

Olsztyn, October 2013



The Development Strategy for the City of

Olsztyn **2020**







Ladies and Gentlemen,

To function properly, a self-government, which is an emanation of citizens' commonwealth, requires a good and trustworthy ideological foundation that indicates objectives for its activity and methods to implement them. This refers to every level of self-governance. The document that is in your hands – The Development Strategy for the City of Olsztyn 2020 – makes such a foundation.

The Strategy kept smelting like steel in a course of discussions held by working teams formed to design it, numerous consultations with the inhabitants of Olsztyn, and in confrontations with scientific circles dealing with the issues of municipal development. More than sixty people were involved into its design and they brought their professional and social experience as well as their competences into it. Today, it may be said that the Strategy is an averaged sum of dreams and imaginary images of Olsztyn together with a vision of its future shape held by its inhabitants.

Olsztyn is not a city easy to identify. When diagnosing its current condition and analyzing its needs, numerous ostensible contradictions become visible. Its rich historical and cultural heritage intertwines with the need to build modern and innovative economy, its bewitching natural environment - with the requirements to reinforce

entrepreneurship and to search for investment capital, the dynamic development of its university – with the need to keep young people in Olsztyn, and its multiculturalism – with the need to build its own identity.

At the same time, Olsztyn is a large administrative centre – the capital of the voivodship with an evolving urban functional area spreading to the neighbouring communes. Its partner relationships with the neighbouring city of Kaliningrad, which include a possibility to use the benefits of the so-called local border traffic by the inhabitants of both cities, are also worth noticing.

To the creators of the Strategy, all that conditioning posed some difficult challenges that they handled very well as I believe.

The strategy defines basic strategic objectives for Olsztyn as well as operative objectives that are connected with them. They refer both to the social sphere and the need to strengthen the social capital, as well as to the whole area of the city's economic development based on innovativeness and an active search for external capital. The Strategy strongly emphasizes the significance of creating a friendly and safe public space coupled with the high quality of life and possibilities to run business based on modern and ecologic technologies and services.

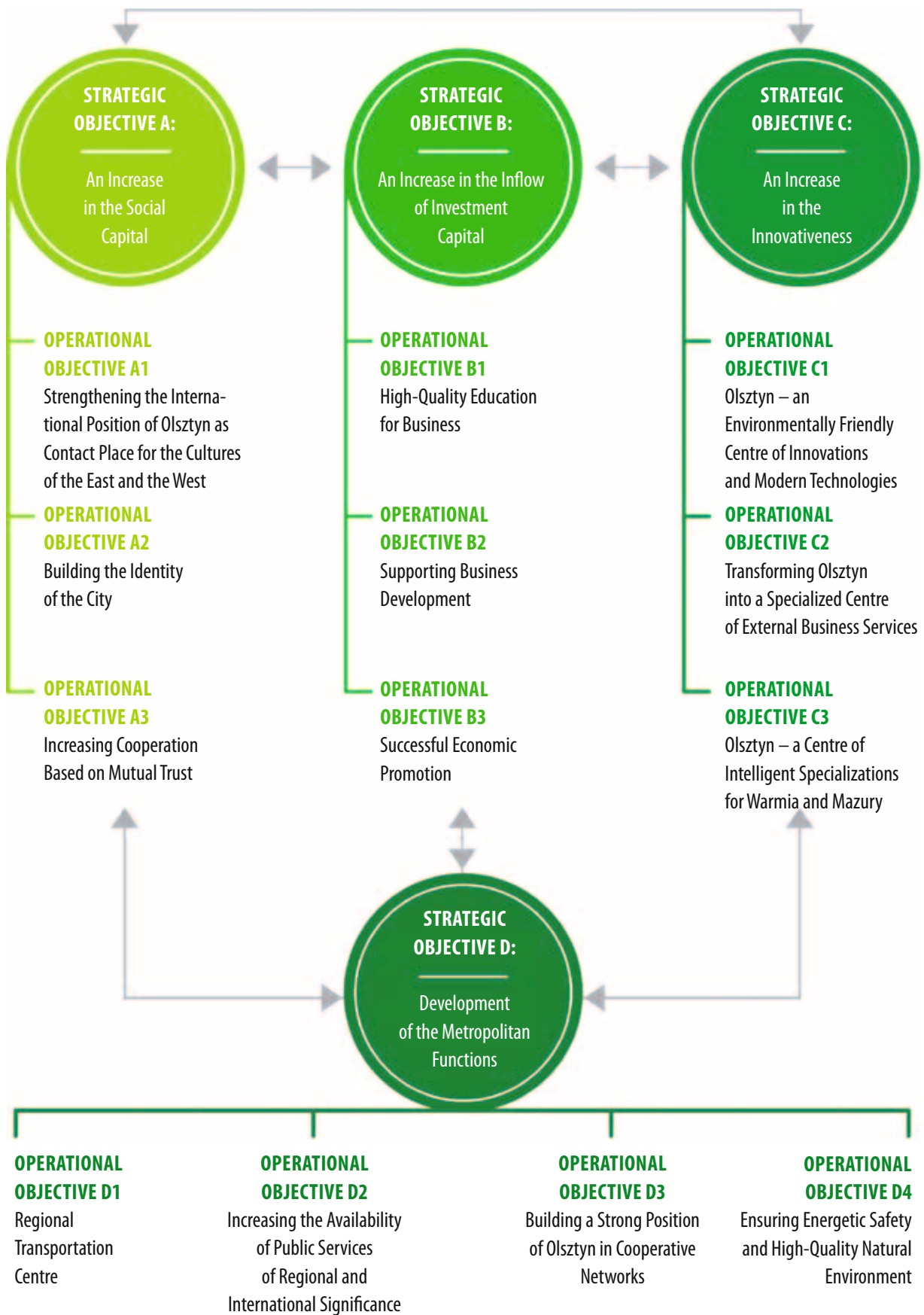
I believe that everyone who becomes familiarized with the Development Strategy for the City of Olsztyn 2020 will be able to understand Olsztyn in a better way - its message and its vision of development. It will be an incentive for people to invest in our city and to bind their lives with it. One of the main operative objectives assumes building relations based on trust. I hope that reading the Strategy turns out to be very useful for you in building such relations.

Piotr Grzymowicz

The President of the City of Olsztyn

TABLE OF CONTENTS

■ Introduction by Piotr Grzymowicz, the President of Olsztyn 3
■ Process of Updating the Strategy 6
■ Vision of the City Development until 2020 8
■ External Processes Crucial for the City Development 10
■ Internal Potential of Olsztyn - the Synthesis 16
■ SWOT Analysis 28
■ Objectives of the Strategy 30
■ Financial Potential of the Strategy Implementation 45
■ Monitoring of the Strategy 46
■ Assumptions of the Strategy Implementation 47
■ Resources 48



Process of Updating the Strategy

Some changing external conditions, the economic crisis in particular, together with a new period of programming the policies of the European Union have influenced changes to strategic documents on every level of public administration. The authorities of Olsztyn have also performed an update to the strategy that goes to the year 2020.

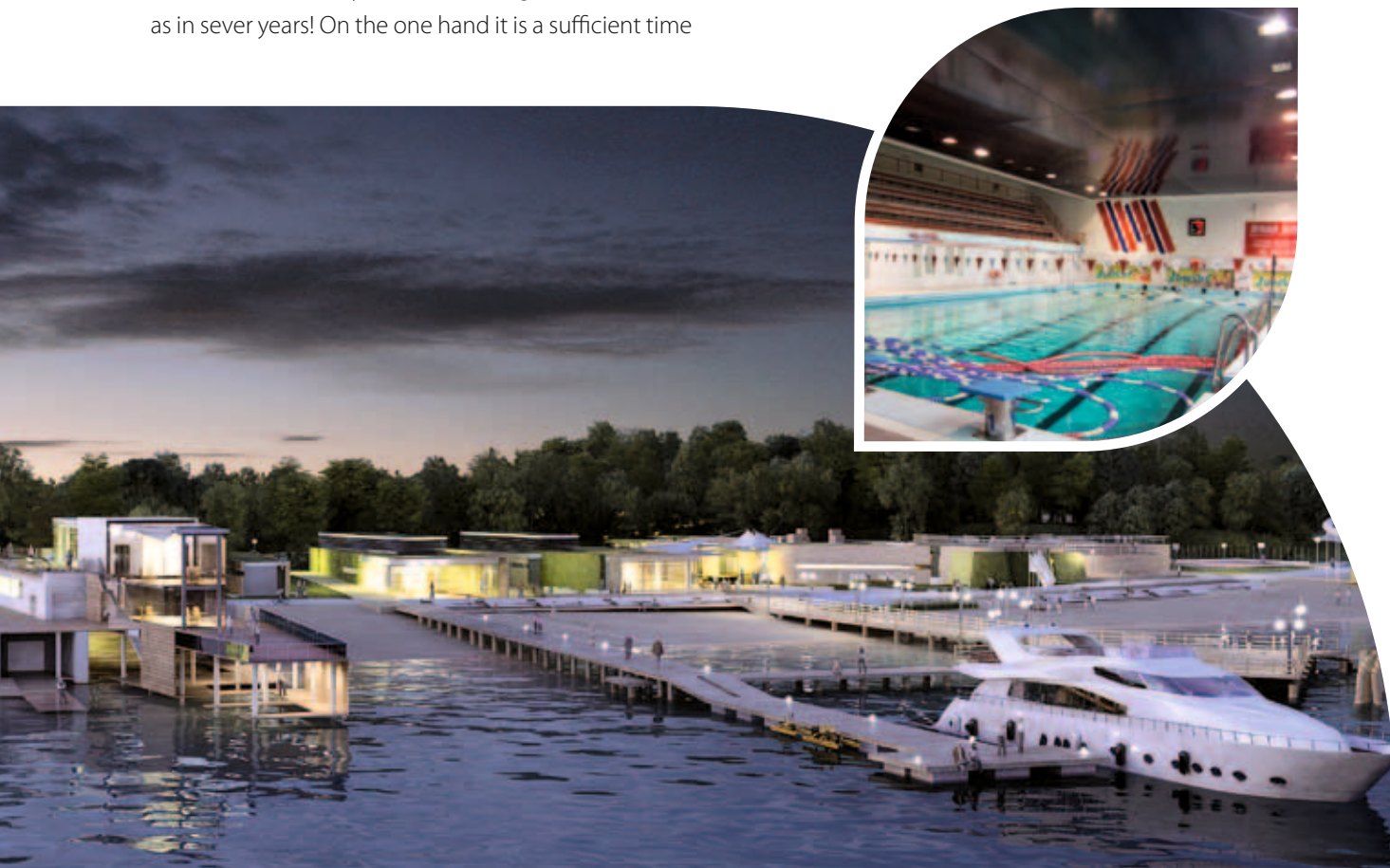
The strategy (the project) was subjected to public consultations. That process included consultative meetings with members of thematic working groups and an open meeting with the inhabitants of Olsztyn. Also, an on-line form was made available for every interested inhabitant.

The project of the strategy was also subjected to a prognosis of environmental impacts, the recommendations of which (referring to industrial areas and education) were included in this document

The vision of the city defines the target state as soon as in sever years! On the one hand it is a sufficient time

to implement important investments and launch numerous initiatives; on the other hand the time of seven years is but a short episode in the process of building Olsztyn's social capital or in creating its identity.

This means that it is worth thinking of Olsztyn in the near future considering its current problems and developmental barriers and counting on using its every potential. It is also worth thinking bravely assuming, sometimes idealistically, that external conditions will favour the development of the city.





Vision of the City Development until 2020

Olsztyn – a modern agglomeration with well-developed metropolitan functions created by its unique natural environment, exceptional quality of life, and competitive conditions for business.

Modern agglomeration – demographic forecasts for Olsztyn are favourable, though the expected increase of its inhabitants (within the borders of the city) is not significant. According to the forecasts by CSO, Olsztyn may have about 180 thousand inhabitants in 2020. Thus, some qualitative changes should be expected, that are to be directed towards modernization of the city, as well as **creation of friendly and safe public spaces** open both for the inhabitants and tourists. Being modern also means **innovativeness** and a network nature of both business and social **cooperation**. Olsztyn should provide an example of including various social groups not only in problem solving but also in forming **the identity of the city**.

Developed metropolitan functions – in a long-time perspective, Olsztyn should have **metropolitan aspirations**. As for now, in such a short time, strengthening the metropolitan functions should be expected. This phase is to bring the city closer to become a metropolitan area. However, the nature of the future metropolitan area depends on the actions started today and in the nearest future. In brief, the metropolitan functions of Olsztyn are its numerous **relations with the national and**, mostly, **international environment**. The city has to be **available for various means of transport** and, at the same time, offer to its inhabitants and inhabitants of the whole voivodship a unique, international cooperation-based offer of **public services, education, and culture**. The base of lively international contacts should be made of the assets of the **local natural environment**, the historically shaped **demographic structure**, and the location near **the Kaliningrad Oblast**.



Metropolitan Functions are to stand for the strength and significance of Olsztyn not only in the voivodship but also in Poland. In time, they are to make the city a small, modern metropolitan area that develops in a sustainable way.



Competitive conditions for business – in Olsztyn, which is a capital of one of the poorest voivodships in Poland, attempts to draw venture capital often must be **more intense** than in other centres. The city has to use the fact of being a **regional capital**; it has also to provide the best possible conditions for business. This can be achieved by cooperation of business, science, business environment institutions, and administration, based on **mutual trust and understanding** of needs and possibilities.

Competitiveness is the ability to win developmental factors against other units. The most important factors include: people, private investments, tourists, and external public resources.

Exceptional quality of life – is based, to a large extent, on the **natural environment**, but also assumes well-developed, **modern and innovative companies** providing employment and possibilities for development. The quality of life should be also viewed through the issue of taking care of **children and youth**, which includes organizing care and education on a high level, popularizing taking care for health and physical condition, as well as providing possibilities to **follow ambitions** at every age, also when elderly. The possibilities of increasing the quality of life in Olsztyn are to be found in shaping a **high-quality public space**, discovering the **rich history of the city**, creating an interesting **cultural offer**, and also in forming **the citizens' responsibility for future of the city**.

Unique natural environment – not many cities of a similar size in Poland and Europe may take pride in such environmental conditions as those offered by Olsztyn. On the one hand, the natural environment is a **resource**, on the other it is subjected to a **heavy pressure** from tourists, investors, and inhabitants. Therefore, the vision assumes an **intelligent balance** between present demands and taking care of life conditions for future generations.

Quality of Life more and more often becomes the main axis for the discussion on development as it combines the issues of a labour market, recreational facilities, and safety with a demographic potential.

Natural Environment requires intelligent solutions that are to maximize profits and minimize the unfavourable human influence.

External Processes Crucial for the City Development

On accessing the European Union, Poland was strictly subjected to the processes occurring both in the European and global scale. Co-creating such body as the EU also imposes some obligations on its every member state and makes them dependent on a situation in the community – also from the viewpoint of Poland and Olsztyn. For Olsztyn, those conditions make a basic premise to update the Development Strategy of the city.

Olsztyn within Municipal Centres of Europe

10

Olsztyn belongs to the nineteen most important urban centres of Poland (FUAs of international/national significance), present (registered) in the international European space.

What makes the strategic objective in 2014–2020 is supporting an integrated urban policy by the European cohesion policy, both on the level of countries and regions and of particular cities of the European Union. This means potentially perfect conditions for the development of Olsztyn.



A Favourable Demographic Structure of Olsztyn makes it positively distinguish on the background of the ageing Europe.

Olsztyn in the National Spatial Development Concept 2030

Olsztyn is also included into the major centres, though it has been listed among the cities with a **lesser extent of impact** than the largest agglomerations.


The following have been defined as the areas proposed within the objective:

- supporting the metropolitan functions of the largest Polish cities;
- intensification of functional connections between the major centres of the settlement structure in the national and international systems;
- integration of functional areas of the major urban centres.

Olsztyn has been qualified into a group of cities obliged to prepare both a management plan for the urban area and a strategy of social and economic development. Similarly as for the three remaining voivodship centres of Eastern Poland: Białystok, Lublin, and Rzeszów, it has been pointed out that Olsztyn has some weakened developmental chances due to deficits of cooperation with urban centres situated in Belarus, Ukraine, and Russia.

National Spatial Development Concept includes Olsztyn into the major centres of the country, however, with a smaller scale of influence...





NSRD pays a particular attention to 18 voivodship centres and, which is extremely important, points out at the need to ensure proper availability of those cities for transportation.

National Strategy of Regional Development 2010–2020: Regions, Cities, Rural Areas

National Urban Policy until 2020 focuses on the voivodship centres and developing their metropolitan functions. Its strategic objective is to reinforce abilities of Polish cities and urban areas to create a faster economic growth, to provide new working places, and to improve their inhabitants' lives.

That strategy (NSRD in short) is a **key reference** for the Development Strategy of Olsztyn on a national level. NSRD pays a **particular attention to 18 voivodship cities** as their functional areas presently generate over 51% of Poland's gross national product. Olsztyn has been included into a group of cities where **the lowest concentration of negative social and economic phenomena** occurs, though, at the same time, the share of the regional capital in the voivodship gross national product is one of the lowest in the country.

In the perspective of the year 2020, the role of the most important Polish city centres may increase due to **their intellectual potential, concentration of economic functions, and infrastructural management**. The regional policy for all the voivodship centres aims at supporting the development of their metropolitan functions by favouring the increase of their economic significance (including their labour markets) as well as educational, scientific, and cultural ones.



Development Strategy for the Voivodship of Warmia and Mazury until 2025

The Development Strategy for the City of Olsztyn 2020 is convergent with the Social and Economic Development Strategy for the Voivodship of Warmia and Mazury until 2025. That convergence is achieved on every level of the objectives (strategic and operative ones). What made the basis for analyzing the convergence of the documents was comparing their operative objectives by the actions that they foresee.

The Development Strategy for the Voivodship of Warmia and Mazury until 2025 unequivocally points at the significance of Olsztyn for the development of the whole region. Representatives of the Municipal Office as well as numerous representatives of institutions and organizations operating in Olsztyn have taken part in the works on updating the strategy. The following issues are crucial from the viewpoint of developmental capabilities of the city:

- the strategy stresses the significance of Olsztyn for the development of the whole region indicating, at the same time, its main problems, solving of which is in the interest of the city;
- the strategy points out so-called areas of strategic intervention, where Olsztyn and the communes surrounding it have been placed, and defines intelligent specializations of the Warmia and Mazury voivodship which also are to be developed in Olsztyn.

Olsztyn as an Area of Strategic Intervention

Olsztyn and the communes surrounding it are situated within several areas of strategic intervention (ASI):

- ① **The Agglomeration of Olsztyn** – formation of that ASI stresses the significance of the city for the development of the region. It is important that the expected effects of implementing the strategy include: increasing Olsztyn's metropolitan functions, enhancing its economic functions, developing an integrated transport system encompassing the whole agglomeration, increasing the quality of life and developing the environment for creative people, as well as social and economic revitalization;
- ② **The Tiger of Warmia and Mazury** – marked out around the main roads of the voivodship, i.e. Routes 16 and 7. Here, the strategy foresees enhancing the dynamism of economic processes, networking connections, and innovativeness, which entails improving the attractiveness and the quality of life. An increase of cooperation in the national and international systems is also to make an important element expanding the Tiger's developmental possibilities;
- ③ **Areas to Be Restructured and Revitalized** – that ASI includes all the cities as well as urban and rural communes of more than 5,000 inhabitants. What the voivodship strategy plans here are the actions that contribute to an increase of social capital and an increase of quality in education and entrepreneurship. Important effects of intervention into those areas also include: improving inter-communal cooperation, better transport connections, and increasing the investment attractiveness in the regions.



Significance of Olsztyn for Development of Intelligent Specializations in Warmia and Mazury

Olsztyn also possesses vast possibilities for creating and developing so-called intelligent specializations of Warmia and Mazury (described in the part on the economic potential). In the voivodship strategy, three such specializations and one horizontal area have been presented:

- the specialization of **water economy** – is based on water resources and includes a range of businesses that are also developed in Olsztyn. It is in Olsztyn that the scientific centres co-creating that specialization are located;
- the specialization of **high-quality food** – is based on a traditional and strong position of agriculture

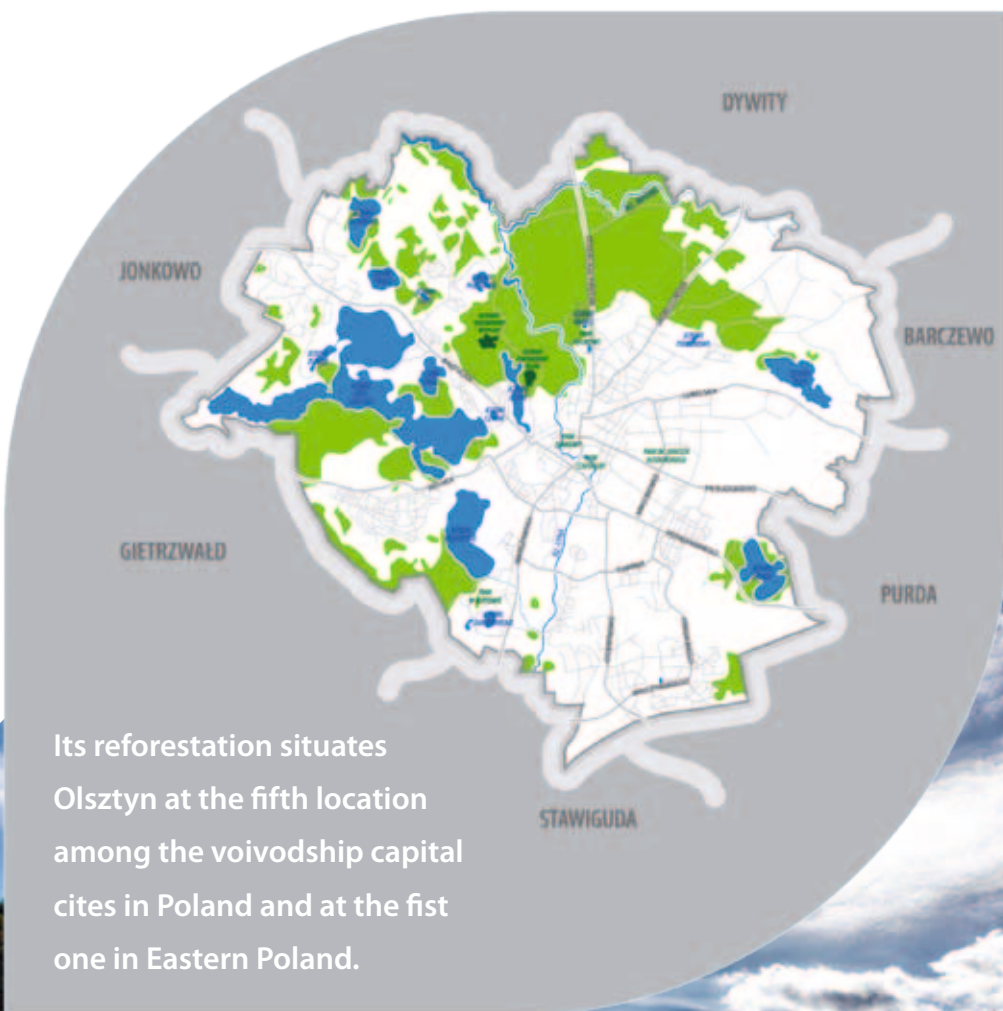
and food processing in the whole voivodship supported by a strong scientific and research sector functioning mostly in Olsztyn;

- the specialization of **timber and furniture** – that specialization also has its resources localized partially in Olsztyn;
- the horizontal area – includes five elements of business common for all the three specializations: **IT and communication technologies, financing, logistics, fairs and promotion**, as well as **security**, all of which have their numerous representatives in Olsztyn.



Internal Potential of Olsztyn – the Synthesis

The surroundings of Olsztyn are made of the communes: Barczewo, Dywity, Gietrzwałd, Jonkowo, Purda, and Stawiguda.



Olsztyn and its environmental assets
Source: The Geoprofit study.

Unique Values of Olsztyn's Natural Environment...

Olsztyn is characterized by some unique, as for a city of that size, environmental assets. Over 21% of its territory is covered by woods, which places Olsztyn at the fifth location among the capitals of Polish voivodships and at the first one in Eastern Poland. The fact that over a half of the forests makes a compact complex of the Municipal Forest deserves a particular attention. Within the city, there is also the Area of Protected Landscape of the Middle Łyna River Valley. Altogether, the legally protected areas make almost 6% of the city territory. However, there are no protected areas in-

cluded into the Natura 2000 network here.

Almost 10% of the area of the city is made of surface waters. There are eleven lakes within the city borders, the largest of which include: the Ukiel Lake, the Kortowskie Lake, the Trackie Lake, the Skanda Lake, and the Redykajny Lake. Moreover, there are three rivers flowing through the city, of which the longest one, the Łyna River, may be an interesting distinguishing mark of the city. What makes an environmental threat in Olsztyn is noise going beyond the norms and deficits in the drainage system.

...Have Their Influence on a Highly Rated Quality of Life in the City...

The positive evaluation of the quality of life in Olsztyn is mostly made of the following:

- localization of the city in a unique natural environment;
- friendly "city scale";
- feeling of safety;
- presence of a large and developing university (The University of Warmia and Mazury) with its rich educational offer;
- wide range of healthcare including specialized care (though a favourable evaluation of the specialists is accompanied by a less favourable general evaluation of the basic care);
- cultural offer (relatively, the opinions are most varied in that field).

The favourable conditions that are offered by Olsztyn and its surroundings (the neighbouring communes) are mirrored in vivid processes of housing development. Its share in the total usable area of new houses commissioned in the voivodship exceeded 30% in 2010.

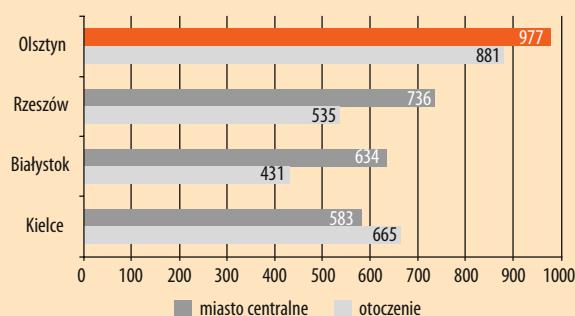
The main factors that decrease the quality of life in Olsztyn include:

- situation on the labour market in Olsztyn – a shortage of offers and insufficient perspectives for professional development (this is a key limitation, often indicated as a counterweight for all the aforementioned assets of the city);
- poor transport connections between Olsztyn and the region as well as with the rest of the country. The quality of connections between the regional capital and its direct surrounding is also subjected to some objections;
- insufficient quality and capacity of the road system in the city (which is connected with the lack of a ring road). This affects negatively not only the inhabitants of Olsztyn but also influences the quality of life in its surrounding. The inhabitants of the neighbouring communes who commute to the city everyday, feel the negative results of those limitations;
- insufficient development of the infrastructure for sport (except for swimming pools) and entertainment.

...and Its General Touristic Attractiveness

Olsztyn is visited by the highest number of tourists in all the analyzed capitals of Eastern Poland (Graph 1) but only 13% of the tourist structure is made by foreigners. Olsztyn's neighbouring communes are also well represented on the background of the compared regions. It should be stressed here that the statistics do not include tourists who are not accommodated for the night (including about one million of tourist travelling to the Sanctuary of Our Lady of Gietrzwałd).

Number of tourists (from the country and abroad) calculated for 1,000 inhabitants in 2011



Source: based on the Bank of Local Data by CSO



Olsztyn's Economic Potential...

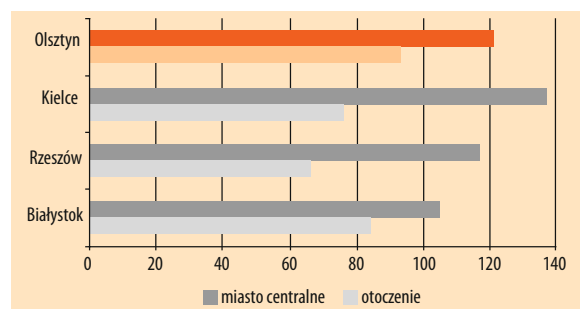
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Olsztyn occupies the second position among the four compared capitals of Eastern Poland in respect of a number of private business entities for 1,000 inhabitants (Graph 2). Moreover, the neighbourhood of Olsztyn is characterized by the highest value of that index when compared to the remaining cities.

The growth of sales in industry per capita places Olsztyn on a high, sixth position among the voivodship cities. The companies registered in Olsztyn are of a very strong **export activity** (when compared to the rest of Eastern Poland). The capital of the Warmia and Mazury is responsible for 46% of export value of the whole region, with the second location occupied

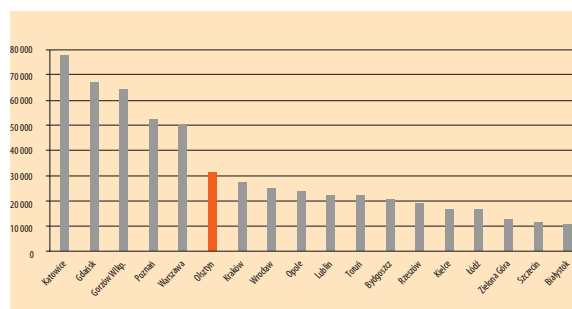
by Elbląg (14%). In 2010, goods with the total value of 3.7 billion PLN were exported from Olsztyn.

Lithuania, Latvia, the Netherlands (Poland's main commercial partner), Norway, the Czech Republic, Belarus, and Estonia make **the main destinations of export in Olsztyn**. This shows that the business of Olsztyn, at least partially, uses the closeness of its foreign neighbours. The **commercial balance** of the city of Olsztyn as well as of the powiat of Olsztyn is positive (export is higher than import). The difference between its export and import was nearly one billion PLN in the end of 2010; rubber for the tyre production made a half of the import.



Number of business entities in the private sector for 1,000 inhabitants in 2011

Source: based on the Bank of Local Data by CSO



Growth of sales in industry per capita in PLN in 2010

Source: based on the Bank of Local Data by CSO

There are three companies included into the biggest foreign investors in Poland operating in Olsztyn and those are: the tyre factory owned by the Michelin group (the French capital), the third biggest foreign investor in Polish special economic zones, the factory consists of three production plants, three component production plants, the Design Office, and the Logistic Centre; Olsztyn Mineral Resources Mines plc – the company runs nine mining and processing plants in Northern and Eastern Poland; Naber Polska (the Spanish capital), a producer of industrial paints seated in Olsztyn and a production plant in Dobre Miasto in the Warmia and Mazury Special Economic Zone.

The entities grouping businesspeople and dealing with networking that operate in the voivodship of Warmia and Mazury are seated in Olsztyn (including the Warmia and Mazury Chamber of Crafts and Business or the Warmia and Mazury Chamber of Agriculture).

There are seventeen cluster initiatives operating in the voivodship of Warmia and Mazury, six of which are seat-

ed in Olsztyn. Those are: The Regional Breweries Cluster, The IT Cluster, The 'Windows of Mazury' Cluster, The Dairy Cluster, The Beef Cluster, The 'Warmer Together' Cluster.

Members of the clusters include not only production companies but also the ones dealing with trade and services as well as organizations grouping businesspeople and scientific units. The University of Warmia and Mazury runs study specializations that are possible to use in all the branches of the operating clusters. To a large extent, Olsztyn fits into the regional specializations indicated in the Development Strategy for the Voivodship of Warmia and Mazury (**water economy, high-quality food, timber and furniture**) both in respect of the presence of market leaders in its economy and its complementary offer of education and scientific research. Also, the presence of clusters and other business institutions significantly reinforces the potential of the whole specialization on the regional level making it more competitive.

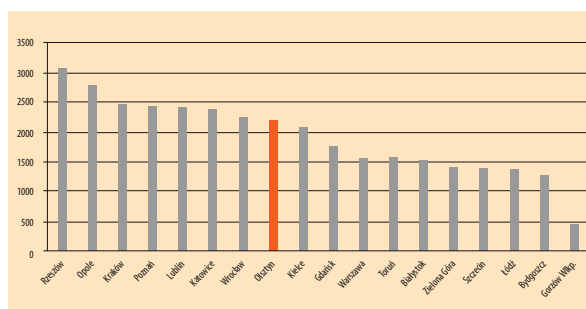
...Together with the Academic and Scientific Ones...

Olsztyn is the major university centre in the Voivodship of Warmia and Mazury. There are seven entities educating people on the higher level that educated about 37 thousand students in the academic year 2011/2012. These are:

- The University of Warmia and Mazury in Olsztyn (Uniwersytet Warmińsko-Mazurski w Olsztynie);
- The Tadeusz Kotarbiński College of Information Technology and Management (Olsztyńska Wyższa Szkoła Informatyki i Zarządzania im. Tadeusza Kotarbińskiego);
- The College of Information Technology and Economy of the Society for the Popularization of

Culture and Science (Wyższa Szkoła Informatyki i Ekonomii Towarzystwa Wiedzy Powszechnej);

- The Józef Rusiecki College of Olsztyn (Olsztyńska Szkoła Wyższa im. Józefa Rusieckiego);
- The College of Gdańsk – The Olsztyn Campus (Gdańska Szkoła Wyższa – Wydział Zamiejscowy w Olsztynie);
- The Janusz Korczak College of Pedagogy in Warsaw – The Olsztyn Campus (Wyższa Szkoła Pedagogiczna im. Janusza Korczaka w Warszawie – Wydział Zamiejscowy w Olsztynie);
- The Institute of Animal Reproduction and Food Research of Polish Academy of Sciences (Instytut Rozrodu Zwierząt i Badań Żywności Polskiej Akademii Nauk).



Number of students for 10 thousand inhabitants in the academic year of 2010/2011

Source: Based on the materials by the Statistical Office in Lublin: http://www.stat.gov.pl/cps/rde/xbcr/lublin/ASSETS_Prezentacja-konferencja9.06.2011.pdf [accessed: August 2013]



The colleges of Olsztyn, similarly as the ones in the whole country, are subjected to changes resulting from the present demographic low. In 2006–2011, the number of students in the city decreased, and as many prognoses say, the decrease will be felt more severely in private colleges than in public ones.

In the Ranking of Colleges organized by the Perspektywy publishing house and the Rzeczpospolita newspaper, the University of Warmia and Mazury was at the 26th location (out of 88 colleges considered) in the general ranking for 2012. When comparing the academic centres in the neighbouring voivodships, the UWM is placed higher than the University of Białystok (46) and the Białystok University of Technology (50).

The University of Warmia and Mazury is perceived as one of the most important developmental factors for Olsztyn. It significantly contributed to shaping the present character of the city by:

- an inflow of young people;
- performing educational functions and building the academic image;
- enriching the cultural life.

As the major centre in the region, Olsztyn is distin-

guished by its scientific potential, particularly in the field of **agricultural and forestry sciences** (according to a parametric by the Ministry of Science and Higher Education), though it should be remembered that the position of Warmia and Mazury is weak in that field when compared to other voivodships. The following units belong to a group of national leaders:

- The Institute of Animal Reproduction and Food Research of Polish Academy of Sciences (the 2nd location out of 55 units in the list);
- The Faculty of Animal Bioengineering at the University of Warmia and Mazury (the 4th location);
- The Faculty of Environmental Sciences at the University of Warmia and Mazury (the 9th location);
- three other faculties of the University of Warmia and Mazury have also been listed into the first category: Veterinary Medicine, Food Sciences, and Environmental Management and Agriculture;
- moreover, The Stanisław Sakowicz Institute of Inland Fisheries in Olsztyn takes the 4th location (out of 29 units) in the group: Engineering and Environmental Preservation, Environmental, Agricultural and Forestry Technologies.

In spite of its organizational and scientific achievements, the University of Warmia and Mazury is not a fully developed engine for the development of innovations in the region. Although functioning of the Centre for Innovations and Technology Transfer at the University of Warmia and Mazury makes its strong asset, it is still believed that its weak point is made by a poor **cooperation between the UWM and the remaining actors of 'the innovation scene'** - busi-

ness itself and business environment institutions. The problem, however, may be solved by developing the Science and Technology Park of Olsztyn, whose duties include: creating a cooperation platform for science and economy, creating favourable conditions for the cooperation between businesspeople and the research and development sector, and acting in favour of launching businesses particularly directed towards applying innovative products and technologies.





...and Its Developed Recreational Functions...

Olsztyn is ahead of the remaining comparable capital cities of Eastern Poland in respect of a number of cultural events and the index of participation in such events.

The city is located on high positions in the country (when compared to the voivodship centres) in respect of:

- a number of members of art-performing groups (theatrical, music/instrumental, vocal and choral, folkloristic, and dance ones) calculated for 10,000 inhabitants;
- a number of readers in public libraries calculated for 1,000 people (about 300 people);
- a number of people per one library (5,000 in 2011). What is important, the number of borrowed books in Olsztyn is also increasing.

In 2011, there were almost 43 shows staged in the theatres of Olsztyn for 10,000 inhabitants, which placed the city at the third location within all the voivodship cities (including shows staged in drama theatres, music theatres, operettas, dance theatres, ballets, musicals, operas, and puppet theatres). Particular attention should be paid to numerous actions

by the Olsztyn Puppet Theatre, which place Olsztyn at the third location within fifteen voivodship cities with theatres of that kind. Apart from the aforementioned Puppet Theatre, the significant cultural centres in Olsztyn include:

- The Stefan Jaracz Theatre;
- The Museum of Warmia and Mazury;
- The Feliks Nowowiejski Philharmonic of Warmia and Mazury;
- The Planetarium and Astronomic Observatory of Olsztyn;
- The Academic Centre of Culture (at the UWM) uniting the academic clubs;
- The Frédéric Chopin State Music School;
- The Bureau of Art Exhibitions / The Gallery of Modern Art;
- The Municipal Centre of Culture with "The Museum of Modernity" under construction;
- The Municipal Public Library with three multimedia libraries;
- The Wojciech Kętrzyński Centre for Scientific Research.



Within the entities and organizations crucial for culture that distinguish the city of Olsztyn, significant roles are played by:

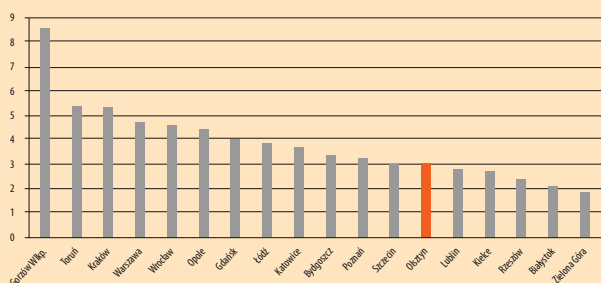
- The Society of the Borussia Cultural Community and the Borussia Fund running “Mendelsohn’s House” – the International Centre for the Dialogue;
- The Erich Mendelsohn Secondary School of Fine Arts;
- The Library at the Hosianum Higher Theological Seminary of the Metropolitan Archdiocese of Warmia, whose collection holds the largest in North-Eastern Poland set of incunabula and old prints.

Although the cultural institutions have not created a sufficient network of cooperation so far, some positive changes in cultural activities in the city are becoming more visible (an increasing number of high-quality cultural events, an easier access to the high culture, some successful projects as, for example, the Cabaret Night or the Olsztyn Sumer of Arts). Olsztyn also needs more events of national and international significance that would reinforce its position as the cultural capital of the region by creating ‘a cultural brand’ and other activities. In 2006–2011, the expenses for culture and protection

of national heritage made 3% of total expenses in the budget of the city.

Olsztyn also provides good conditions for **sport and recreation**. The most important sport facilities include: ‘Aquasfera’ The Centre of Water Sports and Recreation, the Municipal Beach (the project of its modernization and significant extension is still in progress), and a golf course in the commune of Giętrzewald. The events that distinguish Olsztyn from other cities include: the Yacht Cup, MTB marathons, and sailing regattas. The inhabitants of Olsztyn are characterized by their low participation in sport sections when compared to other capitals of Eastern Poland. The sports infrastructure in Olsztyn needs further modernization and extension, which includes a hall for sport and entertainment that would meet requirements of modern sport events.

Expenses for culture and protection of national heritage in the city budget as a percentage of total expenses (from 2006 to 2011)



Source: based on the Bank of Local Data by CSO



In the light of an opinion poll carried out among the inhabitants of the city, it is a local offer that needs to be improved - the majority of the inhabitants in the Gutkowo, Likusy, Osiedle Generalów, and Brzeziny districts have pointed at a shortage of cultural centres in their areas (the Kormoran, Kościuszki, Śródmieście districts gave the best notes). Inequalities are also visible in the access to the local sport and recreation infrastructure, which was given the most positive notes in the districts of Kortowo, Kormoran, and Osiedle Mazurskie while the weakest ones were given in the districts of Brzeziny, and Osiedle Kętrzyńskiego.



...Build Regional Significance of the City

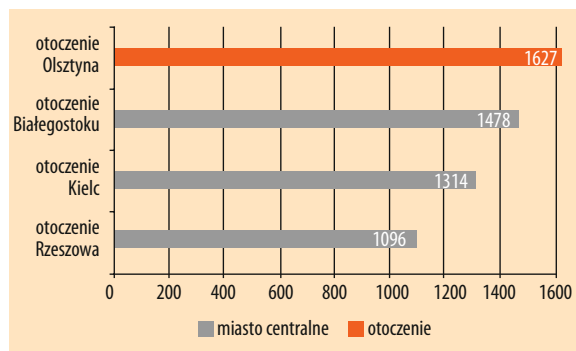
Supralocal and regional influence of Olsztyn is manifested in a lot of dimensions. In its direct surrounding (Olsztyn's neighbouring communes), the residential function is being developed. Those communes are characterized by a positive migration balance (mostly from Olsztyn) and a significant development of house-building and business. Those are the processes that affect the affluence of Olsztyn's neighbours.

In 2009, **the Council of the Olsztyn Agglomeration Area** was created. Apart from Olsztyn and the Powiat Starosty, the communes in the Powiat of Olsztyn participate in that contract. Operations of the Council provide a chance to reinforce the cooperation in the line: **Olsztyn – its surroundings**. Some support for the contract is to be provided by the Regional Centre for Competitiveness of Agglomeration Areas – a research unit created in 2010 by an agreement between the Council and the University of Warmia and Mazury. The main objectives of the Centre include carrying out research in development of urbanized areas, particularly in Eastern Poland and the Olsztyn Agglomeration Area.

Cooperation with foreign partners is also important particularly in exchange of experience and good practice. Olsztyn has got partnership agreements with eight cities and cooperation agreements with further three ones. Those are mostly entities from the western countries of the European Union (apart from them, Richmond in the United States of America, Lutsk in Ukraine, and Kaliningrad in Russia). However, Olsztyn lacks an intense participation within cooperation networks – mostly in city networks. For example, Rzeszów and Białystok belong to the network of cities 'Eurocities' and Białystok is also a member of the Neman Euroregions. Olsztyn is a member of the Society of the Communes of the Republic of Poland in the Baltic Euroregion.

According to the National Spatial Development Concept 2030, centres like Olsztyn should develop their cooperation with the largest agglomerations in Poland. In such cooperation, the cities that are natural partners for Olsztyn include Gdańsk and, most of all, Warsaw due to its size and capability of its market.

Own incomes of communal budgets per capita in PLN in 2011



Source: based on the Bank of Local Data by CSO



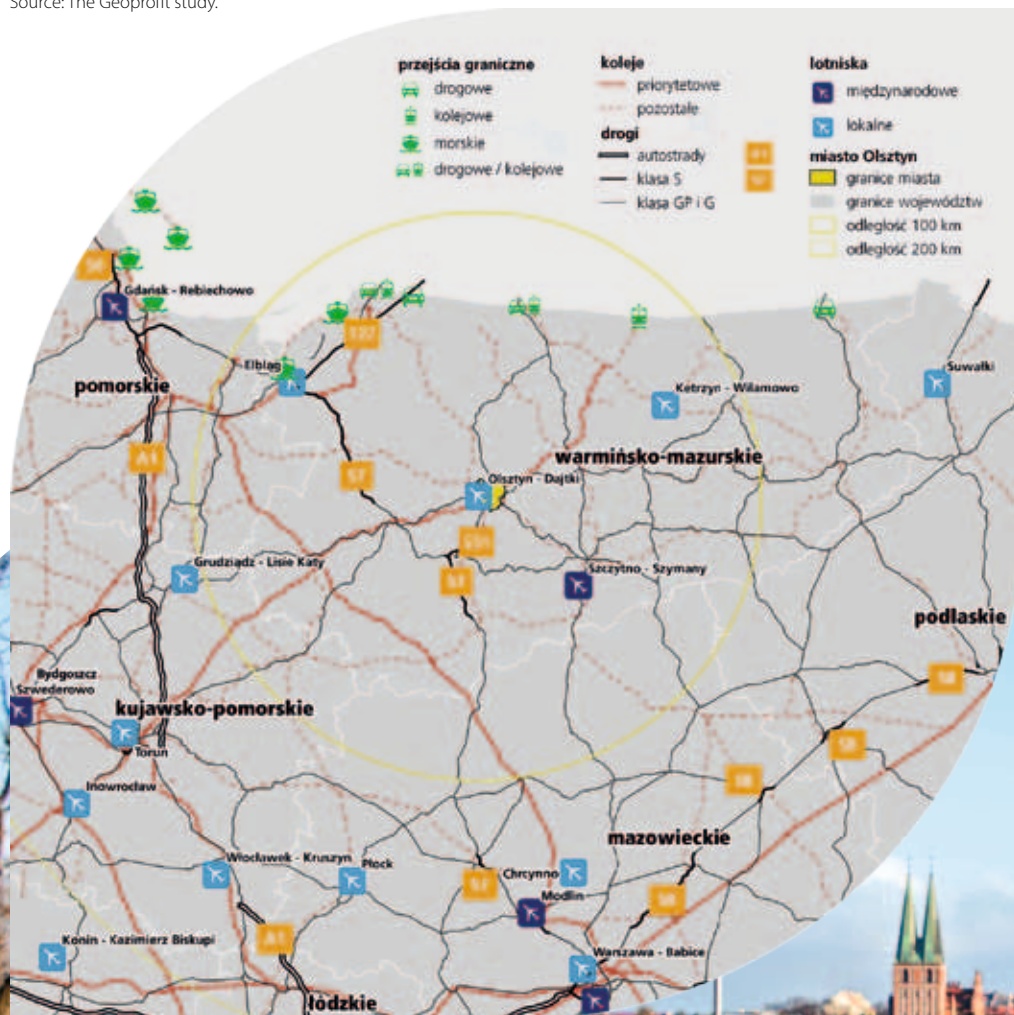
Transportation Problems...

Olsztyn is characterized by poor availability for transport, both on the intraregional and national levels. The state roads that provide connections for Olsztyn – State Roads 16, 51, and 53 – are not prepared for carrying heavy loads that are transported on them. In

2005–2010, the largest load increase – by 44% – was noticed on State Road 51 (direction: Olsztynek) that bears loads of over 12,000 vehicles a day. Modernizing the S7 route, which has already been started, is a chance to improve the availability of Olsztyn.

Location of Olsztyn in the transport network

Source: The Geoprofit study.





The intraregional road availability of Olsztyn is definitely the poorest among the capital cities of Eastern Poland (travel times for the subregional centres are 30–50% longer than for the rest of comparable cities). The availability of Olsztyn by air also leaves much to be desired. There is no airport operating in the Voivodship of Warmia and Mazury. The closest airports are Gdańsk – Rębiechowo (175 km away), Modlin (180 km), and Okęcie (230 km). The Olsztyn – Dajtki Airport is only of sport character for small aircrafts. What can provide a chance for Olsztyn is launching (after its modernization) the Szczytno – Szymany airport which is about 55 kilometres away from it.

The problem of transport marginalization of Olsztyn should be perceived with its several aspects:

- it decreases the quality of life;

- it limits the interest of foreign investors;
- it limits the development of Olsztyn as a scientific centre (it hampers contacts with the national and international environment);
- it hampers the development of tourism, including the international one.

There are 96,000 vehicles registered in Olsztyn (2011) – when compared to 2009, the number increased by 7%, and when compared to 2004, the increase was as much as 48%. The increasing number of vehicles results in increased traffic, which is not fully followed by the development of the road network; however, it is a common phenomenon in Poland. In the case of Olsztyn, the high intensity of traffic is also caused by **transit traffic**, which is directed through the city due to the lack of a ring road and alternative routes.

Intraregional availabilities of the voivodship capitals in Eastern Poland

	Olsztyn	Białystok	Lublin	Rzeszów	Kielce
Average distance to poviatic cities (km)	93	79	69	59	57
Average time of a car travel to poviatic cities (km)	78	66	61	57	54
Average distance to subregional centres (km)	127	101	92	68	64
Average time of a car travel to subregional centres (km)	121	84	77	64	60

Source: own study based on Komornicki et al. 2011 and www.targeo.pl



Problems connected with it – longer travel times (traffic jams), noise, air pollution, accidents, technical load on city roads – are mirrored in functioning of the whole city. Their consequences are felt by all the users of the urban space – they are of negative influence on the quality of life in Olsztyn and on its attractiveness for business and tourists. What poses another challenge is the process of suburbanization and everyday commuting to Olsztyn by inhabitants of its neighbouring communes.

In 2011, Olsztyn had parking places for 22,000 cars and the number has been stable in the recent years. The development of parking infrastructure does not follow the increase of vehicles (the increase by 5,000, to 73,000 in 2009–2011), which is univocally evaluated negatively by the inhabitants (indicating that the supply of places is insufficient: 67% of negative notes in total and 74% in the district of Śródmieście) and urges to reinforce transport systems alternative to car travel (mostly public transport).

The notes given to the city transport by the inhabitants of Olsztyn are generally favourable (75% of favourable notes in the 2012 edition, similarly in the 2010 one). The district of Zielona Górką differs in this context – it's the only one district where negative notes prevail. However, such positive notes for availability do not mean that the system is perfect. There are crucial issues of final stops, frequent cases of insufficient capacity of bus bays, and others. The Introductory Report by the Ministry...

The public transport of Olsztyn looks poor on the background of other cities. The capital of the Voivodship of Warmia and Mazury has the lowest number of regular rides for a thousand inhabitants (in Olsztyn the index is 7.2, while in Kielce it is 13.6, and in Białystok as much as 16.1). Olsztyn does not have a developed **network of suburban public transport** either. Only seven lines leave the city borders while there are fifteen such lines in Rzeszów, nineteen in Białystok, and twenty-two in Kielce. The problem diagnosis made for the voivodship also lists the need of developing that system. The night transport system is also poorly developed. There are only two lines making eight courses altogether (the data as of August 2013). The city's transport problems may be improved a bit upon completing the construction of a tram line, which is the only investment of that kind in the voivodship capitals of Eastern Poland.

Olsztyn is in the initial phase of shaping the layout of bike roads and its supporting infrastructure. In 2010–2011, about 7 km of such roads were put into use. Usually, those are short sections that do not form a cohesive network. Thus, they do not fulfil their recreational (the route by the Długie Lake is a positive exception), nor transporting functions. Negative notes of the present situation dominate in every district of Olsztyn, except for the districts: Nad Jeziorem Długim and Grunwaldzkie.

...and Weak Medical Functions Are Barriers in Creating Metropolitan Functions

Medical services and healthcare should be evaluated through the quality of life. The process of society ageing is of a crucial significance for the whole issue of medical functions. The quality of medical services (a proper personnel and technological development, supplemented with a recreational offer) may become an important element of competition between regions.

The largest concentration of non-primary healthcare is observed in Olsztyn, which is a typical phenomenon for a city with the status of a voivodship capital. There are seven stationary units of public non-primary healthcare, including three specialized hospitals (children's one, a voivodship one, and one for treating tuberculosis and lung diseases), the Complex for Psychiatric Treatment, and the Oncology Centre. The Faculty of Medical Sciences at the University of Warmia and Mazury is also a crucial factor. It is the youngest medical faculty in Poland, educating students since 2007 (since 2007 it has been entitled to issue the degree of Doctor of Medicine).

However, Olsztyn lacks **accompanying services** for a developed network of hospitals, including services in rehabilitation and hotel industry. To make Olsztyn a healthcare centre in the supraregional scale, it is necessary to prepare an attractive offer also for external customers, not only for satisfying the needs of the city and the region. Now, the medical services in Warmia and Mazury are competitive on the national market only to a very small degree. The unsatisfactory general note that is given to the public healthcare services by the inhabitants of Olsztyn (both in 2010 and in 2012) cannot be omitted either, although it should be remembered that it also results from systemic difficulties in whole Poland. Olsztyn has got some potential of scientific background for the near-medical services. There are specializations in nutrition or medical biology, as well as a range of specializations in food production at the University of Warmia and Mazury. A significant role is also played by the Institute of Animal Reproduction and Food Research of Polish Academy of Sciences, where there are studies carried out in obesity, diabetes mellitus type 2, disturbances in human reproduction, and food allergies.



SWOT Analysis

A set of issues that became a basis for formulating strategic objectives was obtained from the results of the SWOT/TOWS analysis and from an importance assessment for the particular elements of the SWOT analysis.

When working on the strategy, the members of the Team assumed that elements within the area of the city's influence make its strengths and weaknesses and factors that the city has no direct and decisive influence on (the decisive area is out of it) make its

chances and threats. Positioning a feature of the city or its surrounding in one analysis area only is an important methodological assumption of the SWOT analysis. Each of the elements listed below plays the same role in the process of creating strategic objectives.

Strengths

- ◆ the capital of the voivodship
- ◆ environmental assets (the shore of the Ukiel Lake, the valley of the Łyna River, the complex of the Municipal Forest, and eleven lakes within the city)
- ◆ developing scientific activities in life sciences

Weaknesses

- ◆ a low level of social capital
- ◆ no worked-out brand of the city
- ◆ no mechanisms for attracting external capital
- ◆ a low level of the entrepreneurial activity rate
- ◆ a low level of innovativeness in companies

Chances

- ◆ including new principles of urban policy into the European cohesion policy for 2014–2020
- ◆ the neighbourhood of the Kaliningrad Oblast and Lithuania
- ◆ the Olsztyn Agglomeration Area
- ◆ potential in life sciences (technical and environmental specializations), potential in science and research

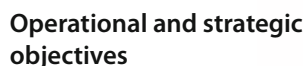
Threats

- ◆ not included into the Urban Development Platform (NUTS 2)
- ◆ kept for long out of the list of metropolitan centres
- ◆ kept out of the Trans-European Transport Networks (TEN-T)
- ◆ insufficient transport connections with the Kaliningrad Oblast
- ◆ no ring road, truck transit via the city





The Development Strategy for the City of Olsztyn operates on two levels of objectives, i.e. **strategic objectives** and **operative objectives**. The operative objectives are detailed by areas of operation. The strategy does not define specific projects that are in the domain of programme and executive documents. Numerous actions that will influence implementation of the strategy are to be identified and addressed to the Regional Operative Programme and other national programmes that are still in the phase of preparation. Such general character of the strategy is to facilitate successful applications for funding developmental objectives for the Municipal Office and entities interested in using the external public resources.





Strategic Objectives

The Development Strategy for the City of Olsztyn defines four strategic objectives for the city:

- A. An increase in the social capital**
- B. An increase in the inflow of investment capital**
- C. An increase in the innovativeness**
- D. Development of the metropolitan functions**

Those objectives are related both to the vision of development and to the results of the SWOT analysis, as well as mirror the principles that directed the Strategic Team and the thematic groups.

The accepted objectives are **co-dependent**, which means that implementing every one of them also contributes to achieving the remaining goals (Figure 1). In spite of it, the logic of implementing the developmental vision allows for indicating one objective that is of a pure horizontal character (it permeates through the remaining ones to the largest degree). It is development of municipal functions that forms that objective. The significance of that objective results from the fact that only **well-developed metropolitan functions**, as well as transforming Olsztyn into a metropolis-ranked centre in future, provides a chance for a successful competition with other cities in Poland and Europe. The metropolitan functions should be supported by the three remaining objectives on one hand; on the other hand, their development is to contribute to a more effective implementation of objectives A, B, and C.

Operational Objectives

Each of the strategic objectives includes operational objectives (Figure 2). They focus on the most important issues connected with implementation of a given strategic objective, so their number is not

The three 'vertical' objectives refer to the most important issues connected with functioning of the city in future. Each city consists of people and it is a human being that makes an axis of the discussion on development. Both, qualifications (human capital) and specific social features that condition the ability to cooperate (social capital) are important. Therefore, it was decided to distinguish strategic objective A that refers directly to an **increase of social capital**.

Strategic objective B, an **increase in the inflow of investment capital**, refers to the issues of human and capital migration. If the city wants to sustain, or even develop, its human potential, it has to create appropriate conditions to run business. Modern working places in competitive sectors provide the inhabitants with a basis to connect their life plans with Olsztyn.

Strategic objective C, which is an **increase in the innovativeness**, indicates what city Olsztyn should become in the nearest time. The cooperation in the chain: business – science – administration – non-governmental organization, has to start functioning properly. It is not only a requirement by the European Union – such a need is manifested by examples of the cities that are developmentally successful. What also makes one of the reasons to formulate that objective is perceiving innovations and innovativeness in a broad context that goes beyond the scheme of technological innovation and patents.

high. When selecting the operative objectives, the task connected with the current operations of the Municipal Office were avoided as much as possible.



Operational Objective A1

Strengthening the International Position of Olsztyn as a Place of Contact for Cultures of the East and the West

The operative objective includes international activity of entities localized in the city, the effects of which are visible today as various forms of cooperation. Olsztyn has to exploit its rich history and cooperation with other partner cities in order to create multiple

social relations, strengthening the image of Olsztyn as an open and friendly city. All the actions within this objective should contribute to building a strong position of Olsztyn (among the voivodship centres) in the field of multicultural dialogue.

The objective includes the following areas of operation:

- **organizing international cultural, sport, and scientific events** – when implementing the strategy, it will be necessary to make the most known cultural events international, as well as to start discussion with cultural entities and non-governmental organizations on a possibility to create two or three totally new events that will be international in their nature. Similar actions will be undertaken for sport events;
- **supporting initiatives by non-governmental organizations aimed at international cooperation and exchange of experience, as well as building a strong position of Olsztyn in order to use developmental potentials of Poland and Russia** – the self-governmental authorities are to run the policy of supporting international contacts. Thus, contacts with non-governmental organizations will become very important as they should become crucial partners in strengthening the international position of the city;
- **supporting the international youth exchange** – initiatives by various institutions and organizations that will enable establishing international contacts for young people in Olsztyn are to be supported within this area. Olsztyn will apply all its international contacts for that purpose and will support activities of municipal institutions;
- **building the position of Olsztyn as a discussion window** used for better exploitation of Polish and Russian developmental potentials and transferring achievements in culture and economy;
- **cooperating with partner cities** – initiatives aimed at combining social and cultural relations with economic ones will be organized and supported within this area. Olsztyn is to be a leader in initiating several economic missions (in Olsztyn and its partner cities) that will also be used to build its cultural significance.

Operational Objective A2

Building the Identity of the City

The history of the city is very rich and dates back to the 14th century. It is situated in southern Warmia. In the post-war times, it was the centre of the Olsztyn Voivodship (with its borders being changed) and currently it is the capital city of the Voivodship of Warmia and Mazury. A lot of known people in history were connected with Olsztyn. Presently, it also has to be

a place that important people in economy, politics, culture, and sport identify with. Basing on the well-known connections of the city with Nicolaus Copernicus, as well as the composer Feliks Nowowiejski and the architect Erich Mendelsohn, a base for promotion of science and culture, as well as of the city itself may be indicated.

The most important areas of operation in this operational objective will be as follows:

- **initiation, promotion, and support for culture in order to develop social capital used for integrating the inhabitants and improving their knowledge of the history and culture of the capital of Warmia and Mazury** – this area of operation should include introduction of classes on the history of the region to schools, close cooperation with the institutions dealing with the history and culture of the region, promotion of local customs, extending the cultural offer of Olsztyn, and others;
- **intensification and integration of actions aiming at promoting Olsztyn as the city that life of many people is connected with, and creating a clear brand of Olsztyn that takes its environmental, cultural, and social specificity into account** – that area should include a preparation of the Strategy for the Brand of Olsztyn, cultural education, working out and constant update of information on well-known people who are connected with Olsztyn, cooperation with international centres and institutions that commemorate important people in the life of Olsztyn (seminars, exhibitions, competitions), promotion of Olsztyn

directed towards culture and social sphere, promotion of Olsztyn based on its historical location and cultural heritage of Warmia, and others;

- **building a civil society by supporting non-governmental organizations and developing social participation** – the area should meet the expectations of numerous non-governmental institutions and organizations, and what is expected within it is an increase of social activity in participating in the events that integrate the inhabitants of Olsztyn (festivals, competitions, events organized for the inhabitants and tourists);
- **supporting actions in education and pro-family policy** – the area of operation should include support for initiatives forming a programme of a large family.





Operational Objective A3

Increasing the Cooperation Based on Mutual Trust

Most often, high-quality social capital is associated with an ability to solve problems and undertake measures in cooperation with others. The trust-based cooperation is important both in the economic di-

mension (e.g.: clusters) and the social one (e.g.: on the level of activities by non-governmental organizations or neighbourhood relations).

34

The areas of operation foreseen in this objective include:

- **supporting initiatives in the city districts** – that will be aimed at social integration and increasing the inhabitants' activity (particularly young, elderly, and handicapped people);
- **improving the quality of public spaces as places for the inhabitants' integration that favour the development of a civil society** – supporting the initiatives revitalising the city and using, at the same time, environmental assets of Olsztyn, as well as modernization and building fairs;
- **building a civil society by supporting operations by non-governmental organizations and developing social participation** – the Municipal Office will support operations by not only non-governmental organizations but also by leaders and groups of leaders that are aimed at cooperation of various environments and various partners (network projects). Actually, all the projects implemented within partnerships should contribute to an increase of experience in cooperation and, as

a result, to building a capital of trust. At the same time, social participation is to be developed, both by encouraging the societies of Olsztyn to actively solve local problems, as well as by developing their responsibility in a form of participative budget;

- **supporting the economic self-government** – particular attention is to be paid to supporting the existing self-governmental structures, as well as to forming new ones. The businesspeople of Olsztyn should be strongly represented (by a strong self-government) in the discussion on the processes and directions of development for Olsztyn;
- **developing cooperation within the Olsztyn Agglomeration Area** – the association of the communes in the Olsztyn agglomeration is still going to be the most important centre for the exchanging experience, planning developmental processes, and creating bonds for cooperation on the level of self-governmental administration. As the major centre, Olsztyn is to play an active role in coordinating the task and initiating various forms of cooperation.

Operational Objective B1

High-Quality Education for Business

It is a high-quality human capital that forms a base for a properly functioning business. The quality of employees, their education, skills, and personal traits

make them become competitive on the labour market and want to develop their businesses.

The following areas of operation are to be particularly promoted:

- **supporting the development of educational programmes in kindergartens, primary and secondary schools aiming at development of business and considering the principles of sustainable development and environmental protection** – these programmes should aim at shaping pro-business attitudes and building a bond with the region. The programmes involving businesspeople into cooperation will be particularly important;
- **supporting operations aiming at adjusting vocational schools to demands of the local labour market** – the Municipal Office is to back and support operations by schools and business societies that will effect in a constant exchange of experience and taking measures to create the best conditions for young people to start their professional lives;
- **the President's scholarships for the best bachelor, master, and doctor theses on economy in Olsztyn** – the President of Olsztyn is to organize a scholarship programme (or a competition) to promote Olsztyn economically, initiatives of a similar character organized by the self-governmental societies will also be supported (patronages);
- **supporting establishing contacts between business and schools (practical trainings, lectures, apprentices)** – this area of operation foresees cooperation and co-organization of initiatives that will establish contacts between students of the colleges, students of secondary schools, as well as people of science in Olsztyn and local businesspeople.



Operational Objective B2

Supporting Business Development

Business development may be supported by applying several important instruments that are in the hands of local self-government. Those include infrastructural investments, tax instruments, and soft operations. Olsztyn still needs operations in the field

of creating good atmosphere for businesspeople. To do so, project (within various operational objectives) that can be implemented in a form of public partnership will be developed.

The main areas of operation:

- **creating and co-creating space for business** – Olsztyn is to dynamically develop infrastructure in the areas of already functioning and planned economic zones, as well as to develop thematic business incubators (at first in the areas of transformed or degraded natural environment). Works on the creation of Industrial Park of Olsztyn are to be continued;
- **maintaining a stable and transparent system of tax allowances** – Olsztyn is to keep a clear system of tax incentives for businesspeople that will aim at easing the more difficult conditions (when compared to the competitive regions) of running business far from major economic centres;
- **intensifying cooperation with the business council** – the Municipal Office is to particularly activate and moderate a discussion with two thematic groups consisting of representatives of large companies and representatives of clusters and the SMB sector. The cooperation will be aimed at better understanding business societies and administration, as well as creating better conditions for running business in the city;
- **supporting pro-sector and network operations by micro-businesses** – where possible the local self-government is to support pro-sector and network operations of small companies using for that purpose its cooperation with partner cities and other international contacts of the city of Olsztyn. A programme of preparation and support for international operations of companies by cooperating with the local administration (economic missions, business fairs);
- **supporting the idea of 'social responsibility of business' in businesspeople of Olsztyn** – the developing companies that use various forms of support from local authorities should take care of social issues. Within this area of operation, some initiatives used for establishing contacts between business and social organizations, in which the Municipal Office can be a partner, will be undertaken;
- **cohesive and transparent investment policy of the city** – that area includes informational and promotional policy of the Municipal Office directed towards the inhabitants and businesspeople.





Operational Objective B3

Successful Economic Promotion

Olsztyn requires a high promotional policy directed towards the aims that should be: an increase in the number of inhabitants (intra-voivodship and external migrations), an increase in external investments (national and foreign capital), and an increase in the number of tourists.

Due to location and economic relations of the city, its business, touristic, and social promotion should

be targeted at the Russian market (of the Kaliningrad Oblast), Tricity, Warsaw, and the internal market of the region (the quality of life and business cooperation in particular). The economic promotion is to use individual environmental resources that cannot be seen anywhere else. This is to enable an active policy of directional winning the external capital.

The following areas of operation are foreseen within this objective:

- **economic promotion (including tourism) in national and international markets** – the Municipal Office will continue and develop its promotional policy (by wide applications of information and communication technologies, etc.) focusing on such promotion instruments that include direct contacts with potential investors or tour-operators. The city will organize and co-organize economic missions, participate in crucial investment fairs, and support participation of the entities from Olsztyn in such events. Cooperation with economic self-government will also be a crucial part of this area of operations;
- **developing the cooperation with the Regional Investor Assistance Centre and the Regional**

Investor and Exporter Assistance Centre, as well as other institutions that may contribute to an increased interest in Olsztyn – the city is to establish stable contacts with the most important institutions promoting business of the Voivodship of Warmia and Mazury. They will aim at the best information on investment possibilities in Olsztyn, as well as at using its economic and educational potential to extend the investment possibilities onto the whole voivodship. The area will also include actions extending the contacts between Olsztyn and governmental organizations (e.g.: Polish Information and Foreign Investment Agency);

- **updating the promotion strategy for Olsztyn** – the updated document should strongly stress economic promotion of Olsztyn and contribute to creating a stable brand of the city.



Operational Objective C1

Olsztyn – an Environmentally Friendly Centre of Innovations and Modern Technologies

The local natural environment creates possibilities for developing those economic sectors that are characterized by general innovativeness and particularly by implementation of environmentally friendly solutions. Even today, Olsztyn is the leading centre of innovativeness in the voivodship; however it is its position in relation to other voivodship capitals that is important. Therefore, it is going to be crucial to use the following: the potential the Science and Technology Park of Olsztyn, the innovative potential of the local science and research institutions as well as colleges, including

that of the University of Warmia and Mazury and the Institute of Animal Reproduction and Food Research of Polish Academy of Sciences, as well as a 'pro-innovation' approach in investments financed from the public resources. The local self-government is an important demand factor, therefore requiring the top-qualities and applications of modern technologies in public orders may result in an economic change. Olsztyn is also to apply modern technological solutions and innovations when implementing its current tasks (green technologies, using solar power).

Within this objective, the following areas of operation are foreseen:

- **developing cooperation in the line: business – science – administration** – this area of operations includes formation of the Innovativeness Council at the President of Olsztyn. Apart from the Business Council, the Council will be a second forum for exchanging experience, opinion, and problem-solving related to the entities operating in the field of science and innovation. The area also assumes developing the cooperation between the Municipal Office and institutions of science and research in Olsztyn, as well as supporting initiatives

that promote technologies created or co-created by the entities operating in Olsztyn;

- **developing the Science and Technology Park of Olsztyn** – it is Olsztyn's ambition to build a strong position of the Science and Technology Park of Olsztyn that is to use the potential and support development of the intelligent specializations of Warmia and Mazury. The Park is to be a centre of innovativeness, as well as an accelerator of cooperation between people, scientific institutions, and companies for the development of innovativeness in Olsztyn.

Operational Objective C2

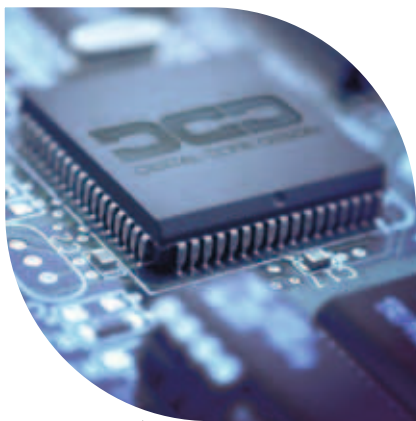
Transforming Olsztyn into a Specialized Centre of External Business Services

Faced with its peripheral location to the largest metropolitan centres that form important markets of potential customers, Olsztyn can and should develop those areas of business in which distance and direct contact with a customer is less significant. Such operations include outsourcing services via the internet (but not only). They consist of three types of serv-

es: processing services, knowledge, and centres for common services. All of them can and should apply modern information technologies and the potential of Olsztyn makes it a possible centre in selected specialized areas (basing on the potential of its colleges and vocational schools).

Within this objective, the following areas of operation are foreseen:

- **designing a programme for the development of external services** – the programme is to be worked out on the basis of cooperation between the Municipal Office and the business society, representatives of the worlds of science, and non-governmental organizations. It will be aimed at defining objectives and tasks for every institutional group, defining the principles for implementation and monitoring of the common projects;
- **promoting Olsztyn as a centre with possibilities of developing external services** – the area of operation will be a part of a wider promotion of the city. It includes support, co-organization, and organization of thematic events connected with external services, as well as introducing such services into every promotional activity of Olsztyn.





Operational Objective C3

Olsztyn – a Centre of Intelligent Specializations for Warmia and Mazury

Intelligent specializations of the Voivodship of Warmia and Mazury are to be supported by the companies and institutions localized in Olsztyn (water economy, high-quality food, timber and furniture). The city is a natural centre for the defined areas as it is mainly

in Olsztyn that the scientific centres operate, whose cooperation with business makes the essence of intelligent specializations. The Municipal Office is to actively support the process of creation the competitiveness of Olsztyn and its region in that field.

The following areas of operation are planned:

- **creating a forum of intelligent specializations** – the Municipal Office will aim at creating the atmosphere of cooperation, exchange of experience, and learning for the circles of administration, business, science, education, and non-governmental organizations. Olsztyn will also get involved into the discussion on intelligent specializations that is taking place in the whole EU;
- **supporting initiatives for launching cooperation between entities included into intelligent specializations** – the Municipal Office is to support, as far as possible, all the attempts by business and scientific entities to build valuable cooperation networks and implement projects financed from the EU resources;
- **promoting intelligent specializations** – the area is to have a similar character to the previously described promotion of external services.

Operational Objective D1

Regional Centre of Transport

Very good transport connections that enable and facilitate international relations should characterize every metropolitan centre as those features make metropolitan functions. Therefore, Olsztyn should be included into fast road and rail connections in Poland and Europe as soon as possible. Availability by air is also an important, if not the most important, element

of transport system. International business, as well as the world of science, culture, and sport require an efficient system of transport.

The Municipal Office is not a decision centre for such infrastructure; however, it is going to undertake measures aimed at tasks that will 'open' Olsztyn to international relations in the nearest future.

Within this objective, the following areas of operation are foreseen:

- **cooperating with the Marshal's Office of the Voivodship of Warmia and Mazury on the subject of increasing the transport availability of the regional capital** – particularly in terms of connections to Warsaw, Gdańsk, and the Kaliningrad Oblast, transport connections to the regional airport, and developing the concept of a business airport near Olsztyn (Wilkowo in the commune of Olsztynek). Cooperation on re-building national road DK16 within the TEN-T network, which includes the ring road for Olsztyn, will also be of crucial significance;
- **initiating and implementing the projects that improve transport in the Olsztyn agglomeration** – the area of operations will be connected with implementing the necessary investments within the Functional Urban Area of Olsztyn (road connections to the ring road of Olsztyn), etc. The positive influence of Olsztyn on its surroundings and using their assets will require developing an efficient transport system, both in the city and in relations with the communes of the Olsztyn Agglomeration Area;
- **initiating and implementing the projects that are transport-friendly to the inhabitants of Olsztyn** – the area of operation will be connected with implementing investments aimed at releasing the traffic in the city centre, improving the public transport, bike and pedestrian traffic, and developing the parking system.



Operational Objective D2

Increasing Availability of Public Services of Regional and International Significance

The regional centre has special administrative functions – not only the Marshal's Office and Voivodship Office are situated here but also numerous offices and seats of public institutions. Such strong administrative functions should support development of the remaining metropolitan functions. In particular, Olsztyn should reinforce its economic functions (seats of the most important companies and business

environment institutions in the region), educational and scientific functions (colleges as well as science and research institutions of supraregional and international significance), cultural functions (integrating the region but with a strong international bias, development of creative industries), as well as medical functions (that other centres in the region do not have and may compete for foreign customers).

Within this objective, the following areas of operation are foreseen for various functions:

- **development of administrative functions** – that area includes all the operations aimed at improving the atmosphere of inter-institutional cooperation between public institutions in the city, particularly the ones that open Olsztyn to international relations;
- **development of economic functions** – taking care of creating modern office and business spaces, as well as good transport connections and high-quality education adequate to the demands on markets. Olsztyn should also attempt to increase its significance as a place for business meetings (congresses, fairs, etc.);
- **development of educational functions** – the Municipal Office is to develop its cooperation with colleges, science and research institutions, and to launch initiatives for promoting Olsztyn as an academic and scientific centre of an increasing international significance;
- **development of cultural functions** – the Municipal Office is to support all the supraregional initiatives creating a positive image of Olsztyn outside and attracting foreign artists. Operations developing strong creative industries are also to be supported;
- **development of medical functions** – the area includes support for initiatives and operations modernizing medical equipment and shaping specialization of Olsztyn in various services for the ageing society.



Operational Objective D3

Building a Strong Position of Olsztyn in Cooperative Networks

The international activity of the Municipal Office and various social and business organizations should be based on presence in valuable cooperation networks created by entities from various countries. Even now,

Olsztyn participates in numerous networks of that kind. However, a significant activation in that field as well as undertaking joined efforts with the local environment will be required in the nearest future.

The main areas of operation:

- **the model of the city that learns from its national and international cooperation** – the Municipal Office is to increase its activities on various forums and in cooperation networks uniting the cities that aim at promotion of good practice in developmental policies and solving urban problems. That area will be connected with forming a model of a learning city, where external knowledge and experience will be discussed in Olsztyn with all the interested institutions and organizations to work out the best solutions for the city;
- **supporting international cooperation of schools, colleges, and science and research institutions operation in Olsztyn, as well as cultural institutions, non-governmental organizations, or sport clubs** – the Municipal Office is to support initiatives and start own actions facilitating the development of international contacts for the institutions and organizations operating in Olsztyn;
- **giving an international dimension to the so-far operations of the Olsztyn Agglomeration Area** – the communes of the Olsztyn Agglomeration Area will be one of the main beneficiaries of the increased international activity of Olsztyn. However, within the cooperation, a common exploitation of international activities of particular communes should take place for the common good, which is the development of Olsztyn and its neighbourhood.



Operational Objective D4

Ensuring Energetic Safety and High-Quality Natural Environment

Being a developing agglomeration, Olsztyn should take care of the issues that are problematic in many developed metropolitan centres. Such issues include energetic safety, waste management, and the quality of natural environment. Practically, each of those elements is important both for the inhabitants and businesspeople. It is particularly the natural environ-

ment that is included into the set of the most important factors for localization of modern business. Therefore, the issues of applying modern and innovative technological solutions in the context of energetic safety, waste management, and preservation of natural environment will be in the field of interest of local policies.

The following areas of operation are foreseen within this objective:

- **infrastructural investments in energetic safety and waste management** – the Municipal Office is to support and invest into modern (effective and environmentally friendly) technical infrastructure, including thermal-electric power plants, operations aiming at energetic use of waste, and using ecologic energy sources. There are also operations planned that are connected with management of communal waste and others (e.g.: asbestos);
- **operations in environmental protection** – in this area, it is foreseen to support and initiate operations that will protect and improve the natural environment in the city and its surroundings. The crucial operations include the air quality (mostly limiting the pollution by the low-stack emission, including benzopyrene), water quality, and decreasing the level of noise. A different type of operations foreseen in this area is connected with education in ecology.



Financial Potential of the Strategy Implementation

Public recourses are meant to be the main source of financing strategic actions by the city of Olsztyn. In the future perspective, an increase in implementation of investment projects in a form of public and private partnership is to take place, however, it is difficult to estimate today what amount of resources it is going to be.

The implementation of the strategy is to be financed from various sources, the most important of which include:

1. own resources in the budget of the Olsztyn Municipal Office,
2. grant-in-aid resources at the disposal of respective Ministers,
3. resources from the budget of the European Union (the European Regional Development Fund, the European Social Fund, the Cohesion Fund),
4. other resources from foreign sources, e.g.: the European Economic Area Financial Mechanism, the Norwegian Financial Mechanism, the European Neighbourhood and Partnership Instrument,
5. resources from earmarked funds, including the National and Voivodship Fund of Environmental Protection and Water Management, the Fund for the Development of Physical Education,
6. other financial resources, particularly from individuals and corporate personhoods.



Monitoring of the Strategy

Monitoring of the strategy is to be based on the Reports of particular units of the Municipal Office as well as an analysis, evaluation and conclusions on the values of the context indexes. Those are indexes defined on the level of operational objectives. Those objectives are mostly based on public statistics and present a general situation in the city that is, to some degree, dependent on the implementation of the strategy but not only. The context indexes enable comparisons with other units.

The implementation of the strategy requires constant monitoring. The monitoring system foresees the following entities involved in the process:

- the Monitoring Committee – an advisory, opinion-forming, and social body appointed by the President of the City and consisting of selected representatives of:
 - the City Council,
 - colleges as well as scientific and research units,
 - organizations associating businesspeople and economic self-government,
 - organizations associating non-governmental organizations,
 - councils of the districts of Olsztyn;
- the President of the City – is to accept the Reports on the Implementation of the strategy for Olsztyn and then submit it for the Monitoring Committee and the City Council for discussion;

- the Department of the City Development – its duty will be to prepare the Reports on the Implementation of the strategy submitted the Monitoring Committee for opinion and discussion;
- the City Council – is to accept the Reports as well as formulate suggestions and recommendations on the strategy implementation in the year that the Report is submitted (referring to a previous year).

Within the monitoring of the strategy, the Department of the City Development is to coordinate works on preparing the list of specific indexes resulting from the implementation of projects in particular actions run by the Municipal Office. Those indexes are to be used for a substantive assessment of the undertaken actions and are to make a base for a deepened analysis of operations of the Municipal Office in the Reports on the Implementation of the strategy.



Assumptions of the Strategy Implementation

The implementation of the strategy assumes numerous actions by the Municipal Office but it is cooperation with a broadly understood 'internal environment' that it going to be of crucial significance. Moreover, economic entities also contribute to the development of the city and they do not have to be neither a beneficiary, nor even involved in the implementation of the strategy.

The following fields are foreseen by the assumptions for implementation of the strategy:

1. **the institutional field** – encompasses a set of entities involved in the strategy implementation or invited for cooperation. The set is made of:
 - the Municipal Office and its organizational units;
 - the Marshall's Office and the Poviast Starosty, as well as communal offices of the OAA, the Voivodship Office, and representatives of governmental and national institution in Olsztyn;
 - non-governmental organizations and institutions operating in Olsztyn;
2. **the field of principles of the document implementation** – the strategy is to be implemented respecting the following principles:
 - the principle of strategic management – means that the strategy is to be a 'live' document, used for programming every action of the city's administration. The principle also means that the document is to be monitored, and conclusions from the monitoring are to be discussed by the President and the City Council;
 - the principle of transparency – all the actions connected with the strategy are to be made

available and up-to-date to interested entities and units at the website of the Olsztyn Municipal Office;

- the principle of participation – those are the Municipal Office and local authorities that accept the responsibility for the strategy implementation, however, creating favourable atmosphere of cooperation for particular areas will be advisable or even necessary. The Municipal Office is going to encourage such cooperation;
3. **the field of financing sources** – indicates main sources of financing the strategy, which include:
 - the budget of the city of Olsztyn;
 - national and foreign public sources (e.g.: the Warmia and Mazury Regional Operational Programme, the Integrated Territorial Investments, the Development of Eastern Poland Regional Operational Programme, sector programmes);
 - national and foreign public sources designed for entities operating in the city (e.g.: the Intelligent Development Operational Programme, the Infrastructure and Environment Operational Programme, the Knowledge, Education, and Development Operational Programme).



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