2030, Bydgoszcz offers high-quality, widely available public services that use modern technologies. Their implementation is influenced by the residents due to the broad social participation in making decisions important for the city and the residents of Bydgoszcz. Well-functioning communication between residents and the administration has built mutual trust.

Bydgoszcz residents know that their activity and actions have a real impact on the functioning of the city. With full responsibility, the local community may be called a civic society, involved in the matters of its street, estate, city, but also the region and the country. Bydgoszcz 2030 is the core of the Bydgoszcz metropolitan area – a highly functionally integrated area covered by the activities of the Bydgoszcz Metropolis Association, an important link in the network of Polish and European metropolises.

### Proposed implementation programmes:

- Programme for managing contacts with residents and civic society development (planned)
- Action programme for the development of functional connections in the area of the Bydgoszcz Metropolis Association (planned)
- Brand strategy (planned)
  - Programme of promotional and image-building activities (planned)
- Programme for digitisation of city services (planned)



### OBJECTIVE I.1. CIVIC SOCIETY

- I.1.1. Universality of the participation of residents in elections at various levels
- I.1.2. Active participation of residents in decisions on the functioning of the city



### OBJECTIVE I.2. EFFECTIVELY MANAGED CITY

- I.2.1. High quality of public services based on human capital and modern technologies
- I.2.2. Strong functional ties within the Bydgoszcz metropolitan area
- I.2.3. Bydgoszcz as a significant national and European metropolitan centre


**OBJECTIVE I.1. CIVIC SOCIETY**

Operating goals	Indicators	Reference	Year	Target value 2030
I.1.1. Universality of the participation of residents in elections at various levels	Participation in elections to the City Council	53.05%	2018	above average for voivodship cities
	Participation of people voting in elections to Housing Estate Councils (Rada Osiedla) among adult residents in the estates where elections were held in a given year	2.0% 1.3% to 6.3%	2018	increasing trend
	Participation in elections to the Parliament of the Republic of Poland: – Sejm – Senate	66.77% 66.78%	2019	above average for voivodship cities
	Participation in elections to the European Parliament	51.25%	2019	above average for voivodship cities
I.1.2. Active participation of residents in decisions on the functioning of the city	Number of people voting under the Bydgoszcz Civic Budget	24,422	2018	increasing trend
	Number of consultation processes conducted during the year ( <i>data do not include the presentation of zoning plans for public inspection</i> )	8	2018	over 20


**DIRECTIONS OF ACTIVITIES**

- Development of civic education for children and youth (with particular emphasis on the principles of law and broadly understood economy).
- Educational and information events and campaigns concerning, among others, the role of residents in deciding about the world around them, strengthening civic responsibility as well as local patriotism and identity, and supporting information campaigns on elections at various levels.
- A social discussion on the activities of the Housing Estate Councils and developing solutions to increase the involvement of Bydgoszcz residents in their activities.

- Development of diverse forms of residents' participation in deciding about the city.
- Developing standards and a broad catalogue of communication tools with residents.
- Support (incl. financial) for the activities of individuals and social organisations.
- Introducing technology-driven urban innovation using good European practice.
- Defining the standards for sharing public data and the scope of data that the City should make available to residents and institutional recipients. Promoting the use of open data and building ICT solutions (information and communication technologies) based on this data. Creation of a data warehouse and an open data portal about the city.
- Developing standards for the preparation and layout of multi-year development documents.



 **Objective I.2. EFFECTIVELY MANAGED CITY**

Operating goals	Indicators	Reference	Year	Target value 2030
I.2.1. High quality of public services based on human capital and modern technologies	Bydgoszcz IDR rating by Fitch Polska S.A.	A-	2018	best possible grade countrywide
	Share of municipal units connected to the Municipal Teleinformatics Network	66.7%	2018	100%
	Number of people using the Open City Data Portal during the year	x	x	15,000
	Share of administrative decisions cancelled by the appeal body in the number of appeals against decisions	28.8%	2018	annually decreasing
I.2.2. Strong functional ties within the Bydgoszcz metropolitan area	Number of agreements concluded with local government units in the Bydgoszcz Metropolis Association area	45	2018	over 50
	Number of commuters to Bydgoszcz from other gminas of the Bydgoszcz Metropolis Association	40,017	2018	increasing trend
I.2.3. Bydgoszcz as a significant national and European metropolitan centre	Migration balance for permanent residence of residents of the Bydgoszcz Metropolis Association	- 89	2018	positive balance
	Number of foreign students in Bydgoszcz Number of foreign students per 1,000 inhabitants of Bydgoszcz	1,453 4.1	2018	increasing trend



## DIRECTIONS OF ACTIVITIES

---

- Standardisation and improvement of services provided by the City Hall and municipal organisational units.
- Implementation of e-office projects: increasing the use of modern IT technologies for city management (consolidation and unification of key technological and IT solutions and electronic communication of all municipal units and joint management of resources and information and communication solutions of the City and units, data warehouses, BI analyses, IoT, engaging the community by opening city data, digitising services for residents as well as processes and procedures).
- Launching an integrated, interactive electronic system for communication between the City and its residents – a multi-channel customer service centre with information and intervention functions.
- Development of the Spatial Information System.
- Applying the principle of implementing modern and comprehensive technological solutions in the implementation of municipal investments.
- Integrated approach and coordination of development matters.
- Involving university representatives in work on strategic documents and their membership in opinion-forming and advisory bodies.
- Formalising the cooperation of the city self-government with individual universities: using the research and scientific potential of universities in works related to the study of the socio-economic situation of the city, including universities in various activities carried out in the city.



- Implementation of an integrated system for monitoring the social and economic aspects of the city, implementation of strategic documents and evaluation of the quality of public services.
- Creating the Bydgoszcz brand and promoting the city in the country and abroad.
- Participation of Bydgoszcz and the Bydgoszcz Metropolis Association in national and European city / metropolitan cooperation networks, cooperation with cities in Poland and abroad.
- Activities for the functional and institutional integration of the Bydgoszcz functional area.
- Implementation of projects to strengthen the position of Bydgoszcz and its functional area as well as the development of the city's metropolitan functions.
- Development of regional, supra-regional and international functions of Bydgoszcz as the capital of the kujawsko-pomorskie voivodeship.

**transport access  
(by road, rail, air, inland  
waterways)**

**higher education,  
science**

**culture, incl. music  
institutions**

**Identified areas requiring intervention at the regional  
and national levels for better performance of the metropolitan  
functions of Bydgoszcz:**

**environmental  
protection**

**innovative economy:  
R&D investments**

**seating national  
and international  
institutions**

# AREA II.

## ACTIVE, OPEN AND COMPETENT CITIZENS

In 2030, Bydgoszcz is proud with high-quality education at all levels: training to prepare staff for the economy, giving (apart from professional qualifications) also the possibility of self-development, broadening horizons, creating the opportunity to develop interests and passions, constituting the basis for non-professional activity. The academic community is strongly involved in the city's life, and the students' activity translates into the city's vitality.

Bydgoszcz residents are a society of people who are open and committed, ready to cooperate, which reflects the activity of social organisations that cover various areas of life with their activities. The residents are proud of their city, with a strong identity embedded in the cultural heritage of Bydgoszcz, without complexes, but also without prejudices.

The local community is also characterised by tolerance and empathy: readiness to integrate people from different cultural backgrounds, which enriches the city. This allows for the development of a strong cosmopolitan metropolis integrated with its functional area.

### Proposed implementation programmes:

- Development strategy for the Education of the City of Bydgoszcz
- "Bydgoszcz Volunteering" programme
- A long-term programme of cooperation between the City and non-governmental organisations, public benefit entities and social groups (planned)
- Bydgoszcz Action Programme for Equal Treatment (planned)



#### OBJECTIVE II.1.

#### BYDGOSZCZ RESIDENTS DEVELOPING TALENTS AND USING SKILLS

- II.1.1. High level of education at all stages
- II.1.2. Convenient conditions for the comprehensive development and continuous education of residents



#### OBJECTIVE II.2.

#### OPEN AND COMMITTED RESIDENTS

- II.2.1. Strong and active social organisations
- II.2.2. Openness of the Bydgoszcz community to people from various cultural and social circles


**OBJECTIVE II.1. BYDGOSZCZ RESIDENTS DEVELOPING TALENTS AND USING SKILLS**

Operating goals	Indicators	Reference	Year	Target value 2030
II.1.1. High level of education at all stages	Average result of the eighth-grade exam in relation to the national average (Poland = 100): – maths – Polish – English	104.4 98.4 108.5	2019	increasing trend
	Average result of the written basic level matura exam in relation to the national average (Poland = 100): – maths – Polish – English	101.8 96.4 102.7	2018	increasing trend
	Number of students per 1,000 inhabitants	88.0	2018	over 90
II.1.2. Convenient conditions for the comprehensive development and continuous education of residents	Number of participants in regular classes developing interests and talents per 1,000 children and youth in institutions run by the City – extra-curricular activities ( <i>in schools for children and youth and post-secondary schools</i> ) – non-school activities ( <i>children and adolescents aged 3-21</i> )	538.3 285.1	2018 2018	maintaining the level maintaining the level
	Number of people taking exams confirming profession qualifications per 1,000 inhabitants ( <i>without students of vocational schools</i> )	9.2	2018	increasing trend
	Number of postgraduate students per 1,000 inhabitants	11.1	2018	15


**DIRECTIONS OF ACTIVITIES**

- Expansion and modernisation of the infrastructure of educational institutions in Bydgoszcz.
- Implementation of above-standard, innovative educational projects and the use of modern techniques and technologies in the education process.
- Cooperation between school, academic and business environments, including international partnerships.
- Creating conditions in public space for the comprehensive development of children and youth: intellectual, physical, developing talents and interests.
- Expanding the base of extra-curricular and non-school education.
- Supporting the education of pupils with special educational needs.
- Promotion and creation of conditions for lifelong learning (retraining, developing skills, training, expanding knowledge).
- Supporting internationalisation and interdisciplinary studies at all levels of academic education.
- Promoting studying at universities in Bydgoszcz, including the implementation of projects targeted at foreign students.
- Implementation of the scholarship and award system for pupils, students and young scientists.
- Projects aimed at increasing the role of the academic community in the city life.

**OBJECTIVE II.2. OPEN AND COMMITTED RESIDENTS**

Operating goals	Indicators	Reference	Year	Target value 2030
II.2.1. Strong and active social organizations	Number of registered NGOs per 1,000 inhabitants – including those registered for at least 3 years	3.1 2.4	2018	5.0 4.5
	Share of Bydgoszcz taxpayers who donated 1% of tax to public benefit organisations – including Bydgoszcz organisations	65.6% 10.6%	2018	80% 20%
II.2.2. Openness of the Bydgoszcz community to people from various cultural and social circles	Number of foreigners registered for permanent or temporary residence	4,394	2019	increasing trend
	Number of initiated proceedings in the scope of the so-called crimes committed on the basis of hate, homophobia and racism under Articles 119, 256 and 257 of the Penal Code	16	2018	0

**DIRECTIONS OF ACTIVITIES**

- Developing the cooperation of the City with non-governmental organisations, civic movements, formal and informal groups operating in the city.
- Development of the activities of the Bydgoszcz Centre of Non-Governmental Organizations and Volunteering.
- Organization of promotional and educational campaigns to encourage residents of all ages to engage in social, non-professional, voluntary activities, etc., carried out in formal and informal groups.
- Creating places for local activity, neighbourhood places for the activities of social organisations.
- Use of all available places to create urban spaces, treated as elements of pro-social, integration, culture-creating activities and local identity building.
- Implementation of projects aimed at the integration of foreigners and people from different cultural and social circles.



# AREA III.

## FRIENDLY LIVING CONDITIONS

Bydgoszcz in 2030 is a city with health care resources adapted to the needs of its residents and with high-quality services, management and organisation of health services in relation to promotion, prevention, diagnosis, treatment and rehabilitation. Access is rich in city spaces and a diverse offer in the field of culture, sport and recreation and leisure, adapted to the needs of various social and age groups. The developed infrastructure of social services allows for various activities aimed at the development of the inhabitants. Bydgoszcz is a city immersed in greenery. The advantage of our city is the availability of green areas near the place of residence.

Bydgoszcz residents feel safe regardless of the place where they live, work, study or rest. They are also safe when moving around the city. Residents can benefit from a diverse housing offer, tailored to their needs and financial possibilities.

The Bydgoszcz community is characterised by high social cohesion. It is a community of people who support each other, people in solidarity, and who take action against social exclusion. Institutional and social support for people in need and their guardians works well, preventing their exclusion from professional and non-professional activity.



**OBJECTIVE III.1.**  
**ACTIVE AND HEALTHY LIFE STYLE**

- III.1.1. Integrated health care
- III.1.2. A rich sports and recreational offer conducive to the activity of residents
- III.1.3. Broad participation of residents in the cultural life of the city



**OBJECTIVE III.2.**  
**FRIENDLY HOUSING CONDITIONS**

- III.2.1. High level of security of residents
- III.2.2. Good condition of residential buildings
- III.2.3. Functional solutions for public infrastructure that are friendly to all residents



**OBJECTIVE III.3.**  
**SOCIALLY SENSITIVE CITY**

- III.3.1. Support for people in need and at risk of social exclusion
- III.3.2. Supporting vocational activation



## Proposed implementation programmes:

- Health policy programmes
- Municipal Mental Health programme
- Sport development programme (planned)
- Programme for the development of green areas, recreation and relaxation, with particular emphasis on the riverside areas of the Bydgoszcz Water Junction (planned)
- Development strategy of the Culture of the City of Bydgoszcz
- Municipal programme of crime prevention and protection of citizens' security and public order
- Road safety programme (Vision zero) (planned)
- A multi-year housing resource management programme for the City of Bydgoszcz
- Housing policy (planned)
- Programme of care for the monuments of the City of Bydgoszcz
- Municipal Revitalisation programme of the City of Bydgoszcz
- Strategy for solving social problems of the City of Bydgoszcz
  - Family Support programme for the City of Bydgoszcz
  - Programme of counteracting domestic violence and protection of victims of domestic violence for the City of Bydgoszcz
  - Local Activity programme of the City of Bydgoszcz
  - Programme for the Development of Foster Care for the City of Bydgoszcz
  - Help of the City of Bydgoszcz in the field of meals – a meal at school and at home
- Seniors activity support programme (planned)
- „Bydgoska Rodzina 3+” programme
- Local Government Action programme for Disabled People in Bydgoszcz


**OBJECTIVE III.1. ACTIVE AND HEALTHY LIFE STYLE**

Operating goals	Indicators	Reference	Year	Target value 2030
III.1.1. Integrated health care	Number of doctors per 1,000 persons voivodeship cities = 100	6.6 120.5	2018	above average in voivodeship cities
	Number of nurses and midwives per 1,000 persons voivodeship cities = 100	12.3 117.2	2018	above average in voivodeship cities
	Number of hospital beds per 1,000 persons voivodeship cities = 100	9.8 116.4	2018	above average in voivodeship cities
	Number of deaths: – infants per 1,000 live births – people up to 65 per 1,000 persons in this age group – people over 65 years of age per 1,000 persons in this age group	4.3 3.2 44.0	2018	decreasing trend
	Number of people diagnosed with chronic diseases or other diseases requiring systematic medical control per 1,000 persons in a given age group: 0-18 years including the first time 19 years and more including the first time <i>The data of persons under the care of primary health care physicians.</i>	218.0 35.7 366.0 64.8	2018	decreasing trend
III.1.2. A rich sports and recreational offer conducive to the activity of residents	Number of people exercising in sports clubs	9,354	2018	increasing trend
	Number of participants in sports events for children and youth organized by educational institutions	45,725	2018	increasing trend
	Number of participants in open-access sports competitions from the calendar of the “Active Bydgoszcz” brand	20,100	2018	increasing trend
III.1.3. Broad participation of residents in the cultural life of the city	Number of viewers in theatres, audience in the philharmonic hall, visitors to museums, galleries and art salons	330,443	2018	increasing trend
	Number of participants in events in centres, houses, community centres, clubs and common rooms	159,980	2018	increasing trend
	Number of viewers in non-mobile cinemas	1,184,887	2018	increasing trend
	Number of readers in public libraries during the year	37,627	2018	maintaining the level
	Number of entities in the PKD section “Activities related to culture, entertainment and recreation”	789	2018	increasing trend



## DIRECTIONS OF ACTIVITIES

- Activities in the field of health education regarding a healthy lifestyle, especially in the areas of food, nutrition, clean air and water.
- Increasing the comprehensive physical activity of the inhabitants of Bydgoszcz for a healthy lifestyle, prevention of disabilities and social exclusion.
- Supporting sports for children and youth.
- Expanding the offer of preventive services in relation to civilization diseases and making residents aware of the need to participate in medical examination.
- Modernization and expansion of the healthcare base.
- Developing local standards to improve the quality of health services.
- Implementation of investments in sports and recreational infrastructure and creating conditions for the development of various sports disciplines.
- Myślęcinek – Active Recreation Centre.
- Expansion and revalorization of arranged green areas.
- Development and revitalisation of the Brda, Vistula and Bydgoszcz Canal banks, successive construction and expansion of sports and recreation infrastructure based on the advantages of the Bydgoszcz Water Junction (Brda, Wisła, Bydgoszcz Canal and the Flis stream with smaller streams).
- Periodic research on the activity of residents and their opinion on the offer of spending free time and developing interests.
- Creating conditions for the comprehensive activity of seniors.
- Developing a diverse cultural offer.
- Implementing various forms of cultural education.
- Developing a system of various forms of support for creators and animators of culture, regardless of the form of running a business.
- Creating new entities and organisational forms of culture in the structure of the City.
- Expansion and modernization of cultural infrastructure and supplementation of the infrastructure of local cultural centres.
- Supporting the organization of prestigious cultural events and their promotion.
- Protection of cultural heritage.



 <b>OBJECTIVE III.2. FRIENDLY HOUSING CONDITIONS</b>				
Operating goals	Indicators	Reference	Year	Target value 2030
III.2.1. High level of security of residents	Number of crimes identified by the Police in completed preparatory proceedings per 1,000 inhabitants	20.6	2018	below 18.0
	Number of people injured in road accidents	186	2018	below 100
	Number of road fatalities	8	2018	0
III.2.2. Good condition of residential buildings	Number of apartments per 1,000 inhabitants	432.1	2018	470
	Average usable floor space per 1 person in m <sup>2</sup>	25.0	2018	28.0
	Share of good standard municipal units (no grounds for applying technical discounts)	46.6%	2018	60%
III.2.3. Functional solutions for public infrastructure that are friendly to all residents	Share of people registered within a radius of 300 m from publicly arranged green areas	69.6%	2015	80%
	Share of the length of paved local public roads to all public roads of a local nature	65.8%	2018	80%

## **DIRECTIONS OF ACTIVITIES**

- Implementation of a number of programs as well as preventive and prophylactic activities aimed at counteracting crime and anti-social behaviour, counteracting demoralisation and juvenile delinquency.
- Implementation of solutions improving road safety in the field of infrastructure, technology, traffic organisation, education and rescue.
- Improvement, integration and coordination of security activities and public order and crisis management.
- Improving the quality of living in the municipal housing stock.
- Implementation of housing investments and modernization of the housing substance in various forms of ownership.
- Development of technical and communication infrastructure of areas designated for housing construction.
- Adopting zoning plans for areas with a residential function.
- Adapting housing resources and infrastructure to people's needs with limitations in mobility and perception.
- Implementation of revitalization projects and projects improving the quality of public spaces, including re-urbanisation of the city centre.
- Implementation of activities related to the development and improvement of the standard of public spaces in the vicinity of the residence – programs for hardening unpaved streets, renovating sidewalks and illuminating streets, developing squares and areas.
- Eliminating disproportions between individual city areas in access to public services.



### Objective III.3. SOCIALLY SENSITIVE CITY

Operating goals	Indicators	Reference	Year	Target value 2030
III.3.1. Support for people in need and at risk of social exclusion	Share of people using community social assistance (at their place of residence) in the total number of inhabitants	2.7%	2018	below 3%
	Number of day support places per 1,000 people under 18 years of age	9.5	2018	15
	Number of places in stationary social welfare facilities per 1,000 inhabitants	1.8	2018	3.0
III.3.2. Supporting vocational activation	Number of places in nurseries for 1,000 children under 3 years of age	142.5	2018	250
	Number of places in pre-school education institutions per 1,000 children aged 3-6	1,041.9	2018	maintaining the level
	Share of the long-term unemployed in the total number of the unemployed	48.5%	2018	decreasing trend

### DIRECTIONS OF ACTIVITIES

- Supporting residents in solving social and living problems.
- Creating sheltered, self-empowerment and training housing.
- The so-called family assistance, counteracting violence in the family.
- Construction, modernization and expansion of the infrastructure of social assistance institutions.
- Increasing the number of places in day support facilities, community self-help homes, day homes – in cooperation with non-governmental organizations.
- Developing local standards for social services.
- Development of a system of integrated services for seniors.
- Activities for the development of cooperation between senior communities.
- Supporting the activation of the unemployed and the development of forms of employment agency and counselling.
- Help for addicts and addiction prevention.
- Implementation of activities in the field of social and vocational rehabilitation and integration of disabled people.
- Increasing the number of points providing support to people with disorders and mental illnesses.
- Creating places of integration and neighbourhood self-help.



# AREA IV.

## HEALTHY AND SAFE ENVIRONMENT

In 2030, Bydgoszcz is proud with good environmental quality, with the problem of air quality solved, with implemented measures in the field of climate protection and adaptation to its changes, with an advanced low-emission and circular economy, with an efficient waste management system and high water quality. Remedial actions are also implemented in other areas that affect the health and quality of life of residents.

The urban economy is guided by the principle of sustainable development: the use of natural resources for future generations. Such activities are possible thanks to the high environmental awareness of the inhabitants, preferring zero- or low-emission means of transport and energy sources, and taking care of the economical use of natural resources.

A feature of Bydgoszcz are friendly organized public spaces. Green corridors running from the surrounding forests, through parks and gardens to green areas along the Brda, the Vistula and the Bydgoszcz Canal provide the possibility of active recreation.



## OBJECTIVE IV.1. SUSTAINABLE MANAGEMENT OF ENVIRONMENTAL RESOURCES

- IV.1.1. Spatial order
- IV.1.2. Clean air
- IV.1.3. Climate protection and adaptation to climate change
- IV.1.4. High quality of the environment and preservation of its resources

### Proposed implementation programmes:

- Environmental protection programme for the city of Bydgoszcz
- Low-emission economy plan for the city of Bydgoszcz
- Asbestos-containing products removal programme for the City of Bydgoszcz
- Development strategy for electromobility for the City of Bydgoszcz (planned)
- Air protection programme for 4 zones of the kujawsko-pomorskie voivodeship due to exceeding the target values of benzo(a)pyrene
- Air protection programme for the Bydgoszcz agglomeration zone due to exceeding the permissible level of suspended dust PM10
- Sustainable energy and climate action plan for the City of Bydgoszcz – SECAP (planned)
- Adaptation plan of the City of Bydgoszcz to climate change
- Programme for the protection of the city’s natural potential (planned)
- Assumptions for the plan of supplying Bydgoszcz with heat, electricity and gaseous fuels
- Development and modernization plan for water supply and sewage systems



#### OBJECTIVE IV.1. SUSTAINABLE MANAGEMENT OF ENVIRONMENTAL RESOURCES

Operating goals	Indicators	Reference	Year	Target value 2030
IV.1.1. Spatial order	Share of the city area covered by the valid zoning plans	37.4%	2018	50% or more
IV.1.2. Clean air	Annual assessment of air quality in terms of health protection (the lowest rating among the examined parameters)	Class C	2018	Class B
	Number of days with exceeding the permissible daily concentration of PM10 suspended dust during the year: – Plac Poznański (automatic measurement) – ul. Warszawska (automatic measurement)	85 days 81 days	2018	below 35 days
IV.1.3. Climate protection and adaptation to climate change	Capacity of municipal rainwater retention devices	10,8 thous. m <sup>3</sup>	2018	45 thous. m <sup>3</sup>
	The share of green areas: forests, parks, lawns, and housing estate and street green areas in the city surface	36.9%	2018	maintaining the level
	The level of recycling and preparation for reuse of municipal waste, excluding non-hazardous construction and demolition waste constituting municipal waste	Reference data to be defined as at 31.12.2020		60%
	Annual CO <sub>2</sub> emissions from the entire city	2,518,907 Mg CO <sub>2</sub> e	2018	decreasing trend
IV.1.4. High quality of the environment and preservation of its resources	Share of legally protected areas in the total area	26.0%	2018	maintaining the level
	Ecological potential of the Brda River (on a five-point scale, class I - very good, class V – bad)	Class II	2017	maintaining the level
	Water consumption from water supply in households per capita during the year	34.7 m <sup>3</sup>	2018	below 33 m <sup>3</sup>
	Share of segregated waste in the total amount of municipal waste	Reference data to be defined as at 31.12.2020		increasing trend

## DIRECTIONS OF ACTIVITIES

- Increasing the city area covered by zoning plans.
- Implementing the principles of universal design – adapting to the needs of people of all ages – both for municipal investments and other investors.
- Designing solutions to protect ecological corridors and air wedges, connecting green areas into an integrated system, with particular emphasis on the coastal areas of the Bydgoszcz Water Junction (Brda, Vistula, Bydgoszcz Canal and the Flis stream with smaller streams).
- Consulting architectural and spatial solutions for municipal investments at the pre-design stage; more frequent organization of architectural competitions.
- Developing rules and standards for the development of public spaces.
- Revitalization of spatially and environmentally degraded areas.
- Introducing financial, technical and legal solutions to speed up the replacement of heating sources with low-emission ones.
- Development of the city's district heating system.
- Implementation of projects related to the development of zero- and low-emission forms of transport in the city.
- Implementation of solutions aimed at rationalization / reduction of energy consumption in public utility buildings and as part of the implemented municipal services.
- Promotion of energy-efficient construction.
- Implementation of solutions to ensure thermal comfort of residents and urban heat island limitations.
- Increasing the area of assimilation of greenery in the city by using vertical and surface solutions to green the space, creating favourable conditions for insects and other representatives of the animal world.
- Nature protection: maintenance and protection of green areas, protection of plant and animal species, protection of biodiversity, protection against invasive species.
- Integrated management of rainwater based on the so-called gray and blue-green infrastructure.
- Investments improving the drinking water management and drainage system and wastewater treatment.
- Development of the municipal waste neutralization system.
- Identification of contaminated (polluted) sites and removal of pollutants.
- Monitoring and elimination of threats and combating the negative effects resulting from the contamination of the areas of the former "ZACHEM".
- Implementation of various forms of environmental education, addressed to various groups of residents, and cooperation with social organizations, entrepreneurs and universities. Coordination of activities in the field of environmental education of municipal units.
- Implementation of methods of maintaining and improving order and cleanliness in the urban space.



# AREA V.

## MODERN TRANSPORT AND COMMUNICATION

In 2030, Bydgoszcz has good internal and external accessibility, based on low-emission public transport, using modern solutions in the field of urban mobility. The basis of local passenger transport is an extensive tram system, low-emission bus transport, supplemented by rail transport. Important elements of the urban mobility system are bicycle transport and pedestrian traffic, based on well-developed and secure infrastructure. The preferences for public transport encourage residents to give up individual car communication. The high quality of public transport and transport infrastructure adapted to the needs of various groups facilitate an active lifestyle and use from the services offered by the city.

The rail and bus transport system and the network of bicycle paths serve the transport cohesion of the Bydgoszcz agglomeration.

The city is well connected with other economic centers in the country and abroad through the road system, including the S5 and S10 expressways, modernized railway lines, a modern airport and a well-developed network of local, regional, national and international connections. In terms of freight transport, Bydgoszcz is an important European transport junction – a multimodal platform (Bydgoszcz Logistics Junction), combining rail, road, air and inland waterway transport.

Internal and external contacts are facilitated by a modern, well-developed information and communication infrastructure.



### **OBJECTIVE V.1.** **SUSTAINABLE AND COHERENT TRANSPORT SYSTEM**

- V.1.1. Friendly, ecological, functional and safe transport solutions
- V.1.2. Internal and external transport accessibility of the Bydgoszcz functional area



### **OBJECTIVE V.2.** **E-ACCESSIBILITY**

- V.2.1. Common access to the communication and information infrastructure

### Proposed implementation programmes:

- Sustainable urban mobility plan taking into account the Bydgoszcz functional area (planned)
- Plan for sustainable development of public collective transport for the city of Bydgoszcz (Transport Plan)
- Programme for the development of infrastructure for pedestrian and bicycle traffic (planned)
- A multi-year programme of hardening dirt streets located in the city of Bydgoszcz
- Environmental protection programme against noise for the city of Bydgoszcz



#### OBJECTIVE V.1. SUSTAINABLE AND COHERENT TRANSPORT SYSTEM

Operating goals	Indicators	Reference	Year	Target value 2030
V.1.1. Friendly, ecological, functional and safe transport solutions	Share of traffic lights covered by the Intelligent Transport System (ITS) in the total number of traffic lights in the city	49.7%	2018	80%
	Share of journeys by public transport or bicycle in internal journeys non-pedestrian – public transport – bike	31.5% 29.2% 2.3%	2018	increasing trend
	The number of passengers transported by public transport	89.9 million	2018	increasing trend
	Share of people exposed to road noise expressed by the indicator of long-term average sound level, determined during all days of the year, taking into account the time of day $L_{DWN} > 55$ dB	56.7%	2016	45.0%
	The length of the separated bicycle infrastructure per 100 km <sup>2</sup> of the area cities	57.1 km	2018	105.0 km
	Number of passenger cars per 1,000 inhabitants	596.0	2018	decreasing trend
V.1.2. Internal and external transport accessibility of the Bydgoszcz functional area	Number of passengers checked in from the Bydgoszcz airport	413,245	2018	over 600,000
	Average travel time to other metropolitan centres (car / train – number of hours)	Warszawa 3.2/3.3 Gdańsk 2.0/1.5 Szczecin 3.7/4.7 Poznań 2.0/1.4 Białystok 4.9/6.5 Wrocław 3.9/3.9 Kraków 5.2/6.1 Berlin 4.5/4.2 Budapeszt 9.7/14.7 Kijów 12.7/16.8	2018	decreasing trend

## DIRECTIONS OF ACTIVITIES

- Expansion of the public transport infrastructure (in terms of functionality, travel comfort, accessibility, adaptation to the needs of people all ages, etc.)
  - new tram lines, systems: park and ride, park and go, say goodbye and go and leave your bike and go, bus lanes, bus stop infrastructure, interchange nodes, applications, payment systems.
- Purchase of modern bus and tram rolling stock (zero- and low-emission, adapted to the needs of people with disabilities).
- Modernization and expansion of technical facilities for public transport.
- Expansion of the ITS system with the use of road sensors and public transport tracking devices.
- Building an integrated, agglomeration bicycle transport system.
- Modernization and expansion of the pedestrian traffic infrastructure.
- Organizational changes in public transport and integration of various forms of transport.
- Exclusion or limitation of car traffic in downtown areas.
- Construction and modernization of streets and engineering structures of the basic system.
- Implementation of the program of hardening unpaved streets.
- Implementation of projects to reduce traffic noise.
- Development of intercommunal public transport lines.
- Striving for the implementation of national and regional investments regarding the construction of expressways, construction of a dry port / multimodal platform, modernization of railway lines.
- Increased use of rail transport for commuter traffic, including changing end stations.
- Expansion of the Bydgoszcz airport and measures to increase the number of air connections.
- Participation in activities related to the development of inland navigation and the use of international waterways E-70 and E-40.
- Cyclical studies of the transport behaviour of residents (at least every five years), allowing to assess the effectiveness of the activities carried out so far.

### OBJECTIVE V.2. E-ACCESSIBILITY

Operating goals	Indicators	Reference	Year	Target value 2030
V.2.1. Common access to the communication and information infrastructure	Share of units with possible access to broadband internet with a capacity over 100 Mbps	78.1%	2018	100%

## DIRECTIONS OF ACTIVITIES

- Development of high-speed Internet infrastructure and fibre optic connections.
- Increasing the availability of free Internet in public facilities.
- Development of services provided electronically.

# AREA VI.

## MODERN ECONOMY

In 2030, Bydgoszcz stands out due to its dynamic, modern economic environment included in the current of global economic events, supported by well-developed international cooperation between entrepreneurs and the city government. Bydgoszcz companies are characterized by high innovation, based both on their own activities and cooperation with research centers and technology transfer from outside. Thanks to this, they can offer attractive jobs.

The economic activity of residents is supported by the activities of many business environment institutions, and the strength of the Bydgoszcz economy are cooperation networks operating within and outside official structures.

Economic development is supported by the potential of Bydgoszcz universities, which are both a breeding ground for qualified staff and a research base.

The condition of the Bydgoszcz economy, high work efficiency and the availability of investment areas make the city an attractive place to locate business activities.

### Proposed implementation programmes:

- Programme for counteracting unemployment, employment promotion and activation of the local labour market
- Bydgoszcz economic development support programme (planned)
- Tourism development programme for the City of Bydgoszcz (planned)
- Programme of cooperation between the City and the academic community of Bydgoszcz (planned)



## OBJECTIVE VI.1. COMPETITIVE ECONOMY

- VI.1.1. Attractive jobs
- VI.1.2. Favourable conditions for the development of entrepreneurship
- VI.1.3. Development of a cooperation network for the development of the economy of the metropolitan area
- VI.1.4. City of tourist attractions



## OBJECTIVE VI.2. A STRONG SCIENCE CENTRE: RESEARCH, KNOWLEDGE AND INNOVATION TRANSFER

- VI.2.1. High status of Bydgoszcz academic facilities
- VI.2.2. Effective cooperation between science, business and local government


**OBJECTIVE VI.1. COMPETITIVE ECONOMY**

Operating goals	Indicators	Reference	Year	Target value 2030
VI.1.1. Attractive jobs	Average monthly salary in relation to the average of voivodeship cities (voivodeship cities = 100%)	90.4%	2018	110%
	Share of people working in the service sector	69.8%	2018	80%
	Share of industrial enterprises (employing more than 49 persons) which introduced product, process, organizational or marketing innovations in % of total industrial enterprises in the last 3 years	60.0%	2017	increasing trend
VI.1.2. Favourable conditions for the development of entrepreneurship	Number of entities of the national economy in the REGON register per 1,000 inhabitants	120.8	2018	over 150
	Existing office space	97,850 m <sup>2</sup>	2018	increasing trend
	Number of commercial companies with foreign capital in the REGON register	480	2018	increasing trend
VI.1.3. Development of a cooperation network for the development of the economy of the metropolitan area	Number of members of functioning clusters	170	2019	increasing trend
	Balance of registration of business entities in the Bydgoszcz metropolitan area	604	2017	increasing trend
VI.1.4. City of tourist attractions	Number of 4- and 5-star hotels	6 + 1	2018	7 + 2
	Number of beds in 4- and 5-star hotels	1,047 + 41	2018	1,220 + 82
	Number of nights spent in tourist accommodation establishments – including foreign tourists	459,804 114,879	2018	increasing trend
	Number of international business tourism events lasting at least 2 days, with at least 50 participants	28	2018	increasing trend


**DIRECTIONS OF ACTIVITIES**

- Activities related to the city's economic promotion and investment offer.
- City's involvement in cluster initiatives.
- Developing cooperation between schools, universities and entrepreneurs.
- System of training, activities and projects increasing professional activity and entrepreneurship of Bydgoszcz inhabitants.
- Development of various forms of entrepreneurship education in schools.
- Development of services provided to the economy and broadly understood business based on business environment institutions operating in the city structure.
- Discount system for entrepreneurs.
- The activities of the Economic Council at the Bydgoszcz Metropolis Association.
- Development of the sharing economy and the social economy.
- Implementation of solutions in public-private partnership and public-private and Social Committee.
- Implementation of infrastructure investments improving the conditions for running a business.
- Building a multimodal platform.
- Economic promotion of the city in the country and abroad (including fairs, conferences, economic missions).
- Strengthening the role of Bydgoszcz as a fairs and exhibition centre and a place for organizing international conferences and congresses, as well as cultural, sports and economic events.
- Development of tourist products based on the water values of Bydgoszcz and industrial heritage and the city's cultural potential.

**OBJECTIVE VI.2. A STRONG SCIENCE CENTRE: RESEARCH, KNOWLEDGE AND INNOVATION TRANSFER\***

Operating goals	Indicators	Reference	Year	Target value 2030
VI.2.1. High status of Bydgoszcz academic facilities	Number of scientific or artistic disciplines** with the scientific category A +, A and B +	4	2018	increasing trend
	The position of Bydgoszcz universities in the nationwide ranking of universities PROSPECTS: – ranking of academic universities  – ranking of non-public universities	48 (UTP) 61-70 (UKW) 16 (KPSW) 27 (WSG) 27 (BSW)	2019	increasing trend
	Number of academic degrees and titles awarded in a given year: – doctor – habilitated doctor – professor	99 14 3	2017	increasing trend
VI.2.2. Effective cooperation between science, business and local government	The number of industrial property rights obtained by Bydgoszcz scientific institutions and the exclusive breeder's rights to the variety – including inventions and utility model rights	87 20	2018	300 60
	Number of projects by Bydgoszcz scientific institutions, including research or development works	166	2018	increasing trend
	The number of operating academic spin-off and spin-out companies at Bydgoszcz universities	21	2018	increasing trend

\* Due to the changes introduced by the act of 20 July 2018 on higher education and science and the implementation of the new version of the POL-on system, indicators for universities may have changed.

\*\* Indicator adjusted to the provisions of the act of 20 July 2018 on Higher Education and Science. The data for 2018 refer to the number of faculties with the research categories A + and A. The first evaluation of research units under the new rules will take place in 2021.

**DIRECTIONS OF ACTIVITIES**

- Allocation of annual targeted subsidies from the city budget to support Bydgoszcz public universities.
- Awarding the Mayor of the City's Science Awards.
- Activities for the consolidation of Bydgoszcz universities.
- Support for the City in the organization of international scientific events and joint implementation of international projects of the City and universities.
- Working out a strategy, in cooperation with the academic and economic community, to support the sectors of the economy that have the best chance of achieving good results.
- Strengthening scientific and business ties between Bydgoszcz universities and entrepreneurs.
- Stimulating academic entrepreneurship, promoting spin-off and spin-out activities and other tools for building an innovative economy.
- Internationalization of the teaching and research process, joint research with foreign and domestic partners (building a platform enabling networking of research and expert teams, providing business facilities for various activities, mobilizing resources to create e.g. working groups solving various problems).
- Activities aimed at establishing a Medical University in Bydgoszcz.

## V. IMPLEMENTATION AND MONITORING

The development strategy of Bydgoszcz is the most important program document, specifying the changes expected for the development of Bydgoszcz and the areas in which they should take place. The implementation of the goals set out in the strategy will have a significant impact on the development of urban spaces. The spatial dimension of the document, defining the model of the functional and spatial structure development of the city will be included in the provisions of the updated **Study of the conditions and directions of spatial development of the city of Bydgoszcz**. Work on updating the development strategy and the study were carried out at the same time.

The obligation to implement the strategy and the responsibility for achieving the set goals rests with the city government, however, success will not be possible without the involvement of many people and entities from outside the city's organizational structures. Therefore, the role of municipal institutions in implementing the provisions of the document will be very broad and diverse, ranging from the implementation of specific tasks, through initiating and supporting undertakings of other entities, coordinating activities, creating cooperation platforms, and ending with monitoring the effects and the degree of achievement of objectives

An important element of the implementation and monitoring of the strategy will be further involvement of the social side. It is planned at the stage of preparation of implementation programmes, implementation and discussion on the effects of implementing the document.



### METHOD

The strategy document sets out the desired directions of changes (goals and directions of activities), the achievement of which will be possible through the implementation of specific undertakings and projects. Their implementation should result from implementation documents. The basis of the strategy implementation system will be **implementation programmes** (strategies, plans, industry and functional programs), containing detailed solutions, projects and tasks planned to be implemented over a period of several years. The requirement for the City to have some documents results from the statutory obligation, but the tasks included in them should also be consistent with the city's development strategy and affect the achievement of the objectives set out in the document. Some of the currently functioning documents will act as implementation programs. However, their substantive scope does not cover all the issues covered by the strategy's objectives and necessary for the implementation of changes, therefore it will be necessary to develop and adopt new programs.

Proposals for implementation programs for individual strategic areas are included in Chapter IV. The programs are assigned to only one area, although some of them implement objectives included in several areas. It is not a closed catalogue of programs, in the course of implementing the strategy, there may be a need to develop other documents or to correct the existing ones.

### Implementation programs should meet the following criteria:

- compliance with the goals and challenges of the Bydgoszcz Development Strategy,
- compliance of the domain scope with the appropriate strategic area,
- specified period of several years max. 10 years (preferably ca. 5 years) and the time frame for the implementation of the tasks included in them,
- specific estimated costs of tasks and sources of their financing,
- an indicated coordinator responsible for the implementation of the document and executors of individual tasks,
- a specific system of implementation, monitoring and evaluation, including indicators for evaluating the effects of program implementation,
- preparation of a document with the participation of local communities,
- severability of the substantive scope of individual implementation programs.

At this stage, some of the indicated applicable documents may not meet all of the above criteria, e.g. due to statutory requirements. However, in the process of implementing the strategy, the programs should be updated in line with the adopted principles.

### Implementation programs containing specific implementation tasks will indicate:

- leading entity,
- the necessary instruments that are available to the City and other entities to achieve the goals,
- the necessary scope of cooperation,
- dependencies between entities involved in the performance of implementation programmes and strategic goals.

## REQUIRED RESOURCES

### ORGANISATIONAL AND PROCEDURAL TOOLS

- standardization of programme documents and procedures for their preparation,
- responsibility for the implementation of individual programmes will result from competences officially defined for a given unit,
- integrated approach to problem solving and project implementation,
- obliging the departments of the City Hall of Bydgoszcz and municipal organizational units to focus their activities on the goals of the strategy,
- appointment of coordinators responsible for the implementation of individual objectives,
- defining procedures for monitoring the implementation of the strategy,

### FINANCIAL RESOURCES

- implementation will be based primarily on the city budget, including funds obtained from external domestic and European sources,
- budget planning and the Multiannual Financial Forecast will be correlated with the goals of the strategy,
- the strategy financing sources will be supplemented with funds from public and private partners, involved in the implementation of the strategy,

### HR RESOURCES

- the basic burden of implementation works will be based on the human resources of the City Hall and municipal organizational units,
- the human resources of other involved institutions will be used in implementation projects.

Not all projects, the implementation of which will have an impact on the achievement of the set goals, will be included in the programs. Some of these tasks, they may even constitute separate independent projects. In addition, an important element of implementing the strategy will be the preparation and implementation of appropriate standards, procedures and rules of conduct, regarding, among others: standards of city services, principles of development and shaping of friendly urban spaces, principles of cooperation with various entities or management of municipal resources.

All activities related to the implementation of the strategy are supervised by the Mayor of Bydgoszcz with the support of the designated Deputy. On the other hand, the unit responsible for coordinating the implementation of the strategy

is the department indicated by the Mayor, currently the Integrated Development Department, whose tasks include in particular:

- monitoring the implementation of the strategy,
- cooperation with units responsible for the preparation and execution of implementation programmes,
- monitoring the socio-economic situation of the city and the functional area as well as external development conditions,
- preparation of reports and information on the state of implementation of the strategy,
- initiating and carrying out works related to updating the document.



### VIGILANCE

The process of implementing the strategy will be subject to constant observation. The performance of implementation programmes, as well as the general socio-economic situation of the city, will be monitored. Every year, data will be collected and analysed to calculate the value of indicators for achieving

the goals set out in the strategy. The current values of the indicators will be verified in terms of progress in reaching the target value or maintaining the assumed development trend. This will allow the assessment of effectiveness of the proposed interventions.

### Basic elements of strategy monitoring:

- Ongoing monitoring of the implementation of programmes / implementation tasks by their implementers.
- Monitoring of projects undertaken for the implementation of the strategy by partners from outside the municipal government structures.
- Monitoring of indicators adopted for the evaluation of the effectiveness of undertaken actions – observation of the size and their compliance with the assumed target values or trends, ie long-term tendencies to unidirectional changes (increase / decrease) in the value of the examined variable.
- Monitoring the situation in key areas by collecting and analysing a range of other information, also by tracking the size of auxiliary indicators.
- Supplementing the „indicator monitoring” (quantitative data) with surveys of the opinions and expectations of residents, mainly concerning the assessment of the quality of public services and the involvement of residents in civic activities.
- Annual presentation of the strategy implementation report with conclusions and recommendations for further implementation of the document and a possible update of the strategy.

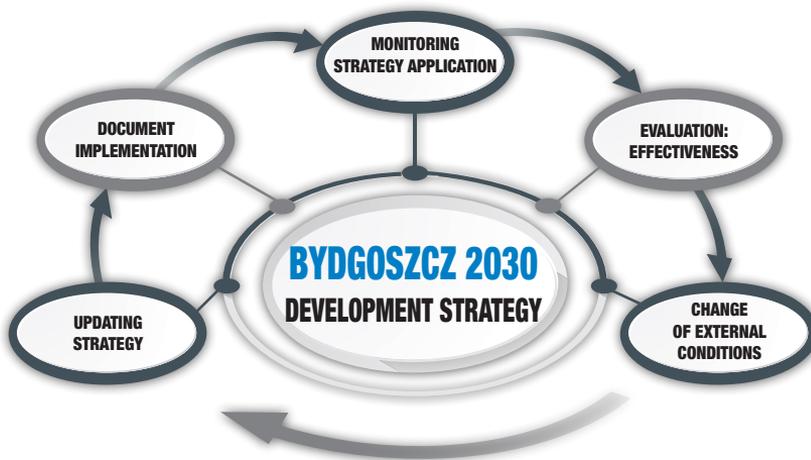
The data used for indicator monitoring primarily come from the information of the City Hall and municipal organisational units as well as public statistics resources, in particular data from the Local Data Bank of Statistics Poland and the Statistical Office in Bydgoszcz. The remaining data was obtained from the Central Research Centre for Cultivar Testing, the Tax Administration Chamber in Bydgoszcz, the City Police Headquarters in Bydgoszcz, the Ministry of Science and Higher Education, the Regional Examination Commission in Gdańsk, the National Electoral Commis-

sion, and the County Employment Office in Bydgoszcz, Bydgoszcz Airport S.A., the Office of Electronic Communications, the Patent Office of the Republic of Poland, the Provincial Inspectorate of Environmental Protection in Bydgoszcz, the Health Department of the Kujawsko-pomorskie Voivodeship Office in Bydgoszcz, the Perspektywy portal and the integrated information system on science and higher education POL-on.

## RESPONDING

Strategic management is an ongoing process. Achieving the long-term development goals included in the strategy depends to a large extent on the effects of the interventions being implemented, but it is also significantly affected by changes in the conditions in which the city operates, independently of the local government organisation.

Monitoring the effects of the implemented interventions, the degree of achievement of the set goals and the socio-economic situation will allow for the formulation of conclusions and recommendations that are the basis for making a decision to update the document or prepare a new strategy.



### The factors that affect the decision to update the document “Bydgoszcz 2030. Development strategy” include:

- a significant change in external conditions, requiring adaptation measures to the new social and economic situation on a macro scale,
- a significant change in internal conditions, diagnosing areas in the city that require intervention, and are not described in the strategy,
- no possibility of introducing changes to achieve the set goals,
- achieving the goals set in the strategy.



**City Hall of Bydgoszcz**  
**Department of Integrated Development and Environment**  
**Grudziądzka 9-15, 85-130 Bydgoszcz, Poland**  
**tel. +48 52 5858 070, fax: +48 52 5859 266**  
**e-mail: [wzr@um.bydgoszcz.pl](mailto:wzr@um.bydgoszcz.pl)**

Photos: Robert Sawicki, Ryszard Sibora