

Municipality of Krakow  
City Development Department  
31-004 Krakow  
pl. Wszystkich Świętych 3-4  
phone: +48 12 616 1548  
e-mail: wr.umk@um.krakow.pl

This is where I want to live. Krakow 2030. KRAKOW DEVELOPMENT STRATEGY

ISBN: 978-83-944879-1-1

 **Kraków**

This is  
where  
I want  
to live.  
Krakow  
2030

**KRAKOW DEVELOPMENT STRATEGY**





This is  
where  
I want  
to live.  
Krakow  
2030

KRAKOW  
DEVELOPMENT  
STRATEGY



The following publication has been developed on the basis of the contents of the Annex to Resolution No. XCIV/2449/18 of the Krakow City Council of February 7, 2018 regarding the adoption of the document "Krakow Development Strategy. This is where I want to live. Krakow 2030."

# Krakow for the Generations



*2030 sets the horizon which will allow us to rise above our current tasks and design the future of Krakow so that it fully corresponded with the metropolitan ambitions of the city and our aspirations.*

*The Krakow Development Strategy 2030 is a kind of a social contract between us, the residents of Krakow.*

*In developing it, we went beyond standard social consultations. Numerous meetings, debate and, brainstorming enabled everyone to join in with the work on this project and present their own ideas for improving the city.*

*To design a common space that would serve everyone without any exceptions is not an easy task. By submitting a document that is the result of our cooperation, I am sure that we have met this challenge.*

*The Krakow of the future will be a strong European metropolis. This will be a smart city, open to the needs of residents, creating a common space in which everyone can find inspiration for action and comprehensive development.*

*We have developed this vision of the future of Krakow jointly - officials, residents, representatives of academic, business and creative environments - and I know that we will all be implementing it jointly.*

*... In our Krakow, the city where we want to live.*

  
Jacek Majchrowski  
Mayor of the City of Krakow



# Krakow 2030. Just particulars.



*Everyone of us has a story to tell about the Krakow of the future. For some, it will be a long list of dreams to realize the perfect place to live; for others, a challenge to be active here and now.*

*Somewhere in the middle of all this thinking there is a common concern for this beautiful piece of land that we have been given, among other metropolises, to live out our lives. It is a unique task and an even greater responsibility.*

*With that in mind, we have prepared a vision of the development of Krakow up until 2030.*


*Our jointly developed idea for a unique city is a strategy that combines modernity in thinking and creativity in action. We are well aware that we cannot slow down or stop halfway in Krakow - Krakow requires creative tension, courage and actions from us!*

*Being directly responsible for the development of our city, I derive great pleasure from this bold vision that we have the courage to possess.*

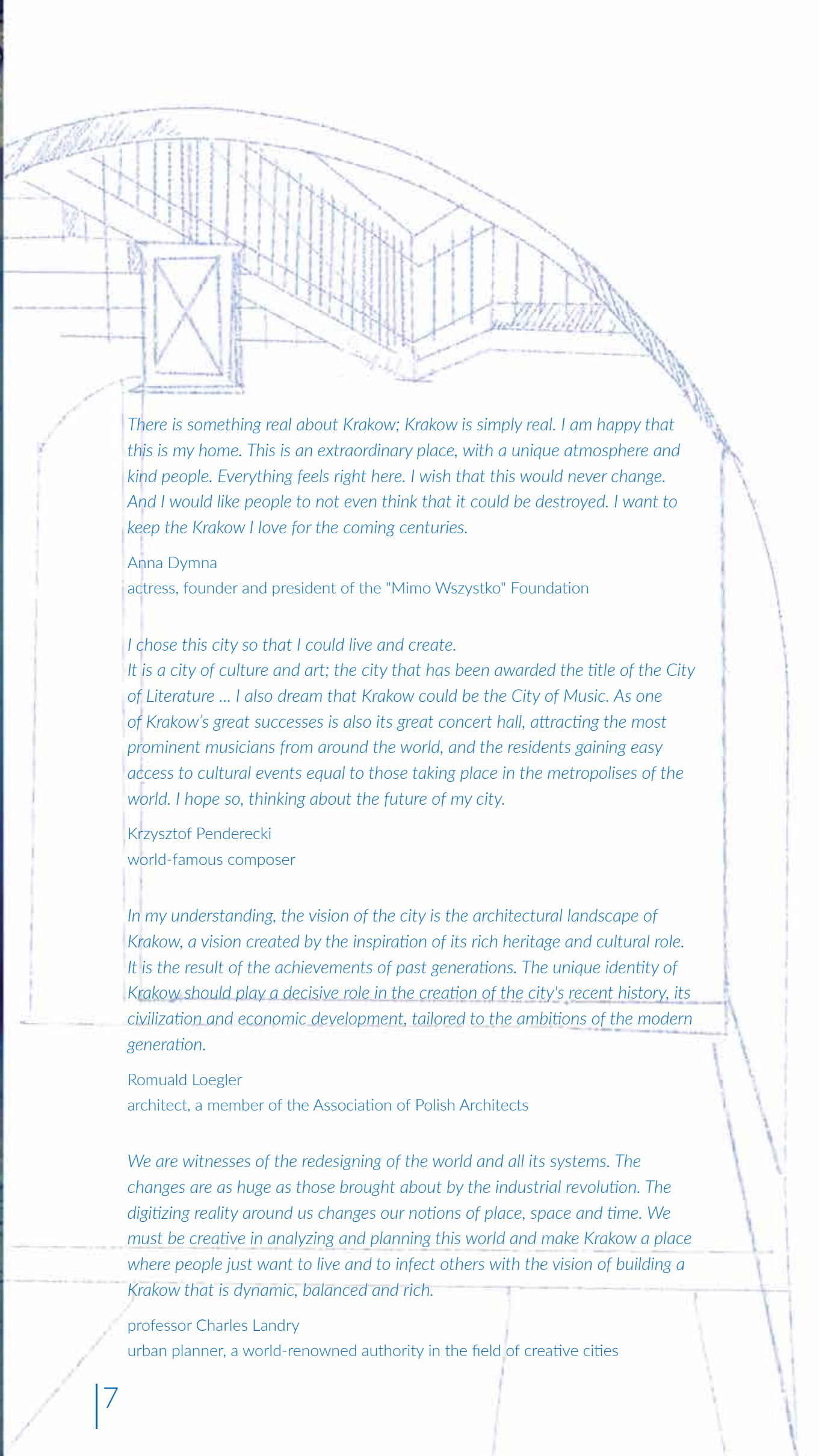
*I invite everyone to whom Krakow is important to work together!*

Elżbieta Koterba  
Deputy Mayor of the City of Krakow for City Development





This is where  
I want to live.  
Krakow  
2030.



*There is something real about Krakow; Krakow is simply real. I am happy that this is my home. This is an extraordinary place, with a unique atmosphere and kind people. Everything feels right here. I wish that this would never change. And I would like people to not even think that it could be destroyed. I want to keep the Krakow I love for the coming centuries.*

Anna Dymna  
actress, founder and president of the "Mimo Wszystko" Foundation

*I chose this city so that I could live and create. It is a city of culture and art; the city that has been awarded the title of the City of Literature ... I also dream that Krakow could be the City of Music. As one of Krakow's great successes is also its great concert hall, attracting the most prominent musicians from around the world, and the residents gaining easy access to cultural events equal to those taking place in the metropolises of the world. I hope so, thinking about the future of my city.*

Krzysztof Penderecki  
world-famous composer

*In my understanding, the vision of the city is the architectural landscape of Krakow, a vision created by the inspiration of its rich heritage and cultural role. It is the result of the achievements of past generations. The unique identity of Krakow should play a decisive role in the creation of the city's recent history, its civilization and economic development, tailored to the ambitions of the modern generation.*

Romuald Loegler  
architect, a member of the Association of Polish Architects

*We are witnesses of the redesigning of the world and all its systems. The changes are as huge as those brought about by the industrial revolution. The digitizing reality around us changes our notions of place, space and time. We must be creative in analyzing and planning this world and make Krakow a place where people just want to live and to infect others with the vision of building a Krakow that is dynamic, balanced and rich.*

professor Charles Landry  
urban planner, a world-renowned authority in the field of creative cities



Why have we developed this Strategy?





Krakow, like the other major cities of Europe and the world at the end of the second decade of the 21st century, faces significant development challenges. The most important of these for our City include:

the improvement of the quality of the natural environment, including, in particular, the matching of the air to the climate policy, especially in the field of reducing emissions and improving energy efficiency; building the city's "resistance" to the negative effects of climate change;

the ability to attract the best staff, including students, for the further development of a modern economy, encouraging them to become connected to the City;

demographic processes, including the aging of society; the need to adapt public services to the needs of older people;

improvement of spatial order, improvement of the quality and aesthetics of public spaces, subjected to the strong pressure of investment processes; the need to balance the development of the City so that it is coherent and functions as one organism;

the uncontrolled suburbanization in the Krakow Metropolitan Area;

the withdrawal of a part of society into privacy, the unwillingness to participate in creating community, civic attitudes and local social ties;

the expectations of young people related to the new urban lifestyle, including the availability of attractive spaces for working together and spending free time, within walking or cycling distance;

too high share of passenger cars in the transport system of the City and the Krakow Metropolitan Area; the need for a radical increase in spatial mobility, including through the development of public transport;

negative effects of globalization in the form of, among others, violent economic fluctuations and increased mobility of the labour market;

uncertainty resulting from the economic and political processes taking place in the European Union and at its external borders;

mental and institutional preparation for arrival of significantly numerous groups of people, bringing new cultures and new lifestyles with them;

ensuring new financing sources for the development policy against the expected radical reduction of non-returnable foreign funds;

reducing the negative impact of mass tourist traffic on the functioning of the City and the quality of life of the residents;

making the Krakow Metropolitan Area a more integrated, compact territory, which will allow better connections and the utilization of potentials and consequently increase the competitiveness of Krakow and the entire area.

The challenges faced by the City, as defined above, find solutions and specifically planned areas of activities proposed in the Krakow Development Strategy. Divided into six thematic areas, they not evoke only a vision of the future, but above all become a real shape of the developmental changes of Krakow, a modern city with traditions, a city where people want to live.



↑ KRAKOW 2030

**We want Krakow to be one of the two most important cities in Poland**

**We want Krakow to be a powerful European metropolis**

**We want Krakow to be a smart city**

↑ — THE KRAKOW OF THE FUTURE MEANS... —

1. An open and harmonious metropolis of international significance in the fields of: innovation, science, economy and culture
2. A city developing a knowledge-based economy
3. A modern, creative metropolis using its cultural potential
4. A city that is friendly to live in
5. A strong self-governing community of the residents of Krakow
6. A modern well-run metropolis



## The most important resources of Krakow

We do not need to convince ourselves to recognize the thesis, because we know it perfectly well. Krakow is unique. However, Krakow's uniqueness is not just a gift passed on by successive generations; it is also the resources developing over the years for creating development and raising the quality of life. They are the unique qualities of the city that enable growing global problems to be faced effectively.

### PEOPLE

Krakow has high-quality human capital. In times of negative demographic trends, Krakow is a city of the conscious choice of a place of residence, work, study, and spending free time. Krakow is attractive to educated and creative people.

### CULTURE

The material and spiritual resources for centuries built identity and national tradition. Creativity results from culture, a tendency to innovate and experiment. Culture sensitizes to everyday life and opens up to development.



### ACADEMIC CENTRE

For over 650 years, Krakow has been the University. The academic centre is inviolably and permanently fused with the city; it builds a unique knowledge base. It is the key to the competitiveness and innovation in the City and the entire region.

### KNOWLEDGE-BASED ECONOMY

A completely new process in the city's economic life, it includes Krakow in the circulation of the modern world economy.

### AN IMPORTANT RELIGIOUS CENTRE

Over the centuries, Krakow has been the place where many saints lived and followed their faith. Important religious events are held there, the City's potential as a world religious tourism destination is of great importance.

## Areas in which we want Krakow to be a leader



Entrepreneurship based on creativity (technology companies, startups).



The most advanced business services requiring highly qualified personnel.



Leisure industry (including tourism).



A science and didactic centre that is competitive on an international scale, and a research and laboratory infrastructure.



Quality of life, including, leisure time facilities (*genius loci* of Krakow).



The fulfillment of symbolic functions, a deposit of heritage and national identity, the image of the most recognizable Polish city in the world.

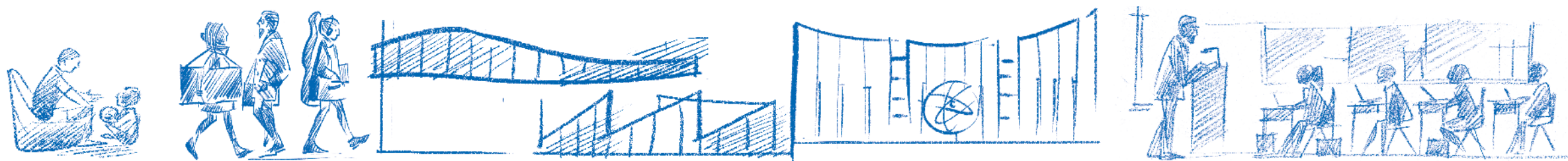


Creating contemporary artistic culture, developing in the local environment of the artists and creators.



## What values and principles do we want to appeal to?

As a local government community, we are unanimous in the need for referring to the set of standards that must be followed in the management of a city, the implementation of public policies, or everyday contacts with residents. Values and principles, referring to the civic attitude, strengthen our sense of community.



### M O S T I M P O R T A N T

### V A L U E S

#### RESPONSIBILITY

Responsibility for deeds, words. Respecting commitments, credibility. This responsibility also includes solidarity with other people. It is also the efficiency of local government structures, understood as the effectiveness of actions, responsibility for the high quality of life and public spaces.

#### OPENNESS

The readiness to accept something new or different – people, ideas, a concept. Readiness to compromise on vision and priorities for the development of Krakow. Openness to new proposals for solving social issues. Openness to those moving to Krakow, also openness to the surrounding municipalities.

#### SOCIAL DIALOGUE

Understood to be an encouragement and inspiration aimed at residents in order for them to involve themselves in the development of the City and to jointly make decisions. It takes into account the interests of different groups, and builds effective communication mechanisms.

#### BUILDING COMPETITIVENESS

The entire city development policy should be aimed at permanently strengthening its competitiveness, based on its own development resources. In the conditions of global competitiveness and capital mobility, this means, above all, investing in human and social capital, including the active involvement of entrepreneurs and investors, because it is on them that economic growth and investments depend the most.

#### ELASTIC RESPONSE

The manner in which local government administration operates, which makes it open and encouraging residents to take up new activities and jointly search for solutions. It is a guarantee of the survival of crises and a proper response to the emerging challenges and problems.

#### EQUAL OPPORTUNITIES

It means equal access for residents, social groups and communities to the opportunities and possibilities that are created by the city's resources and development potential.



## What will Krakow become for us in the future? What are our aspirations?

Defining challenges and a plan for the development of Krakow does not take place in an abstract vacuum; our aspirations, our way of thinking about the future of Krakow are important determinants of the degree of activities undertaken.

### Our aspirations, Krakow is:

- one of the two most important cities in Poland
- a powerful European metropolis
- a smart city
- **Krakow – one of the two most important cities in Poland**

Due to its demographic, economic, social and cultural strengths, Krakow is the second Polish city. It has unique metropolitan functions, influencing not only the region and the country, but also Europe and the world in different ways. The city - the "engine room" of the Malopolska Region's development provides a major contribution to such fields as science, research, modern technologies and regional innovations.

fig. 1| Krakow – metropolitan cooperation

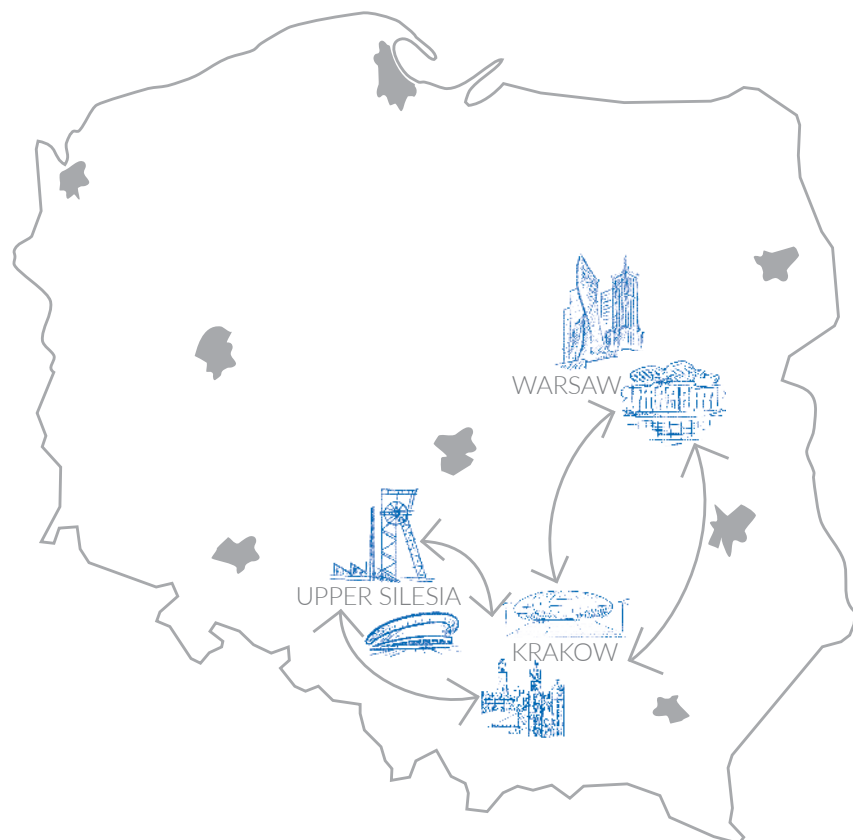
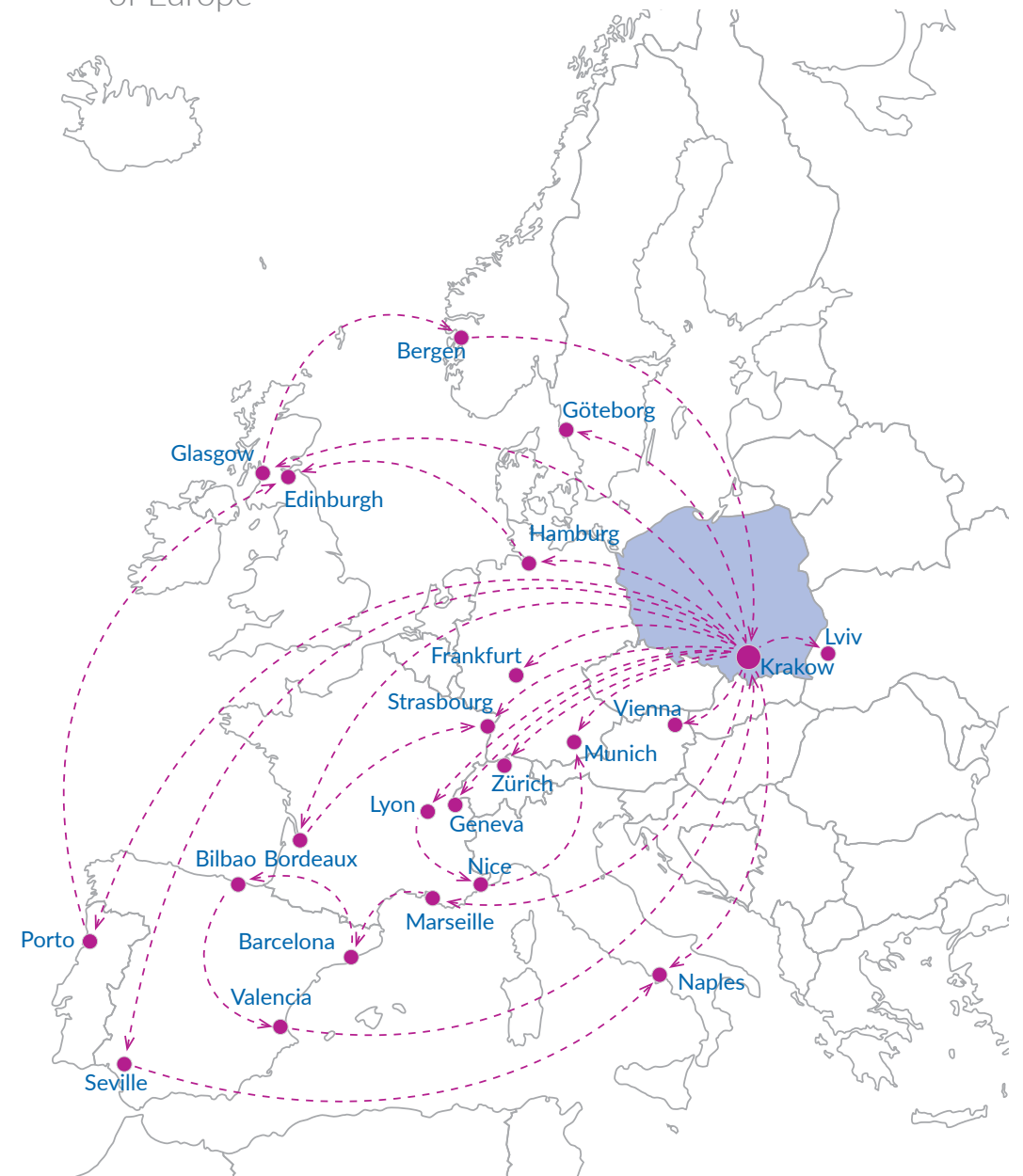


fig. 2 | Krakow in the cooperation network of the metropolis of Europe



### → Krakow – a powerful European metropolis

In the classifications of the urban centres of Europe, metropolitan areas are distinguished, which determines the social, economic and cultural development of Krakow. Krakow is in a group of cities which include Barcelona, Edinburgh, Glasgow, Nice, Strasbourg and Zurich. They occupy a very high position on a global scale and have a wealth of activities that ensure a high quality of life. In the modern world, the importance of functional connections aimed at stimulating development is growing, creating a specific space of flows. That is why we want to put such an emphasis on building Krakow's partnership network with other metropolises, creating innovations and development, strengthening the international position of Krakow.

It is particularly important to create a close partnership with Warsaw - the strongest economic centre and Upper Silesia, with which Krakow already forms a functional economic area, inhabited by 6 million people. Krakow strongly and positively influences its immediate surroundings - the Krakow Metropolitan Area, integrating the adjacent areas.



→ Krakow – a smart city

HUMAN AND SOCIAL CAPITAL  
**SMART PEOPLE**

the initiators of changes in the city should be the residents who, thanks to their high level of qualifications and competences, creativity and cooperation skills, with the support of information and communication technologies are able to strive to continuously improve the quality of life in the city.



NATURAL ENVIRONMENT  
**SMART ENVIRONMENT**

a smart city optimizes its energy consumption, initiates actions to protect and adapt to climate change, introduces measures aimed at reducing emissions to the environment, and the management of the city's resources is based on the principle of sustainable development, using the infrastructure based on modern technologies.



ECONOMY  
**SMART ECONOMY**

a smart economy should be based on modern services, industry and the R&D sector, it should have business developed spaces that generate the development of creative industries, demonstrate innovation, a flexible labour market and effective cooperation between science and business..



GOVERNANCE  
**SMART GOVERNANCE**

smart governance is understood as public management in which competences, social participation in decision making, transparency of actions and the high quality and accessibility of public services play an important role. This requires the creation of an integrated city management system, taking into account the participation of all city users in achieving smart city goals and effective cooperation between the public and private sectors.



MOBILITY  
**SMART MOBILITY**

the city should have an integrated and secure transport system that uses solutions from the information and communication technology sectors. Thanks to the modern infrastructure, the city should create an effective network of high-speed connections, connecting all its resources



QUALITY OF LIFE  
**SMART LIVING**

a smart city provides for its residents a friendly place to live, in particular by providing wide access to public services (including on-line services), high-quality education, health care and the care for the elderly, a modern technical and social infrastructure, by striving to achieve a high level of security, providing an attractive cultural range of activities and leisure time management, as well as taking care of the natural environment and green areas.

THE FINAL DESTINATION IS A MODERN KRAKOW!

**SMART CITY**





This is our  
plan!

Encouraging everyone to travel to the Krakow of the future, we would like to highlight the following:

**OBJECTIVE:** The strategy is a choice, so there cannot be a simple sum of expectations from different environments. We are focusing on the city's development policy and the quality of life of the residents.

**COMPLETENESS:** The strategy covers key issues for the development of the city and the life of the residents - also those that are not directly the competence of the local government.

**SCOPE:** The strategy shows the need to think about the city's development in a wider context than its administrative borders. Here, the area of development is created by Krakow together with the surrounding metropolitan area.

**FINANCE:** The strategy is a plan for the future - financed mainly by our own resources, which allows us to make the implementation independent of the possibilities of external financing.

**MEASURABILITY:** The strategy is to provide the opportunity to measure the achievement of its goals and to show the context/background of funding opportunities.

**EFFECTIVENESS:** The strategy without an efficient mechanism ensuring implementation will be worthless.



V  
I  
S  
I  
O  
N

*KRAKOW  
a modern  
metropolis,  
vibrant with  
culture,  
open, rich, safe  
and friendly,  
proud of its  
historical  
heritage, co-  
created by the  
inhabitants.*

M  
I  
S  
S  
I  
O  
N

*The mission of Krakow is to  
create a smart metropolis  
ensuring a high quality  
of life, building a creative  
economy, shaping the spatial  
environment, showing respect  
for the natural environment  
and the development of  
cultural potential through  
the cooperation of entities  
from various sectors and  
a partnership cooperation  
among the residents.*





We develop  
the strategy  
together

meaning ...  
how is it done  
in Krakow?



The Krakow Development Strategy was created as a result of the joint activities of the many groups and environments involved in the planning work from the very beginning, it is therefore a common idea for the future of Krakow. From the beginning of work on the strategy attention was focused on conducting open discussions and initiating various forms of citizen involvement.



## STEP 1

The inauguration of works on **July 1, 2013**; after adopting the assumptions for the new Strategy - **September 2013** - analytical and planning works were underway, the vision of the development of Krakow and the local government mission were defined as a result.

Specialist teams worked under the guidance of experts:

- Krakow - a city of active citizens,**
- Krakow - a modern economic centre,**
- Krakow - a place to live and relax,**
- Metropolitan Krakow,**
- Culture and cultural heritage.**

Work in teams was conducted as workshops using the world cafe method; as a result, a diagnosis and SWOT analysis were created.



## STEP 2

The next step involved work on the strategic plan of the KDS 2030. Working in teams, according to the guidance of area experts, resulted in the creation of a socialized construction of the Strategy's operational plan. Thanks to the efforts of the workshop, the following have been defined: strategic goals, operational goals, key activities and the preliminary proposals for the monitoring indicators of the KDS 2030.

# In Krakow there is nothing about us without us!!



## STEP 3

A questionnaire survey was conducted: using the street poll technique, through the website and in schools, libraries and district offices, the voices of the residents were listened to on the subject of expectations regarding the future of Krakow. The collected research material has become the basis for a series of open debates with the participation of local government representatives, and scientific, social and economic institutions.



## STEP 4

An integrated concept of communication regarding the Strategy was created and a multifaceted information campaign "This is where I want to live. Krakow 2030." (June 2016) was launched. It included workshops and consultations carried out to build a communication platform for the Strategy (searching for answers to the questions: who to cooperate with, and in which environments the selected goals of the KDS 2030 can be implemented). The work was carried out in groups to include issues related to the economy,



## STEP 5

As part of the communication process, a "showcase of the Strategy" was prepared – a publication showing the range of the Strategy's activities up to 2030.

For the first time in Poland, a "KraHack" hackathon was organized, involving the potential and creativity of young Krakow residents in particular.

For 3 days, nearly 150 people worked round the clock to develop solutions for a better life in the city. The following were the winners of the competition:

**KRKbot** – the use of new information technologies for the purpose of innovative communication between administration and residents,

**Krakow-Zdrój** – development of space for recreation around the existing artesian spas located in the city centre and in Nowa Huta,

**Project: Krakow** – making the urban space more attractive with the help of attention-grabbing placards on public transport.



## STEP 6

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



## STEP 7

### #Patchwork2030

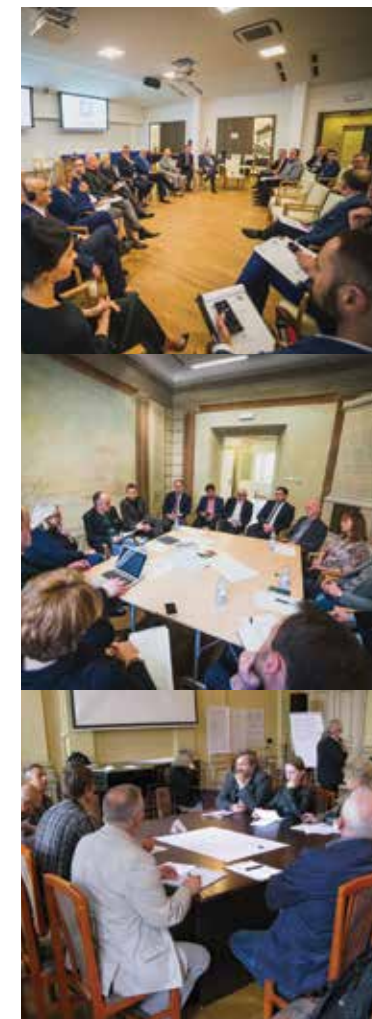
This is another event drawing on the knowledge and diversity of the residents of Krakow, influencing the shape of the document. The two-day event, moderated by ambassadors, focuses the conceptual work of selected environments and individual social groups: women, expats, seniors, representatives of culture and the outsourcing industry. Each group represents the environment with which the city communicated, taking the form of workshops and debates. An additional advantage is the innovative platform for local government cooperation, created by the direct involvement of the Marshal of the Malopolska Region and the Mayor of Krakow.

#patchwork2030



## STEP 8

The confrontation of ideas from Krakow with solutions from other regions is a goal of the nationwide conference "Financing the development strategy of Polish metropolises". The European Congress of Local Governments has become an innovative solution for the whole process of communication regarding the Strategy and carrying out work in a wide range of social consultations, the subject of the KDS 2030 was presented during dedicated panels and discussion workshops. Parallel to all activities, information from residents was collected via an on-line survey, available on the new website dedicated to the KDS 2030: [www.srk2030.pl](http://www.srk2030.pl) and the Facebook strategy fanpage. Activities on social media generated 34 thousand readers of the KraHack message and as many as 8.7 thousand views of the video material devoted to the event. An intensive communication campaign, including an outdoor campaign, significantly influenced the visibility of the strategy building process among Krakow residents.

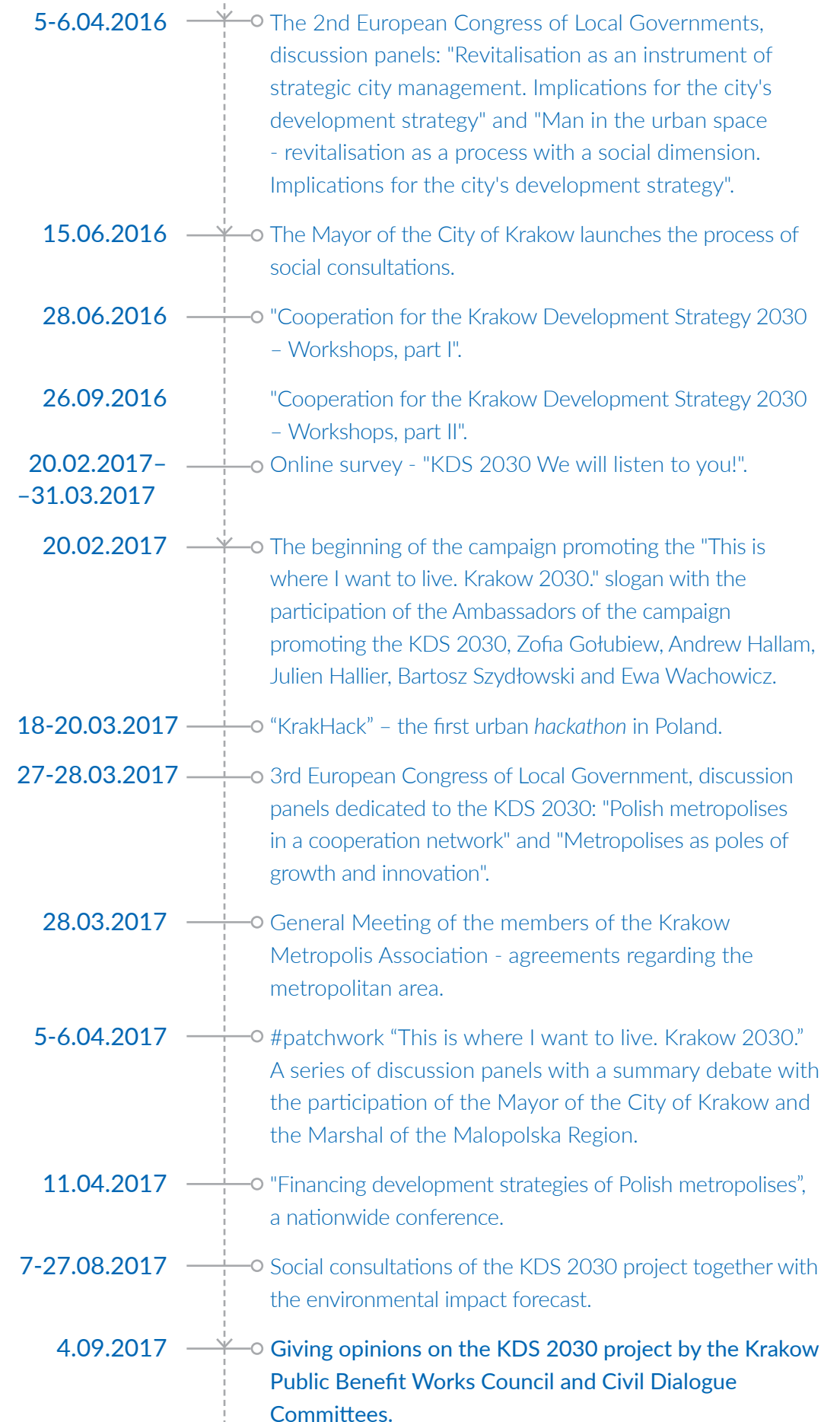




## THIS IS THE WAY HOW THE STRATEGY WAS DEVELOPED...

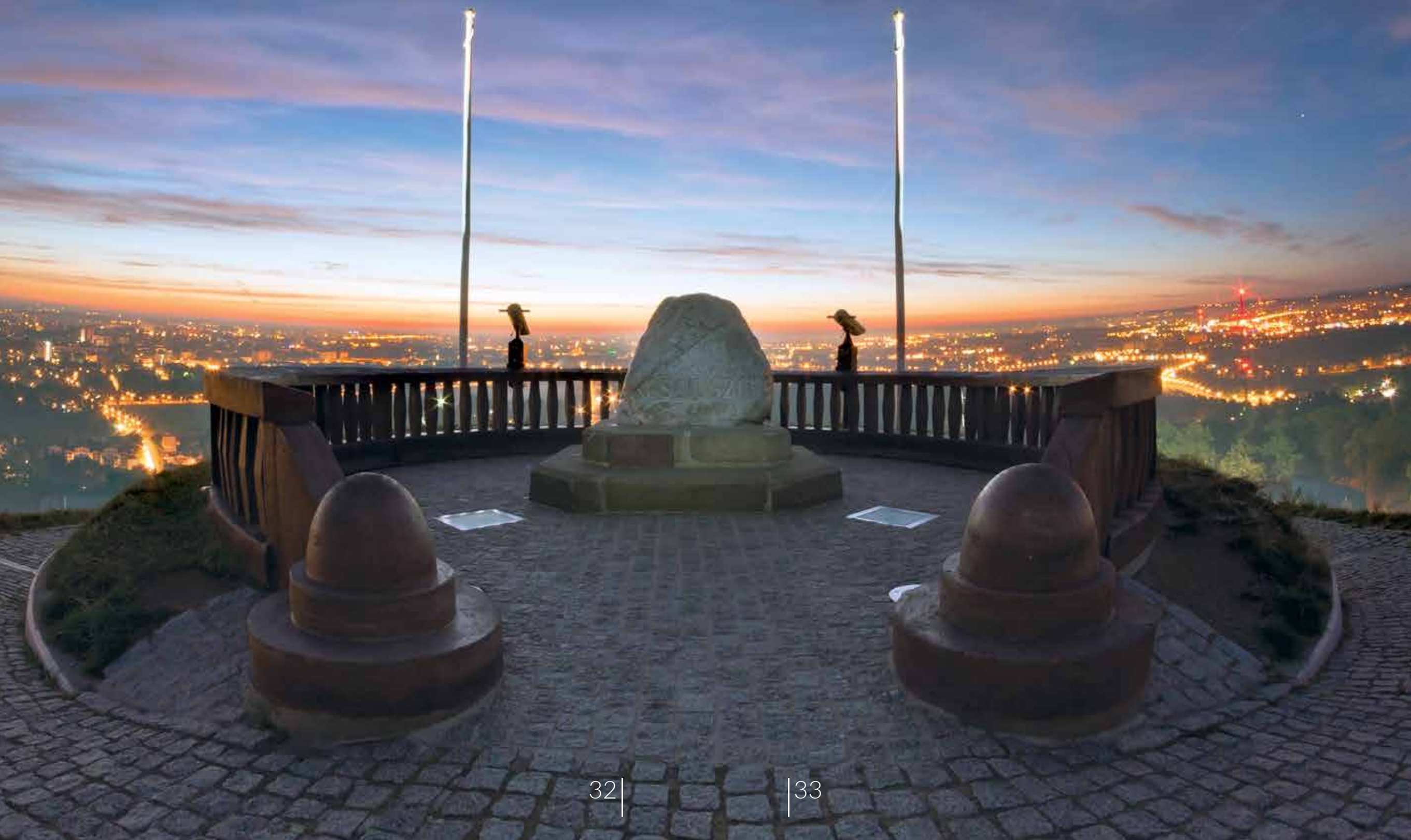


## ... THE MOST IMPORTANT KDS 2030 EVENTS





And what do  
you know  
about Krakow?





## STRENGTHS:

- The Krakow brand.
- The cultural potential conducive to the development of new forms of entrepreneurship.
- A large academic centre providing highly qualified staff and specialists in every field.
- Development of an economy based on specialized services and information technologies.
- Development of leisure time sectors (culture, art, media, tourism, sport and recreation).
- Spatial reserves for investments.
- The industrial traditions of Krakow.
- The development of the economic importance of municipalities in the Krakow Metropolitan Area.
- Activities of nationally significant and active scientific institutions (National Science Centre, leading scientific units).

## OPPORTUNITIES:

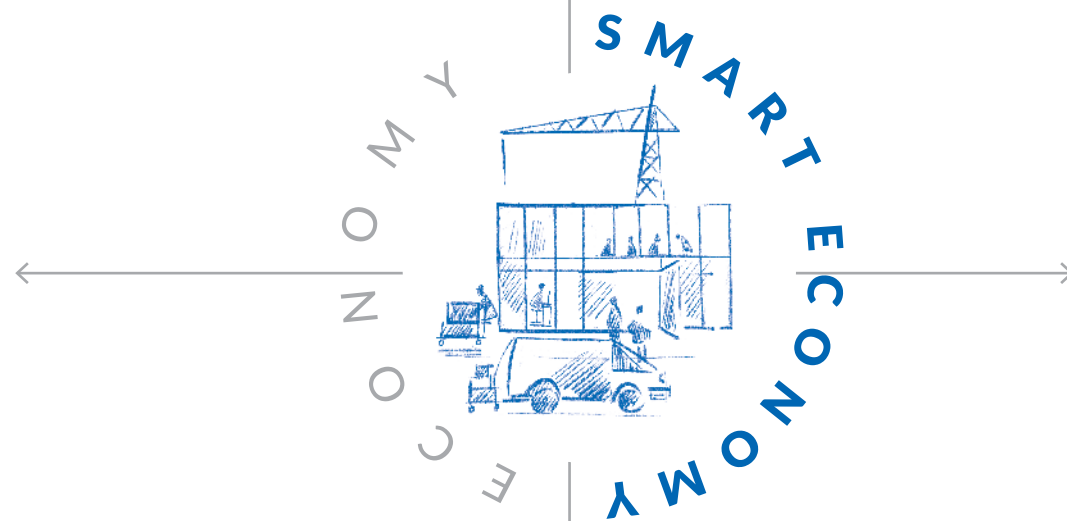
- Increasing the links and cooperation of Krakow with other metropolises in Poland and throughout Europe.
- Internationalization of the market of services for business and information technology.
- Development of creative sectors, including startup companies.
- Development of the information society.
- Growing importance of cultural tourism around the world.

## WEAKNESSES:

- The level and efficiency of technology and innovation transfer between scientific and business environments.
- The state of internationalization of scientific research.
- Unused potential of the airport surroundings.

## THREATS:

- Lack of a sufficient number of highly qualified personnel on the labour market.
- The low position of companies with Polish capital (including family concerns) in global value chains.
- Lack of headquarters for large corporations and financial institutions.
- Emigration of highly qualified people from Krakow.
- Poor local rooting of international business.



## STRENGTHS:

- Favourable demographic situation.
- The attractiveness of Krakow draws potential new residents to the metropolis.
- A high level of education.
- Increased activity of residents in making decisions concerning the City.
- Valuable intellectual background for creative industries.
- The multiculturalism of Krakow; a creative combination of tradition, history and strong roots with interpenetrating cultures and modernity.
- The rich educational and artistic offer of Krakow's cultural institutions (museums, theatres, centres and cultural centres, orchestras) that work to strengthen the identity of the local community.
- A rich and diverse auditorium, prepared to receive a diverse range of culture.
- The growing importance of Krakow NGOs and civic movements.

## OPPORTUNITIES:

- An Increase in the local and civic awareness of residents.
- The development of urban activism, civic movements.
- Dissemination of the instruments of direct democracy (e.g. participatory budgets).
- The development of a new urban culture and the lifestyle related to it (including "returns to the city centre").
- Growing level of education.
- Support for the activation of selected social groups (e.g. people 50+, families with children).

## WEAKNESSES:

- The quality of social dialogue. Cooperation at the local level, including the neighborhood.
- Insufficient adjustment of the education system to meet the expectations of the labour market.
- "Lifelong learning" system. Cooperation between Krakow's higher education institutions.

## THREATS:

- Low level of social trust.
- Insufficient level of civic awareness and education.
- Unfavourable demographic trends.
- Polarization of society.





## STRENGTHS:

*Genius loci* ("spirit of the place").

Attractiveness of the place of residence, which is expressed by a stable number of residents and a sense of strong ties with the City.

Rich cultural traditions and the cultural identity of residents strongly associated with them.

The high quality and uniqueness of urban spaces, culturally attractive and environmentally friendly KMA environment. Easy access to green areas.

An extensive, modern and widely available social infrastructure of metropolitan importance.

The historical, national and cultural heritage of the Krakow Metropolitan Area.

The great possibilities of organizing free time on the basis of a cultural and recreational range of events.

An increase in the number of flats being built.

Actions aimed at improving the accessibility of public space and urban public transport for people with reduced mobility.

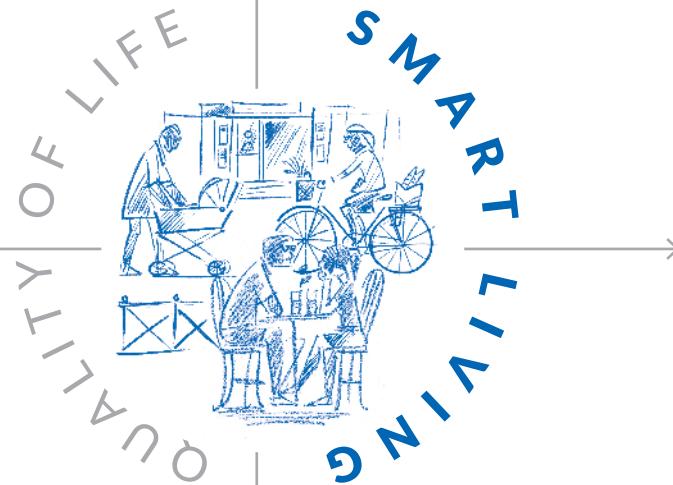
## OPPORTUNITIES:

Increased civic awareness and development of social dialogue.

Increasing the participation of various entities in the implementation of public services (partnerships).

The growing importance of urban tissue regeneration processes.

Development of public e-services and e-business.



## WEAKNESSES:

Lack of sufficient integration of the transport system on the scale of the Krakow Metropolitan Area, including the use of the existing railway network.

Inequalities in access to public services within the KMA.

Insufficient level of the development of health services and social assistance for the elderly in relation to the growing needs related to the aging of society.

Uneven access of residents to green and recreational areas in the immediate vicinity of their place of residence.

Lack of valid local zoning plans for approximately 50% of the city's.

## THREATS:

Negative impact of the provisions on planning and spatial development on the housing development being created.

Lack of sufficient legal tools to counteract the process of urbanization.

Relatively low level of wages.

Negative consequences of mass tourist traffic, especially in tourist areas.

Growing social stratification.

Egress of residents from the city centre.

## STRENGTHS:

Dynamic development of the airport.

A natural location at the intersection of the East-West transport route.

A developed system of sharing city bikes.

## OPPORTUNITIES:

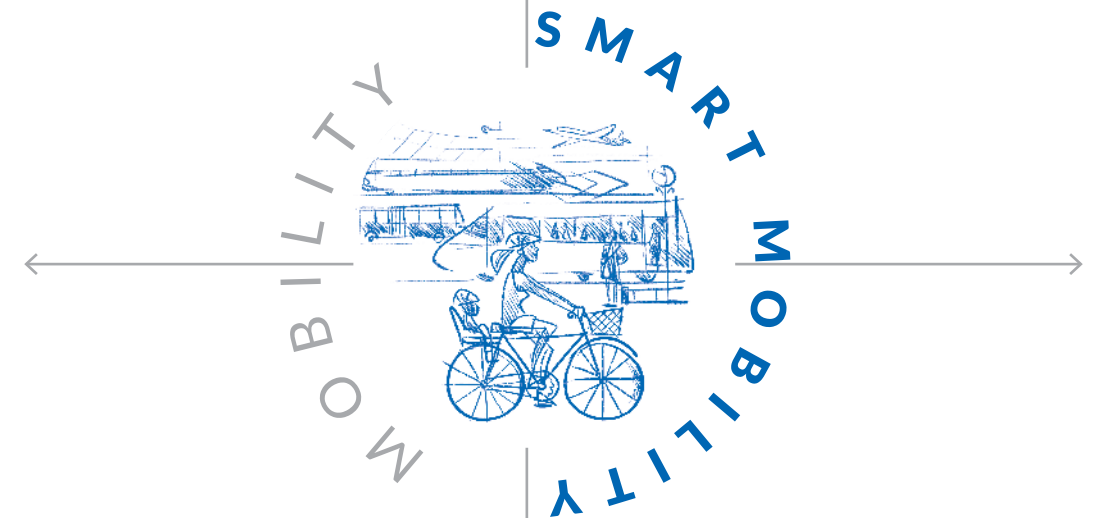
Modernisation, development and integration of transport systems, in particular in the area of the development of collective transport subsystems.

Construction of the Fast Agglomeration Railway.

Decisions taken regarding the construction of the northern and eastern Krakow ringroad and the transit road to Warsaw.

The functioning of Poland in the Schengen area.

The dynamic development of information technologies.



## WEAKNESSES:

Insufficient integration of transport systems in the Krakow Metropolitan Area, including an insufficient number of "Park & Ride" parking lots and insufficiently developed public transport network.

Insufficient development of railway and car communication systems, especially in the northern part of the city.

Lack of a well-developed and coherent road network for bicycles in Krakow and the Krakow Metropolitan Area.

Inappropriate condition of road infrastructure and its capacity.

## THREATS:

The continuous process of uncontrolled suburbanization on the scale of the Krakow Metropolitan Area.

Insufficient communication opening of Krakow towards the south, especially in the case of railway connections.

Lack of sufficient legal tools to limit the possibility of allowing passenger cars enter the city centre.

An increase in the number of vehicles moving around the city every day.

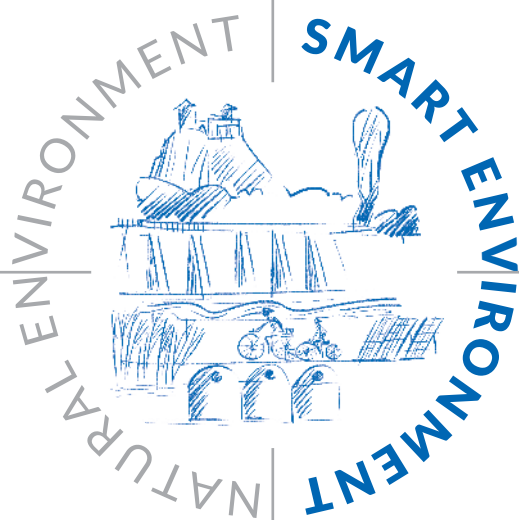


### STRENGTHS:

- Landscape and natural attractiveness of Krakow and the Krakow Metropolitan Area.
- Effective waste management.
- Responsible wastewater management.
- Good quality of drinking water.
- A modern and widely available heat delivery system.

### OPPORTUNITIES:

- Increased awareness and ecological behavior of society.
- The close proximity of protected areas, creating a unique landscape (e.g. the Ojców National Park, landscape parks).
- Implementation of legal planning mechanisms for nature and landscape protection.
- The development and growth of the popularity of technologies based on renewable energy sources.
- The climate and ecological policy of the European Union.



### WEAKNESSES:

- The level of air pollution, mainly from surface sources (low emissions).
- The level of nitrogen oxide contamination (communication) in the central areas of the city and along the main communication routes.
- The non-ecological habits of some residents of Krakow and the Krakow Metropolitan Area.
- Low energy efficiency of residential and public buildings.
- Uneven accessibility of the sewage infrastructure on the scale of the Krakow Metropolitan Area (with a significant increase in population growth).
- Low share of renewable energy sources (RES) in Krakow's energy balance.
- The deteriorating acoustic climate of the city.

### THREATS:

- Air pollution, including that coming from outside the Krakow Metropolitan Area.
- Increase in the number of passenger cars.
- Investors' pressure on the development of valuable natural and landscape areas, ecological corridors, ventilation zones.
- The unfavourable effects of climate change.

### STRENGTHS:

- The high level of cooperation of municipalities around Krakow.
- Organizing the first urban cultural park in Poland.
- Development of civil dialogue in city management processes.
- Development of modern administrative services.
- Implementation of modern management methods in local government administration units.
- The existence of strong brands in the sphere of culture, including festivals (e.g. the Jewish Culture Festival, the Film Music Festival, Misteria Paschalia Festival, Festival of Street Theatres).

### OPPORTUNITIES:

- Dissemination of the close cooperation of municipalities throughout the Krakow Metropolitan Area.
- Introduction of projects that build a smart city.
- The use of social dialogue instruments in city governance.
- Increase in the use of information technology in the city and metropolis management system.



### WEAKNESSES:

- Insufficient cooperation between scientific, public administration and business entities.
- Lack of effective instruments to stimulate the development of local residents' activity.
- The level of involvement in paying taxes in the city.

### THREATS:

- Low level of local community interest in shared governance.
- Lack of effective legal instruments to support entrepreneurship.
- The negative impact of suburbanization processes on the City's income.
- Lack of effective legal tools supporting public-private partnerships.





WYDZIAŁ FIZYKI ASTRONOMII I INFORMATYKI STOSOWANEJ

A plan  
for Krakow



# The Krakow of the future

a smart  
and modern  
metropolis



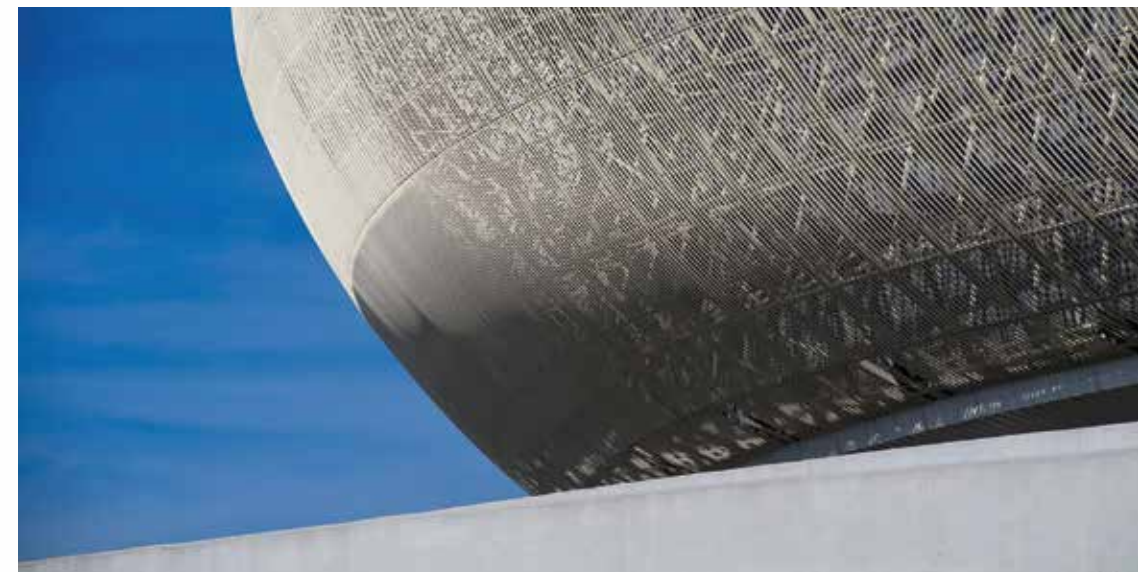


*"I see our Krakow as metropolitan". This is of course not about the number of inhabitants, but about the functions that - through the quality of life and spatial order with good accessibility - will allow the city to win the battle for residents, tourists or investments. Krakow has the conditions to be in the European lead; it has a rich palette of global and European functions in such spheres as: science, education, culture, tourism, or international business. All this makes it possible to create permanent and high quality jobs.*

professor Jacek Szlachta  
vice-chairman of the Committee for the National Spatial Development of the Polish Academy of Sciences

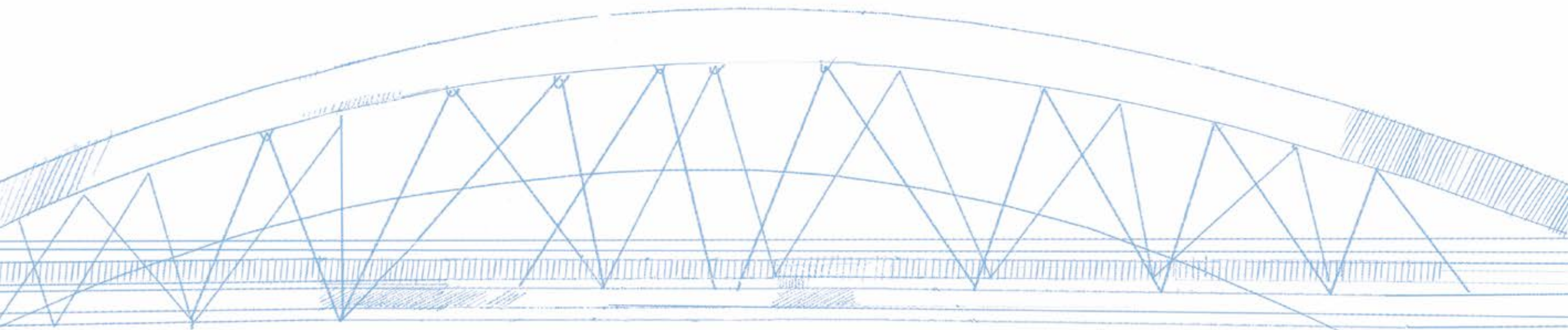
*Krakow is becoming a global hub of new technologies, and the development of companies, universities, culture and art that are evident everywhere is mutually beneficial. Traveling around the world, I can see how well Krakow is perceived today - we are a showcase for beautiful cities full of monuments and churches, a city of science and art. I believe that Krakow has the chance to become one of the most important sites on the economic map of the world.*

professor Janusz Filipiak  
founder and chairman of the board of the IT company Comarch, president of MKS Cracovia

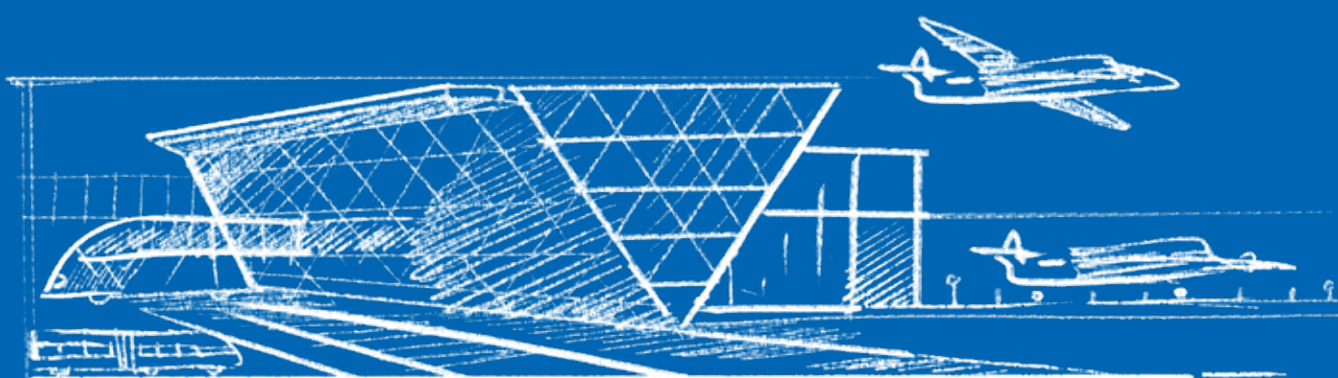


*Budapest and Krakow have similar goals; the development of innovative and sustainable metropolises that want to remain economically, touristically and culturally attractive. We are interested in partnership and the exchange of experiences because in this way we are inspired to undertake joint activities and strengthen the potential of the Visegrad Group.*

István Tarlós  
Mayor of Budapest







# Krakow 2030

**an open and  
harmonious  
metropolis of  
international  
importance  
in the fields  
of innovation,  
science, economy  
and culture**

K R A K O W  
2 0 3 0

Krakow 2030 an open and harmonious metropolis of international importance in the fields of innovation, science, economy and culture.

We want the potential of Krakow and the Krakow Metropolitan Area to be used to build a lasting partnership with other European metropolises.

We want the potential of Krakow to focus on building new internal relations based on the trust of residents, institutions and local communities.

We want Krakow's potential to be transformed into a strong image and a stable position of the city of the future.

K R A K O W  
T O D A Y

Today, 765,3 thousand people live here, which means that Krakow is the second city in Poland in terms of the number of residents. It is particularly pleasing that we still have and will have a positive natural increase (+ 1,807 people in 2016) and a positive migration balance for permanent residence, as one of the few large cities in the country.

The demographic potential of the Krakow Metropolitan Area is even greater - over 1.5 million people.

Every day, Krakow is the centre of activity for over 1.1 million people staying here!

GDP per capita in Krakow in 2014 amounted to over PLN 72 thousand. It was 109% in relation to the average of the European Union. This is an increase by 27 percentage points over the past 8 years.

The economy of Krakow, expressed as GDP, today is nearly PLN 55 billion (2014). Krakow develops as much as 54% of the entire Malopolska Region's GDP.

Krakow has the best reputation among large cities in Poland (Ranking of provincial cities 2017).

"The Best European City Trip 2015" Krakow is also the best European city for tourists (in 2015, the most-visited Zoover tourist portal! Krakow has been awarded the highest score of 8.80 points and the "The Best European City Trip 2015" Zoover Award).

Krakow is the most recognizable Polish city in the world. This is confirmed by the number of city visitors - 12.1 million people, including 8.5 million tourists. Foreign tourists accounted for 31% of the group. Estimated revenues from tourism amounted to PLN 5.4 billion (2016).

Great global events are organized in Krakow, for example the 'World Youth Days' (in 2016, approx. 3 million participants) and sports ones, in the rank of the European and world championships (handball, volleyball, canoeing, cycling).

Krakow, with its modern congress and spectacular infrastructure, attracts international events, there were almost 250 thousand participants in the congresses and events at the ICE Congress Centre, nearly 850 thousand people (in 2016) in the Tauron Arena.

The International Krakow-Balice Airport - the largest regional airport in Poland, served nearly 5 million passengers in 2016.



**Krakow – a node in the network of the metropolis of Poland, Europe and the world**

We need to create a stable node in the metropolis network of Poland, Europe and the world, and this means creating conditions conducive to locating prestigious institutions of international importance in Krakow.

This means more activity in acquiring scientific, economic, political and cultural events for Krakow.

Only then will Krakow become an important international centre in which ideas will be created and the transfer of knowledge and innovation will be visible.

**ACTIVITIES AND ACTIONS.<sup>1</sup>  
WE PLAN:**

To strengthen Krakow's brand as a European open metropolis, attractive to talented, tolerant people; a city of world cultural heritage and a thriving academic centre.

To include Krakow in the implementation of the events of international, scientific, cultural and sporting importance as well as engaging in the development of congress, business and religious tourism.

To create conditions for the placement of prestigious institutions of national and international, social, economic and scientific and cultural rank in Krakow, as well as the headquarters of large corporations.

To strengthen relations with Warsaw and other European metropolises.

Intensify the cooperation with the Upper Silesia Conurbation, including the Silesian-Zagłębie Metropolis.

To support the development of the key rail, road and air infrastructure, improving spatial availability and integrating Krakow into a network of national and European connections.

To engage the city in the development of international flight connections.

**POLICIES:**

Transport Policy for the City of Krakow

**STRATEGIC PROGRAMMES:**

Krakow's partnership programme with the metropolises of Poland, Europe and the world (planned)

Strategic Programme for City Promotion

Tourism Development Strategy

**STRATEGIC PROJECTS:**

The completion of the 4th Krakow bypass

The modernisation of railway lines, especially E-30 Krakow Katowice and the construction of the national roads running through the city and the Krakow Metropolitan Area, including S-7 Krakow - Warsaw and the Beskid Integration Road

Expansion of the Krakow - Balice International Airport, including the construction of a new runway

Activities for the preparation for the implementation of a rapid, collision-free rail transport system with metro parameters

Organizing a research centre about the city and metropolis

<sup>1</sup> The catalogue of policies, programmes and strategic projects is open - during the implementation of the KDS 2030 it will be possible to update it, taking into account the results of the implementation assessment.



## Coordinated use of the potential of the Krakow Metropolitan Area

We must coordinate the use of the potential of the Krakow Metropolitan Area (KMA) and strengthen the position of Krakow – the capital of one of the strongest metropolitan areas in the country.

We want to cooperate closely with all entities in creating the Krakow Metropolitan Area.

### ACTIVITIES AND ACTIONS.

#### WE PLAN:

To develop the principles of joint action in the areas most problematic for the city: improving public transport and combating air pollution.

To create an integrated portfolio for investors, and cultural, tourist and recreational projects.

Using the mechanisms developed as part of the implementation of Integrated Territorial Investments (ITI), based on the experience of the "Krakow Metropolis" Association for the purpose of extending cooperation to other municipalities forming the Krakow Metropolitan Area.

To limit the negative effects of suburbanisation, through joint spatial planning and the development of public transport.

To create conditions for balancing access to public services in the scale of the Krakow Metropolitan Area.

### POLICIES:

Report on the conditions and intended purposes of land development in the City of Krakow

#### STRATEGIC PROGRAMMES:

Strategy of the Krakow Metropolitan Area (planned)

Strategy of Integrated Territorial Investments (ITI)

Strategic Programme for the City Promotion

Tourism Development Strategy

Path construction programme for bicycles

Parking services programme for the City of Krakow

Plan for the sustainable development of public transport for the Municipality of Krakow and its neighbouring municipalities

#### STRATEGIC PROJECTS:

Completion of the Fast Agglomeration Railway (FAR)

Expansion of the Krakow Fast Tram

Construction of the Park & Ride system (P + R) parking lots

Construction of interchange nodes integrating all types of public transport

Construction of the missing fragments of the 3rd Krakow bypass, including: Łagiewnicka Route, Pychowicka Route and Zwierzyniecka Route

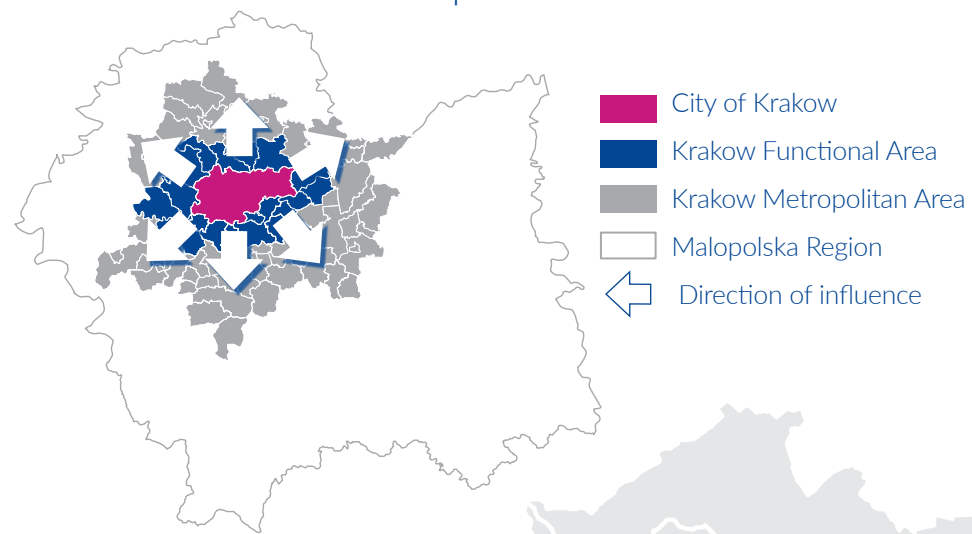
Construction of paths for bicycles connecting Krakow with the Krakow Metropolitan Area

The integration of tickets for all means of transport in the KMA

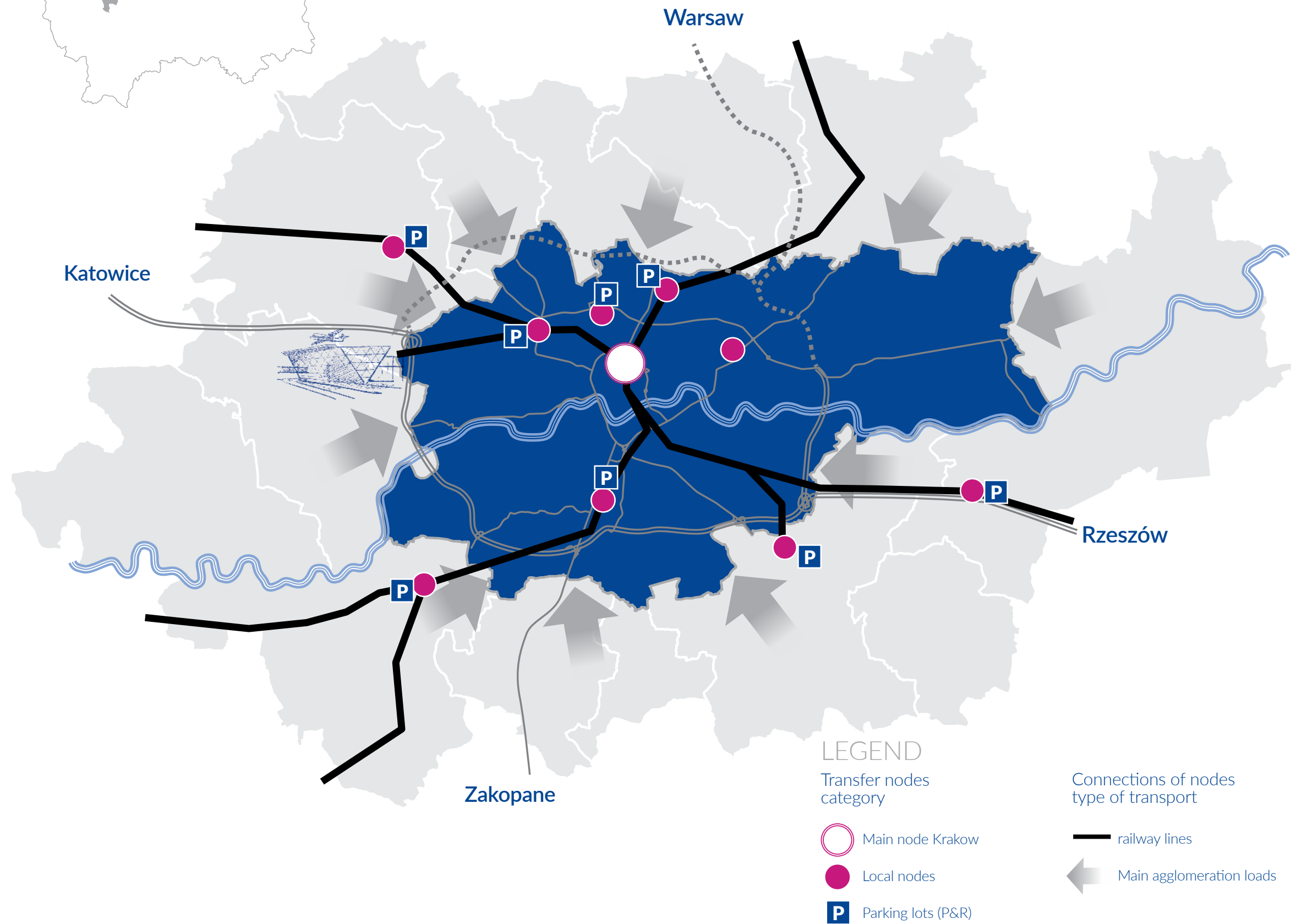
Implementation of undertakings within the framework of the Integrated Territorial Investments



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



**fig. 4** | Integration of transport systems in Krakow and the Krakow Functional Area







# The Krakow of the future

modern  
economy  
and science  
potential



*Science and the University are the essence of the identity of our Krakow; a city of creativity, openness, innovation and valuing reason. I think that the Strategy should be an expression of the identity, and the most important issue around which we will build the future is the care for the development of the academic environment and the availability of well-educated specialists.*

professor Jarosław Górniak  
dean of the Faculty of Philosophy of the Jagiellonian University



*The Krakow of my dreams is a city of Biomedical Engineering. I believe that the needs of people's health should not have a time limit. That is why I dream about combining the potential of two technical universities and the Collegium Medicum of the Jagiellonian University; their joint scientific work and support for biomedical innovations will place Krakow in the world team of life science leaders. This will be the crowning achievement of our scientists and Krakow at the same time.*

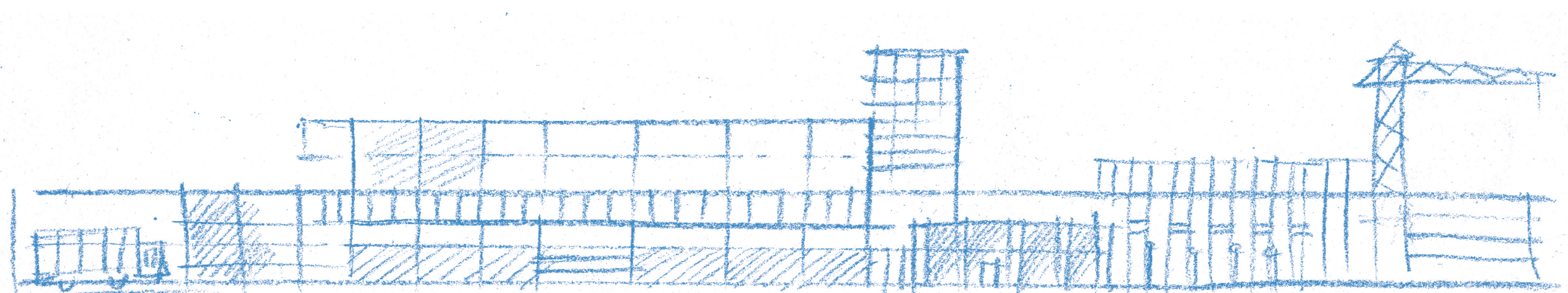
professor Ryszard Tadeusiewicz  
former rector of the University of Science and Technology in Krakow

*The future of Krakow must be built on high-level universities, hospitals and research institutes.*

*If we are going to educate students and doctoral students and conduct research at a high level in such areas as IT, multimedia, life science, medicine and clean energy, for which there is a large commercial global demand,*

*Krakow will become one of the most important centres - European Boston.*

Paweł Przewięźlikowski  
co-founder and chairmen of the management board of the biotechnology company Selvita







# Krakow 2030 a city developing a knowledge- based economy

K D S 2 0 3 0

We want to use the potential of the Krakow Metropolitan Area and Krakow to build a modern, innovative and strong knowledge-based economy.

We want to involve local intellectual potential, top quality staff and available resources in the construction of the scientific infrastructure that is still being developed.

K R A K O W T O D A Y

In the investment attractiveness ranking, of 2017, Krakow was ranked second in Europe and eight in the world (Tholons Services Globalization City Index).

Krakow is considered an excellent place for international business, due to the availability of good specialists, the availability of modern office space and cost effectiveness and the high quality of life.

In Krakow, in the sector of advanced business services (ABS), there are 76 international companies operating and approx. 60 thousand employees are employed which constitutes more than 28% of the total number of employees throughout the country. Importantly, as many as 41% of them work in the Information Technology (IT) industry in Krakow. It is estimated that in 2017, 28 new jobs are created every day.

The labour market of the Krakow Metropolitan Area consists today of people living within a radius of 50 km from Krakow. It totals nearly 2.5 million people.

Krakow is attracting more and more foreigners. In 2016, more than 20 thousand work permits were issued to them.

The unemployment rate in Krakow alone (3.3%) is significantly lower than the indicators in the whole Malopolska Region (6%) and the situation in the whole of Poland (7.4%) (data from 2017).

The average gross monthly salary - PLN 4,431 - is lower than in other major Polish cities: Wroclaw (PLN 4,570), the Silesian agglomeration (PLN 4,812) or Warsaw (PLN 5,586).

Upper secondary education in technical fields for years has been one of the leaders in the country. In the "Perspektywy" ranking in the first 10 there were 3 technicians operating in Krakow (2017).

There are 2,700 startups in Poland, of which nearly 300 (11%) are registered in Krakow (Polish Startup Report 2016).

In 2017, Krakow exceeded the total of 1 million m<sup>2</sup> of modern office space, we are the second largest office market (approx. 10% share) in Poland.

Krakow follows Warsaw, the largest academic city in Poland - in 2016, Krakow was chosen by nearly 172 thousand as the place to study, including over 8,000 foreigners.

Approx. 50 thousand students graduate from universities in Krakow every year, of which more than 13 thousand are graduates of technical schools (for comparison - there are more than 7 thousand graduates in Warsaw).

The Jagiellonian University has been one of the two top-rated universities in the country for many years.

The scientific and research capabilities consist of 23 universities and 37 research institutes and research and development centres (R & D).

Krakow has a unique research and development infrastructure on the national scale (Prometheus - the fastest supercomputer in Poland and Central Europe, Solaris - the first Polish synchrotron, the only such a multifunctional laboratory in Poland).





2.1. KRAKOW TOMORROW

**Cooperation of science, business and local government**

**ACTIVITIES AND ACTIONS. WE PLAN:**

- Strengthening the cooperation between science, business and local government.
- Including business and science representatives in strategic city governance.
- Developing congressional activity and business tourism.
- Developing open access systems to public information (Open Data) for all potential stakeholders.
- Increasing Krakow's attractiveness by locating international research and development services, including: technological and laboratory services.
- Increasing the City's involvement in acquiring talented staff with the highest qualifications.
- Initiating development projects, developed in cooperation between business, science and local governmental organizations.
- Building the image of a modern metropolis based on the potential of the Krakow academic centre.

**ACTIVITIES AND ACTIONS. WE PLAN:**

- Supporting the involvement of the Krakow academic centre in international cooperation networks and increasing the interest of foreign students in learning in Krakow.
- The Intensive promotion of Krakow as a place of study and gaining professional experience.
- Intensifying cooperation in the organization of prestigious events on a European and global scale.
- Supporting the academic environment in order to obtain a high position in international university rankings (Shanghai List, TIME) and the highest in the country.
- Supporting the creation of jobs for people with the highest professional competences, including through the development of professional internships.

**STRATEGIC PROGRAMMES:**

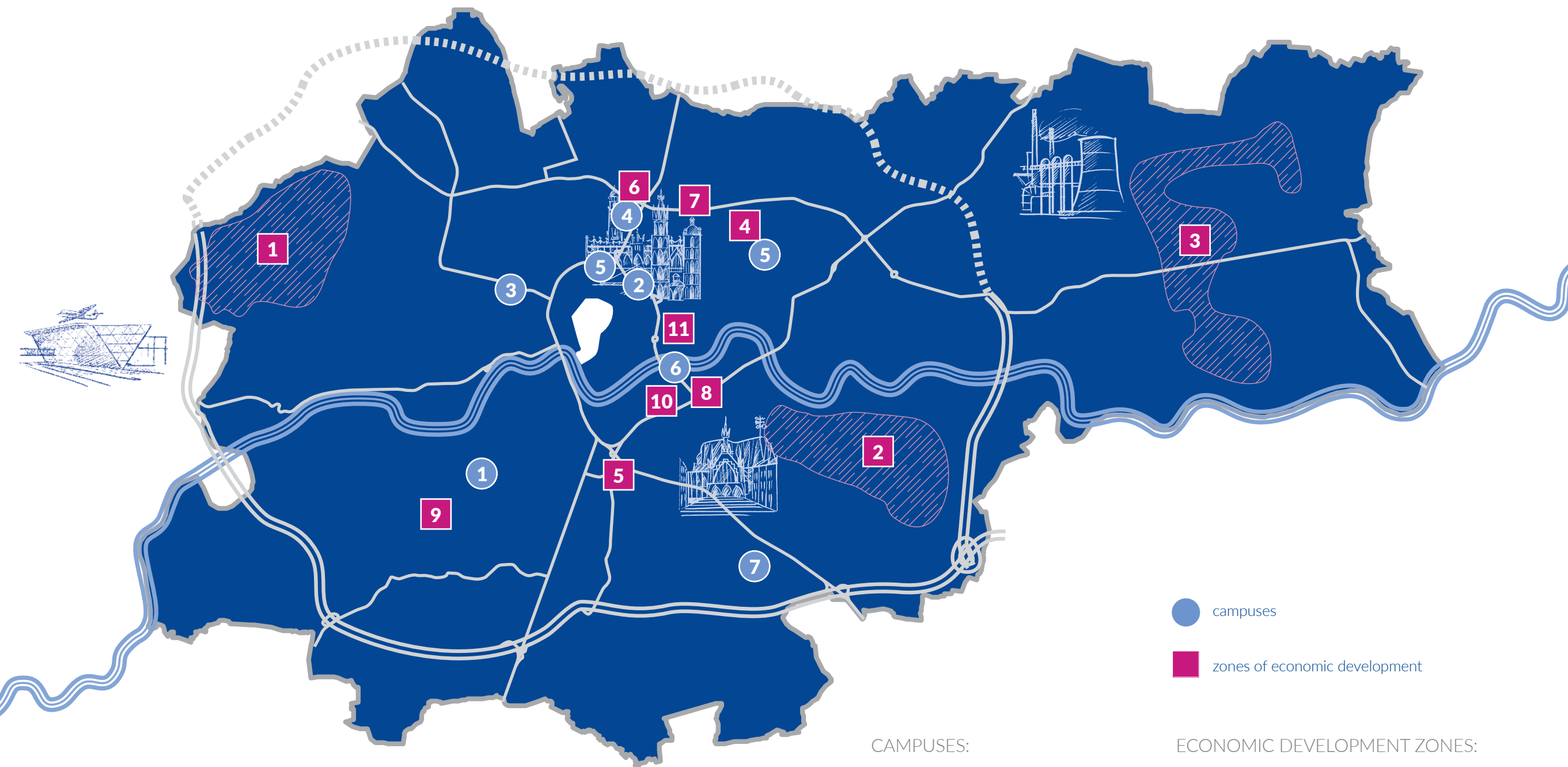
- Krakow Programme for Supporting the Entrepreneurship and Economic Growth of the City
- Programme for the Promotion of Employment, Professional Activation for the Municipality of Krakow
- Tourism Development Strategy
- Strategic Programme for City Promotion
- City co-operation programme with the Krakow Academic Centre (planned)

**STRATEGIC PROJECTS:**

- Krakow – the Nowa Huta of the Future
- Preparing the areas for the implementation of strategic investments (Krakow Airport Balice, Krakow Nowe Miasto Płaszów - Rybitwy)
- Construction of the Malopolska Science Centre
- Dissemination of open access systems to public information (Open Data)
- Organizing a research centre about the city and metropolis



fig. 5 | Economic development zones and university campuses



CAMPUSES:

1. Jagiellonian University, Campus of the 600th anniversary
2. Economic University
3. University of Science and Technology
4. University of Agriculture
5. Krakow University of Technology
6. Andrzej Frycz Modrzewski Krakow University
7. Medical Campus, Krakow-Prokocim

ECONOMIC DEVELOPMENT ZONES:

1. Krakow Airport Balice
2. Krakow New City Płaszów-Rybitwy
3. Nowa Huta of the Future
4. Czyżyny
5. Bonarka
6. Opolska – 29 Listopada streets' area
7. Bora Komorowskiego street area
8. Powstańców Wielkopolskich street area
9. Bobrzyńskiego street area
10. Zabłocie
11. Powstania Warszawskiego street area





2.2. KRAKOW TOMORROW

**Supporting the innovation of enterprises**

We want to create conditions for the development of local startups and to stimulate the development in Krakow of a friendly economic – research for smart technologies

**ACTIVITIES AND ACTIONS. WE PLAN:**

Conducting a stable, town-planning policy for the city.

Preparing an attractive investment portfolio Krakow.

Introducing support mechanisms for companies providing highly specialized services for business, especially financial and information technology (IT) services.

Introducing a startup support system based on cooperation with the local business community, using the experience of the Startup Krakow Week.

Stimulating the transfer of knowledge between science and business environments.

Broader sharing of the urban space for innovative, incubation and acceleration activities.

Making urban real estate available for the needs of entrepreneurs, in line with the City's economic policy.

Introducing tax breaks supporting business development in line with the City's economic policy.

Preparing a portfolio of investment areas with communication access and infrastructure equipment.

**POLICIES:**

Municipal property management policy (planned)

**STRATEGIC PROGRAMMES:**

Krakow Programme for Supporting the Entrepreneurship and Economic Growth of the City

**STRATEGIC PROJECTS:**

Krakow – the Nowa Huta of the Future

Preparing the land for the implementation of strategic projects (Krakow Airport Balice, Krakow Nowe Miasto Płaszów – Rybitwy)

Organizing an information platform for entrepreneurs as part of urban websites





**An education system adjusted to the needs of a knowledge-based economy**

We want to achieve the highest level of pre-school and school education in the country.

An education system adapted to the needs of a knowledge-based economy.

We want to develop creativity, competences and entrepreneurial attitudes among Krakow residents from an early age.

We want to stimulate various forms of lifelong learning with the use of urban, social and private structures.

We want to support the Krakow academic centre as well as intensify cooperation for the better adjustment of the education system to the needs of the labour market.

**ACTIVITIES AND ACTIONS. WE PLAN:**

Creating conditions for improving the education system aimed at achieving the highest educational standard in Poland.

Introducing preferential forms of the development of entrepreneurial attitudes and competences among the residents of Krakow.

Promoting lifelong learning as a natural element of the professional path of Krakow residents, fostering mobility on the labour market and maintaining professional activity as long as possible.

Supporting the adjustment of educational directions to the needs of the global labour market.

Developing the portfolio of educational opportunities in foreign languages through local government schools and educating foreigners in the Polish language and culture.

**STRATEGIC PROGRAMMES:**

Krakow Programme for Supporting Talented Students

Krakow Programme for Supporting the Entrepreneurship and Economic Growth of the City

Programme for the Promotion of Employment, Professional Activation for the Municipality of Krakow

**STRATEGIC PROJECTS:**

English 5 x a week

Krakow School of Vocational Advisory

"My first business" competition





# The Krakow of the future

culture  
and cultural  
heritage





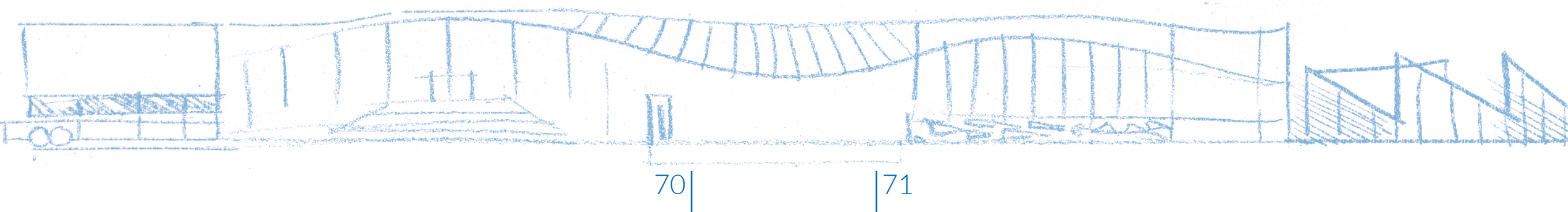
*The vision of Edinburgh 2050 and the Krakow Development Strategy 2030 present the same way of thinking and caring about the future. We think globally and operate locally; we want to create a coherent city with an international position. Edinburgh and Krakow are linked by many activities - the UNESCO World Heritage List, the City of Literature status, our festivals, world-class universities and a knowledge-based economy. We have direct air connections and excellent relations with Scottish Polonia; in short - we have everything we need both for the development of the cities and our cooperation.*

The Rt Hon Sir Frank Ross  
Chairman of the City Council of Edinburgh



*KRAKOW 2030 can be the city of our dreams. As the dreamed land you want to return to. Beautiful and using its tradition; open to modernity. Clean and full of green in which you can breathe well. Wise and attractive; attracting the richness and diversity of its culture.*

Zofia Gołubiew  
an art historian, long-time director of the National Museum in Krakow







## Krakow 2030 a creative and modern metropolis using its cultural potential

K R A K O W  
2 0 3 0

We want to creatively use the historical heritage and cultural potential of Krakow to build a modern metropolis, significant on a European and global scale, conducive to experimentation and innovations.

We want to stimulate and develop the creativity of the residents; building a community of open citizens pursuing their passions and ambitions.

We want to maintain the richness, diversity and high quality of the cultural portfolio, providing the residents of Krakow with equal and universal access to cultural events, meeting places and creative discussions.

K R A K O W  
T O D A Y

Krakow is the city of John Paul II, Copernicus, Wyspiański, Wajda, Lem, Szymborska, Penderecki and Miłosz.

In 1978, the Old Town and the Kazimierz district were inscribed on the UNESCO World Heritage List as the first such objects in Poland. The UNESCO's list also includes the salt mines in Wieliczka and Bochnia, as well as the architectural complex in Kalwaria Zebrzydowska, located in the Krakow Metropolitan Area.

In 2000, Krakow was awarded, along with others such as: Avignon, Bologna, Brussels and Prague, the title of "European City of Culture 2000" as an acknowledgement of its contribution to the achievements of world culture and civilization.

It is in Krakow where there is almost a third (approx. 4.3 million) of all museum exhibits in Poland. The register of monuments contains 1,207 objects. We can see Leonardo da Vinci's "Lady with Ermine" painting.

4.5 million people from Poland and abroad visited the Krakow museums (data from 2016).

Stanisław Lem, creating and living in Krakow, is the most frequently translated Polish writer. In Krakow, the most-often-translated Polish book was created - "Diary" by Saint Sister Faustina.

In 2016, almost 100 festivals were organized in Krakow, including many of international significance, e.g.: the UNSOUND Festival, Jewish Cultural Festival, the International Street Theatrical Festival, Misteria Paschalia, the Conrad Festival, the Divine Comedy, Prima Materia.

3,100 graduates of creative faculties graduate from Krakow universities every year.

Among the 84 libraries operating in Krakow - the most famous, the Jagiellonian Library serves as the National Library, in Krakow there are approx. 70 stages and theatre groups and 30 museums.

Krakow is the seventh city in the world to be awarded the titles of the "City of Literature" (UNESCO) and the "World City of Festivals and Cultural Events 2016".





**Krakow –  
a European  
Capital City  
of Culture**

We will strengthen the image of Krakow as a city of creativity and culture, a city of heritage, a festival and congress city.

We will systematically expand the range of prestigious cultural events on a European scale.

We will strengthen the best existing brands and cultural products and support the creators of new events.

**ACTIVITIES AND ACTIONS.**

**WE PLAN:**

Developing and promoting key cultural products.

Increasing the influence of culture on the economy, which will stimulate the development of creative industries, such as design, applied art, architecture, the film industry, the publishing industry, new media.

Integrating the activities of environments /institutions for joint brand building ... "Krakow – a city of festivals".

Actively using our membership of the UNESCO global creative city network and other international cooperation networks in the sphere of protecting cultural items and developing creativity.

Creating new brands of cultural events, animating artistic life in neighbourhoods, and protecting the cultural landscape in the tourist parts of Krakow.

Stimulating the transfer of knowledge, experiences and the latest trends in the culture, creativity and heritage sectors.

With a view to Krakow artists – creating a rich portfolio of grants and scholarship programmes.

Supporting debutants and young artists; promoting their work at home and abroad.

Financially supporting the owners of monuments and the vanishing environments of cultural life (bookstores, antique shops, galleries).

Protecting cultural heritage (tangible and intangible) and digitizing cultural resources.

**STRATEGIC PROGRAMMES:**

Culture Development Programme in Krakow until 2030

The "Krakow UNESCO City of Literature" programme

Programme for the Care of the Monuments of the Municipality of Krakow

Municipal Programme for the Revitalisation of Krakow

**STRATEGIC PROJECTS:**

Krakow Festivals Construction of the Music Centre

Creating the "Planeta LEM" Centre of Literature and Language in a former salt store

Creating cultural parks: Nowa Huta, Stare Podgórze and Krzemionki, Kazimierz - Stradom with the boulevards of the Vistula

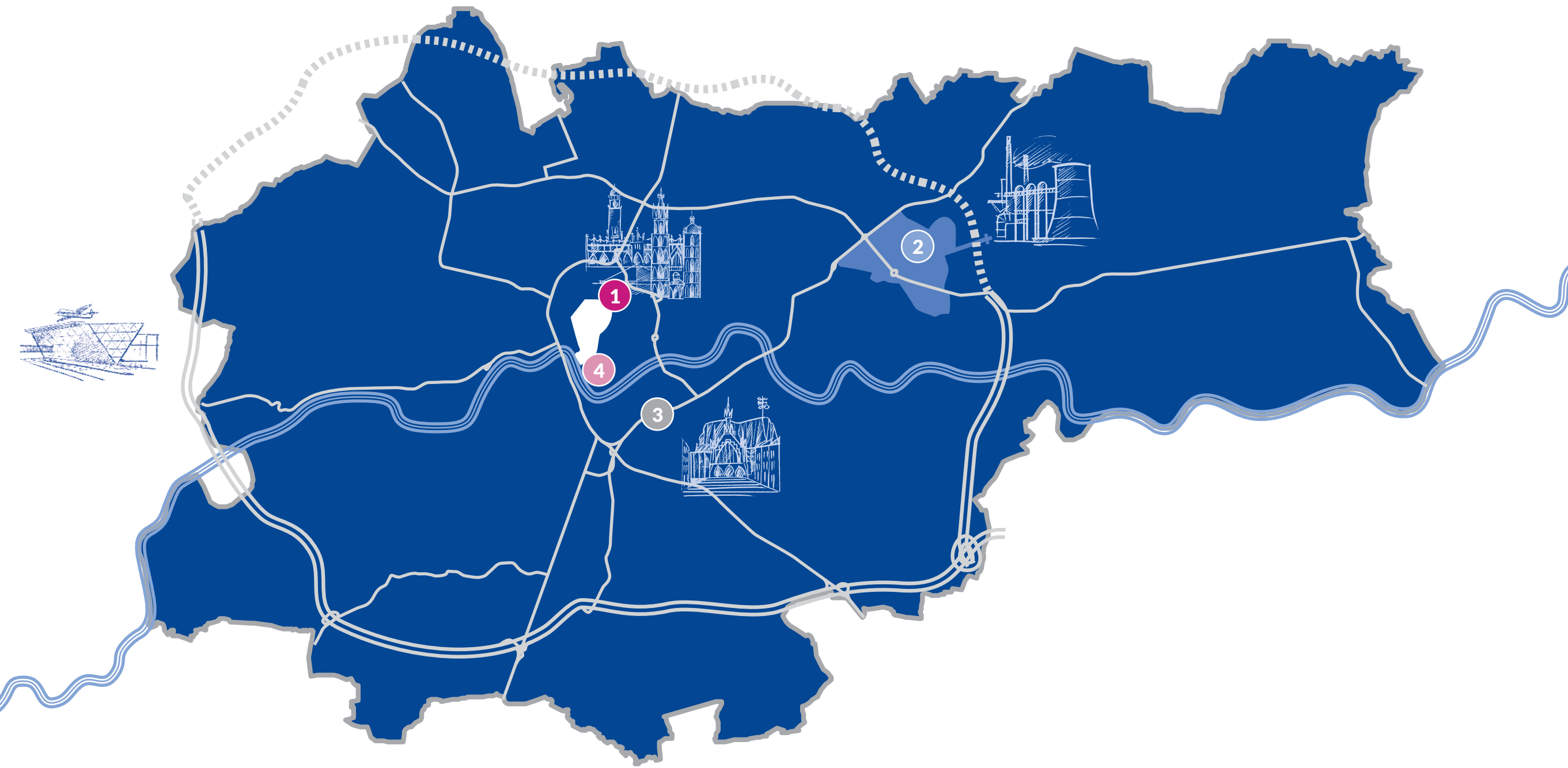
Modernisation of the headquarters of the "Bunkier Sztuki" Modern Art Gallery

"Krzysztofory anew – a Complete Museum" – modernising the headquarters of the Historic Museum of the City of Krakow

Adaptation of the building of the former Armory at 22 Rakowicka Street for an exhibition and educational centre – the Museum of the History of Photography in Krakow



fig. 6 | Cultural parks – the existing and planned

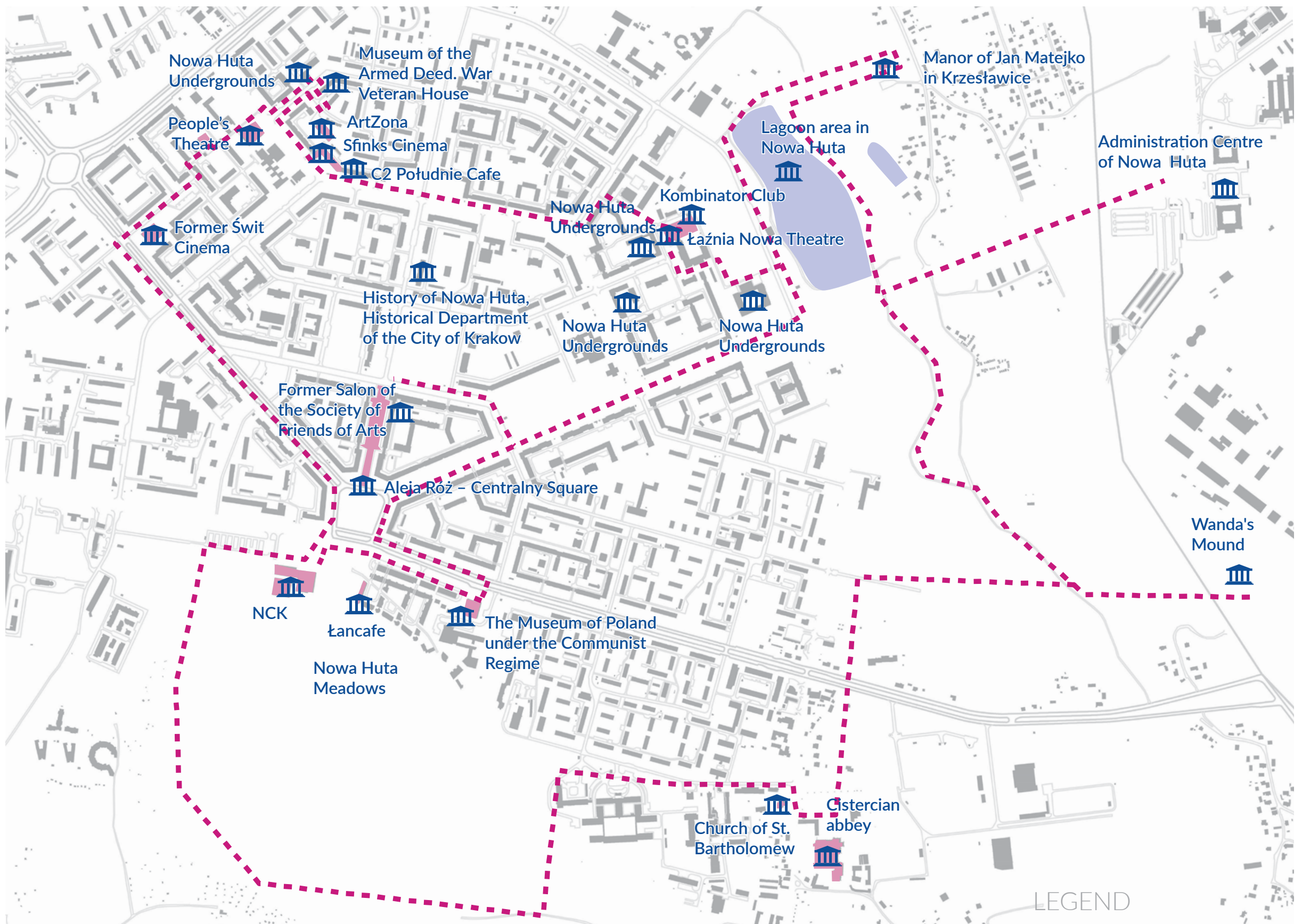


CULTURAL PARKS:

- 1. Cultural Park Old Town
- 2. Cultural Park Nowa Huta - planned
- 3. Cultural Park Stare Podgórze and Krzemionki - planned
- 4. Kazimierz - Stradom with Vistula Boulevards Cultural Parks - planned



fig. 7 | Nowa Huta – the cultural district



LEGEND




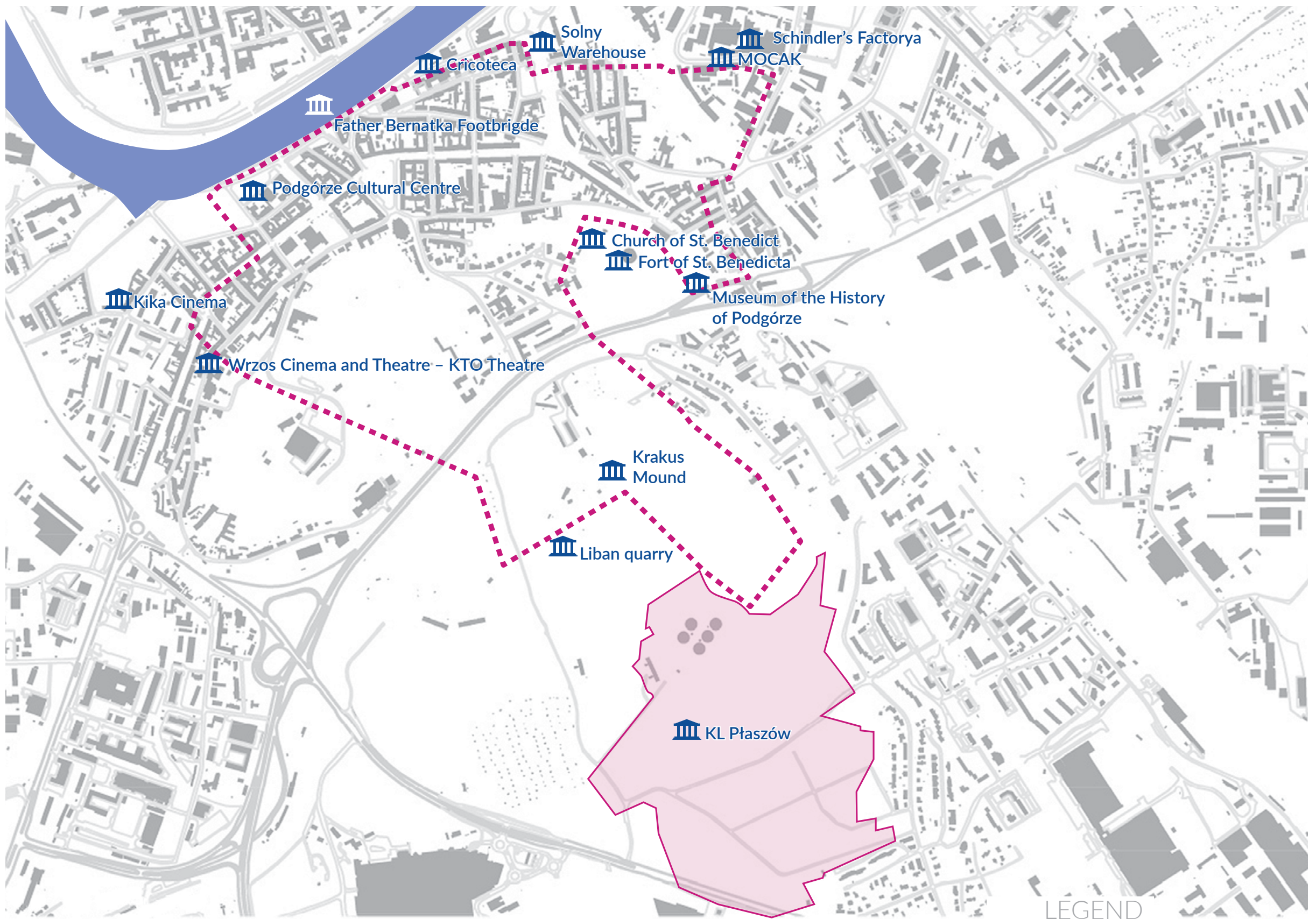



-  Cultural Objects
-  a walking trail connecting cultural objects
-  Cultural Areas



fig. 8 | Podgórze – the cultural district

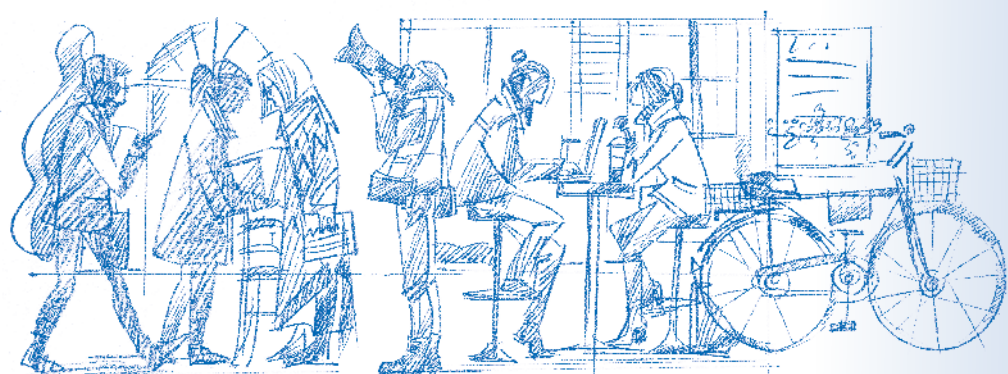


LEGEND

-  Cultural Objects
-  a walking trail connecting cultural objects
-  Cultural Areas



**High cultural competence of residents**



We want to create cultural competences of different groups of residents and strengthen the image of Krakow as the best city to move, to live, rest and work.

We want to improve the quality of cultural education by strengthening skills in reading and interpreting cultural codes and the need of residents to co-create and participate in the cultural and artistic life.

We want to create functional cultural centres in each of our districts.

**ACTIVITIES AND ACTIONS. WE PLAN:**

Creating favourable conditions for the development and work in Krakow for artists and creators of culture.

Taking measures aimed at enabling residents and visitors to participate in cultural events as much as possible.

Strengthening the cooperative ecosystem of culture, creating good conditions for the development of talents, using the potential and energy of the city and its residents.

Supporting the integration and cooperation of various environments, houses, centres and places of culture and young people's cultural centres, especially in undertaking non-standard activities related to cultural and artistic education.

Conducting effective management of cultural spaces (better using the existing infrastructure and creating new multifunctional facilities).

Preparing coherent narratives about Krakow's culture and what the City has to offer, dedicated to various recipients, tourists, foreigners living in Krakow, students, senior citizens, families; significantly enriching the English-language offer.

Developing a "Canon of a Krakow resident" including the most important places that every student of Krakow's schools should learn about during their education.

Supporting non-profit cultural activities, including the social.

Eliminating barriers and ensuring balanced access to culture for the residents from groups at risk of exclusion.

Financially supporting the owners of monuments and disappearing industries (bookstores, antique shops, galleries).

**STRATEGIC PROGRAMMES:**

Culture Development Programme in Krakow until 2030

The "Krakow UNESCO City of Literature" programme

**STRATEGIC PROJECTS:**

Krakow Nights

Wianki (Wreaths) – a Festival of Music

Krakow Days

Restoration of the seat of the Museum of Municipal Engineering in Krakow for the needs of a modern Museum of Science and Technology

Rebuilding the former "Wrzos" cinema-theatre to house the KTO Theatre

Establishment of the modern headquarters for the Krakow Library





The Krakow  
of the  
future

the quality  
of life





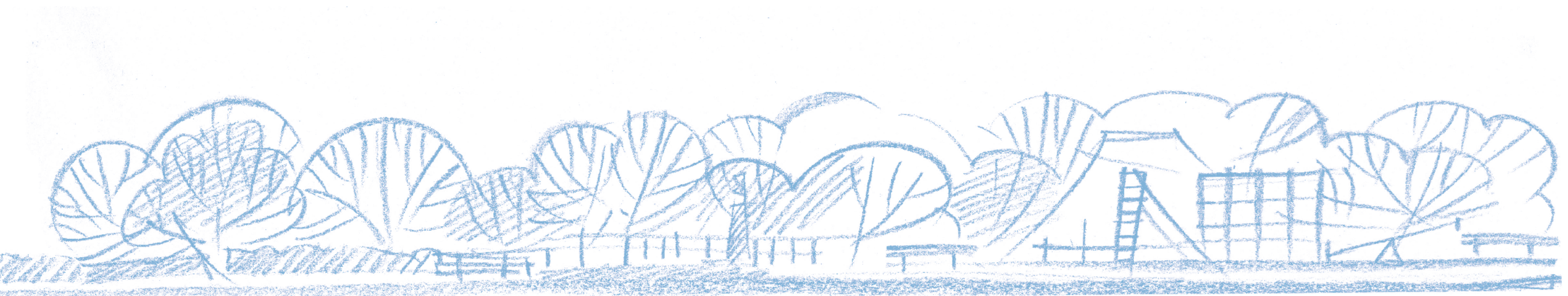
*The development of Krakow must be based on the same three pillars that provide its uniqueness and identity, i.e. tradition, culture and education. I imagine a city drowning in greenery and freed from two plagues: smog and cars. A city friendly to residents who reciprocate with interest and commitment to the life of a beloved place on Earth. That's how it can be done in Krakow ...*

professor Piotr Sztompka  
 a sociologist,  
 a real member of the Polish Academy of Sciences and the Polish Academy of Skills



*I have lived in Krakow for over 20 years and I really love this city. What I like most about it is the possibility of adapting to change while maintaining its character. Krakow not only looks back with pride, but looks to the future with hope and attention.*

Andrew Hallam  
 secretary general and co-founder of the ASPIRE association  
 (the largest organization in Poland that associates BPO companies)





# Krakow 2030 a city friendly to live in

K D S 2 0 3 0

We want to make new public spaces, understood as places for meetings, activities, social integration, exchange of views and dialogue, available.

We want to improve environmental quality standards and revitalise urban space.

We want to ensure a high level of security, universal access to public services and to develop a friendly, ecological and efficient transport system, with the preference of public transport.

We want to promote a healthy lifestyle in Krakow.

K R A K O W T O D A Y

The average life expectancy that is predicted for children born in Krakow in 2016 is one of the highest in Poland. For women it is 82.6 years, for men 76.8 years. More than 25% of residents are people over 60 years of age.

The natural increase per 1 thousand inhabitants in 2016 amounted to 2.18 in Krakow and was significantly higher than the average for Poland - 0.15.

Nearly 97.5% of children are covered by pre-school care; the average for Poland is only 84.2%. Children attending kindergartens have better educational opportunities and, consequently, a better start in the labour market in the future.

Krakow has the most extensive, among the largest cities (following Poznan and Wroclaw), a network of institutions providing care for children up to 3 years (nurseries, children's clubs, day carers). Simultaneously, since 2012, the activities of institutions providing such care have been subsidized by the City. Annually, there are approx. 1 thousand places available to take care of children up to the age of 3 in the city.

Surveys carried out on the opinion of residents, and especially of families with children, show that the level of education is highly valued, as well as the range of Krakow schools, including those in which pupils with disabilities are taught.

Krakow was ranked second among metropolitan cities in the "A favorable place for education" ranking (Evidence Institute, 2017).

In Krakow, there are Centres of Senior Activity creating, the only such network of places for organizing the possibility of comprehensive activities of the elderly.

In Krakow, nearly 360 thousand apartments are occupied. As many as 70% of people live in 4-storey and higher buildings.

47 city parks cover over 4.4% of the entire area of the city (approx. 473 ha). What is particularly important, as many as 75% of residents have access to them on foot within a 15-minute walk. Currently, more parks are being created, e.g. Zakrzówek and Reduta.

At the end of 2016, local spatial development plans covered 48.7% of the city's area.

The permissible daily norms for particulate matter PM10 were repeatedly exceeded in 2016.

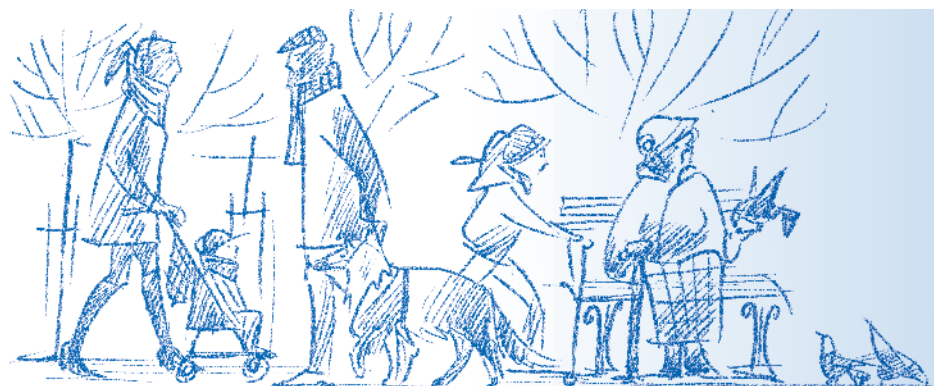
In 2016, more than 33% of waste materials were recycled (paper, metal, plastics, glass).

In 2016, 23,704 crimes were committed, which represents 31 crimes per 1 thousand inhabitants.

Every day, 120 thousand people enter Krakow by car; in Krakow alone in 2016 there were 448 thousand registered passenger cars, which means 585 passenger cars per 1 thousand inhabitants. This is a great burden for the City.

Thanks to modern infrastructure, the City provides municipal services for over 1.1 million users (residents, commuters to places of study, tourists).





**A commonly accessible public space of high quality**

We want to create freely accessible public spaces in which tradition and modernity will be combined, plazas, streets and parks will become attractive places for meetings and activities of residents, and high-quality public green areas will be evenly available in the city.



**ACTIVITIES AND ACTIONS.**

**WE PLAN:**

Strengthening systemic activities, as a result of which the care of the city landscape, its beauty, spatial order, aesthetics and scenic values will increase.

Effective battles with illegal advertising and graffiti.

Restoring public spaces to residents by limiting the access of passenger cars to the city centre in return developing an efficient and environmentally friendly public transport system.

Shaping streets, especially in the city centre and inside housing estates, as public spaces (referring to the concept of "street - gardens"), by calming traffic, introducing green lanes, demarcating the pavement and road and balancing pedestrian, bicycle and car traffic.

Obtaining new areas for public spaces, creating their integrated network. In each district, we will create functional centres of local identity, including, inter alia, Parents' Clubs and Senior Activity Centres.

Counteracting excessive commercialization of public spaces; in order to stimulate the creation of attractive meeting, recreation places not only for users of commercial facilities in the areas, especially in squares.

Revitalizing the existing green areas and increasing the area of new areas for recreation in the city area.

Combining scattered green elements into an integrated system.

Creating and protecting river parks.

Designing green spaces surrounded by urban buildings and inside housing estates and in the city centre ("pocket parks", courtyards, squares).

Preventing the creation of architectural barriers in public space, excluding people with physical disabilities.

Applying the principles of crime prevention by shaping safe spaces.

**POLICIES:**

Report on the conditions and intended purposes of land development in the City of Krakow

Terms and conditions for the placement of street furniture, advertising boards and advertising devices and fences (planned)

Directions of Development and Management of Green Areas in Krakow

Municipal Property Management Policy (new)

**STRATEGIC PROGRAMMES:**

Culture Development Programme in Krakow until 2030

Municipal Programme for the Revitalisation of Krakow

Block development rehabilitation programme in the Municipality of Krakow (planned)

Programme for the Care of the Monuments of the Municipality of Krakow

**STRATEGIC PROJECTS:**

Establishment of cultural parks: Nowa Huta, Stare Podgórze and Krzemionki, Kazimierz - Stradom with Vistula Boulevards

Establishment of river parks, including first of all along sections of the following rivers: Vistula, Drwinka, Dłubnia, Wilga, Sudół Dominikański, and Białucha

Construction of the Kazimierz - Ludwinów footbridge

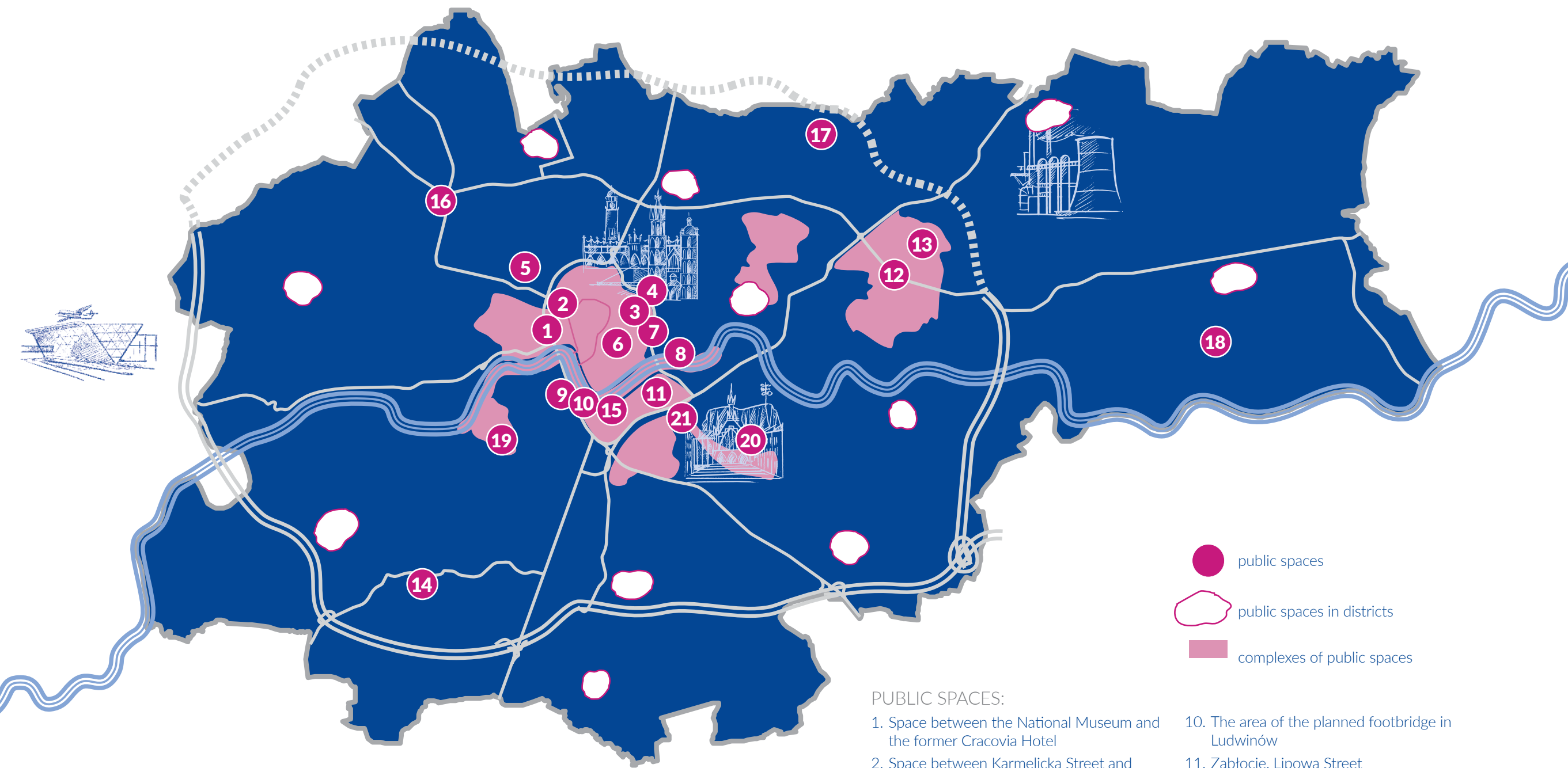
The implementation of the idea of "street-gardens", first of all in the streets: Krupnicza, Mostowa, Bożego Ciała, Meiselsa, Lipowa, Trynatarska, Słowiański Square, Biskupi Square

Organization of a new City Information System

Expansion of the "Observatory" - the Municipal Spatial Information System



fig. 9 | Public spaces

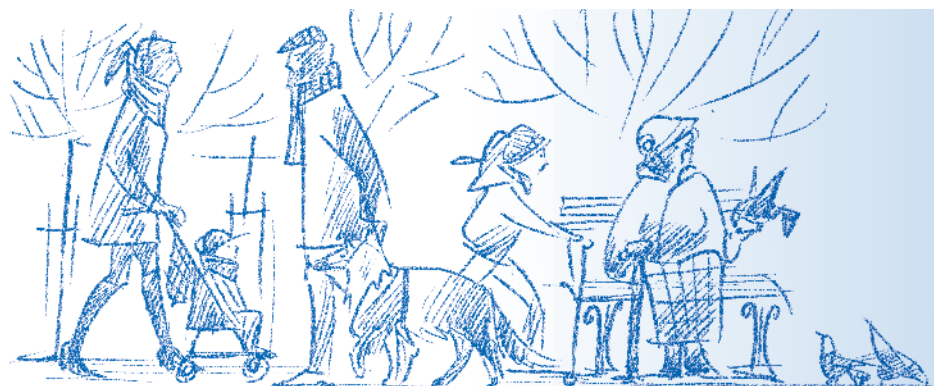


- public spaces
- public spaces in districts
- complexes of public spaces

PUBLIC SPACES:

1. Space between the National Museum and the former Cracovia Hotel
2. Space between Karmelicka Street and Rajska Street
3. Space between Kopernika Street and Śniadeckich Street
4. Space created by the Unity Centre (formerly: Szkieletor)
5. Krowodrza market square
6. Grzegórzki Centre - area of the Market Hall
7. The excellent path between the Mogilskie Roundabout and the Grzegórzeckie Roundabout
8. The area around the Music Centre in Grzegórzki
9. The area of ICE and Podwawelskie Housing Estate
10. The area of the planned footbridge in Ludwinów
11. Zabłocie, Lipowa Street
12. Róż Avenue Housing Estate - Central Square - NCK - Nowa Huta Meadows
13. Łażnia Nowa Theatre area
14. Kobierzyn - open park space for residents
15. Vistula Boulevards from the Father Bernatka footbridge to Ludwinów
16. Krak Park Motel - area of Radzikowskiego Street
17. Piastów Housing Estate - market square
18. Błonia 2.0
19. Zakrzówek
20. Bagry





## Revitalised urban areas

With the active participation of residents, we want to reduce inequalities in the living conditions in Krakow and improve access to the opportunities offered by the city.

We want to achieve this goal by improving the quality of life, reviving local space, increasing economic activity and stimulating social and civic activity.

### ACTIVITIES AND ACTIONS.

#### WE PLAN:

Limiting the adverse effects of mass tourist traffic in some districts of Krakow, especially the depopulation of the Old Town, Kazimierz and the Old Podgórze-Zabłocie.

Limiting adverse effects, included in the form of gentrification, intense construction activity, especially in the area of Zabłocie.

Rebuilding the positive image of Nowa Huta, which is a factor in shaping the identity and local community.

Adjusting the surroundings of housing estates and residential areas to suit the needs of families with children and the elderly.

Enabling social inclusion by improving the infrastructure that creates better conditions for education, science, culture and providing social assistance.

Undertaking activities for the professional activation of inhabitants of revitalised areas, including strengthening social entrepreneurship.

Striving to harmonize the functional and spatial structure of residential areas.

### POLICIES:

Report on the conditions and intended purposes of land development in the City of Krakow

Strategy for Solving Social Problems in Krakow

Directions of Development and Management of Green Areas in Krakow

### STRATEGIC PROGRAMMES:

Municipal Programme for the Revitalisation of Krakow

Block development rehabilitation programme in the Municipality of Krakow (planned)

Krakow Programme for Supporting the Entrepreneurship and Economic Growth of the City

Programme for Developing Social Entrepreneurship for the Municipality of Krakow (planned)

District Development Programme (planned)

Civic Education Development Programme (planned)

A long-term cooperation programme of the Municipality of Krakow and non-governmental organizations

Culture Development Programme in Krakow until 2030

A long-term programme for managing the housing stock of the Municipality of Krakow and the stock of temporary rooms

### STRATEGIC PROJECTS:

Zabłocie Park - „Vistula Station”

Zabłocie 20-22 Cluster of Socio-Economic Innovations

Revitalisation of areas near the Kotlarski Bridge - Podolski Boulevard

Construction of "Marina Krakowska"

Revitalisation of the squares: Wolnica, Nowy and Św. Ducha

Reconstruction of the area of Sławkowska Street

Restoration of the public functions of degraded areas around the Nowa Huta Cultural Centre

Revitalisation of the interiors of the quarters of the buildings in Nowa Huta, the "Meet me in the yard" project

Construction of the Kazimierz - Ludwinów footbridge

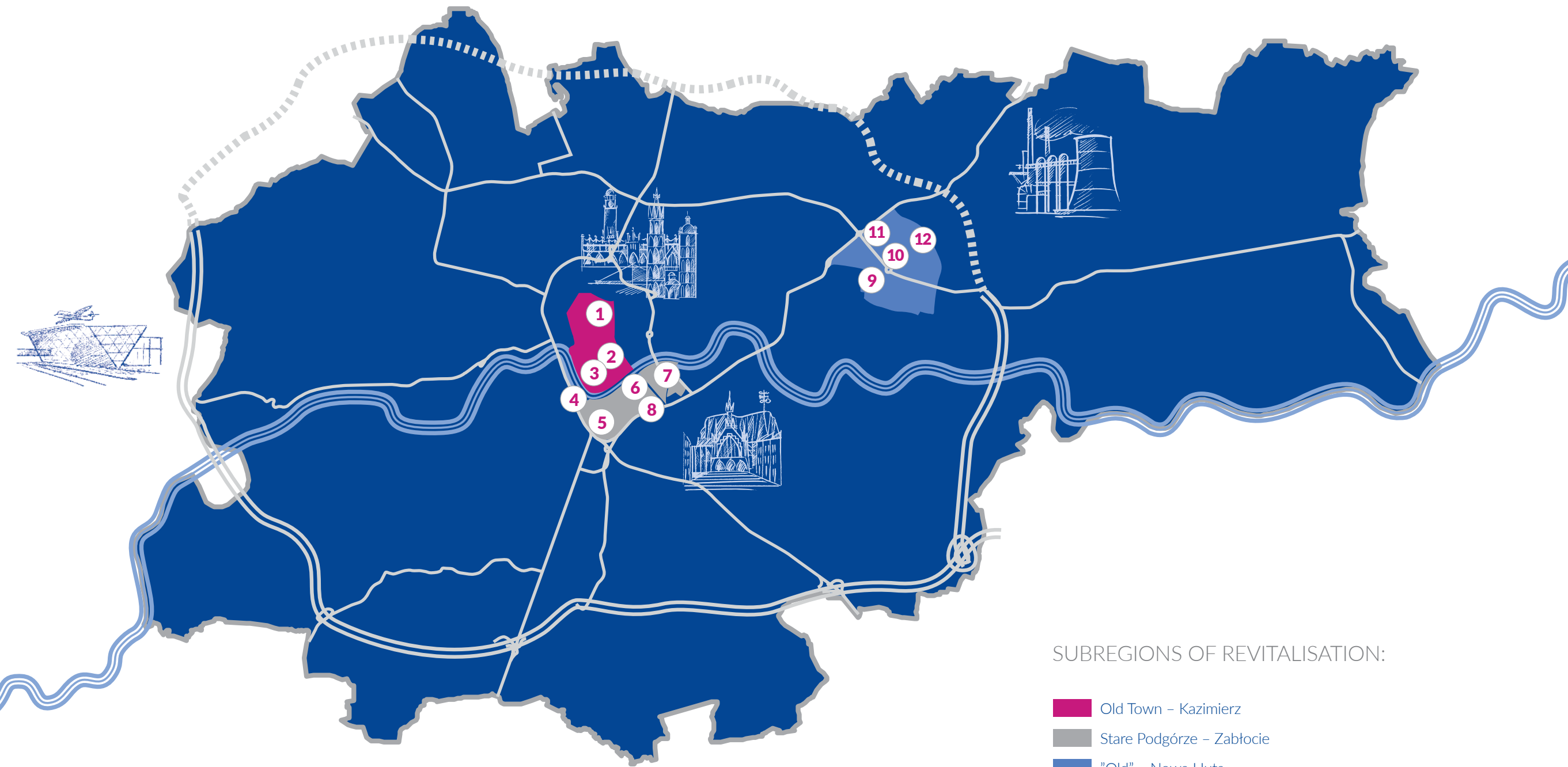
The implementation of the idea of "street-gardens", first of all in the streets: Krupnicza, Mostowa, Bożego Ciała, Meiselsa, Lipowa, Trynatarska, Słowiański Square, Biskupi Square

Organization of local revitalisation offices

Revitalisation of traditional shopping streets including: Długa, Karmelicka, Zwierzyniecka, Kalwaryjska, Krakowska and Starowiślna (an integrated look at the functions, quality of space, parking, delivery and mobility)



fig. 10 | Revitalisation areas in Krakow

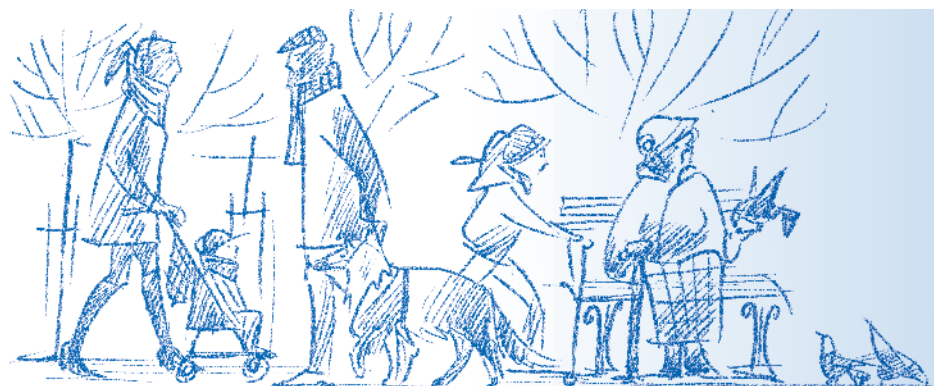


SUBREGIONS OF REVITALISATION:

- Old Town – Kazimierz
- Stare Podgórze – Zabłocie
- "Old" – Nowa Huta

1. Św. Ducha Square
2. Nowy Square
3. Wolnica Square
4. Kazimierz-Ludwinów Footbridge
5. KTO Theatre
6. Solny Warehouse
7. Zabłocie 20.22 Cluster of Socio-Economic Innovations
8. Museum of the History of Podgórze
9. Nowa Huta Cultural Centre
10. Róż Avenue Housing Estate – Central Square
11. The People's Theatre
12. Łaźnia Nowa and the area of the Nowa Huta Lagoon





**Sustainable environment**

In Krakow, we want to have a high-quality natural environment, with particular emphasis on improving the air quality, reducing noise levels and reducing the emission of electromagnetic fields.

**ACTIVITIES AND ACTIONS. WE PLAN:**

Limiting low emissions, through the elimination of all coal-fired furnaces, with the simultaneous continuation of the shielding programme, and intensifying Krakow's cooperation with the surrounding municipalities and the regional local government to limit inflows.

Reducing traffic emissions by increasing the share of public transport traffic and other forms of ecological mobility, especially bicycles, and radically reducing car traffic in the centre of Krakow.

Limiting noise emission by introducing soundproof tram tracks, purchasing a modern tram and bus fleet (including electric), using road pavements with limited noise emission, limiting the permissible car traffic speed and using acoustic screens only in the absence of an alternative.

Limiting the emission of electromagnetic fields (PEM) to the environment by preferring non-conflict locations of electromagnetic field emission sources.

Effective managing of municipal waste so that up to 50% of waste (paper, metal, plastics, glass) was subject to re-use.

Modernising and expansion of municipal infrastructure.

Nearly doubling the area of forests in the city area.

Applying the so-called green public procurement when planning investments and purchasing.

Educating and promoting pro-environmental attitudes.

**POLICIES:**

Directions of Development and Management of Green Areas in Krakow

**STRATEGIC PROGRAMMES:**

Environmental Protection Programme for the city of Krakow

Programme for Reducing Low Emission for the city of Krakow

A low-emission economy plan for the Municipality of Krakow

Air Quality Programme for the Malopolska Region

Environmental Protection Programme against Noise

Poviat programme to increase the forest cover of the city of Krakow (planned)

Environmental Protection Programme against Electromagnetic Radiation (planned)

**STRATEGIC PROJECTS:**

System changing of heating systems based on solid fuel

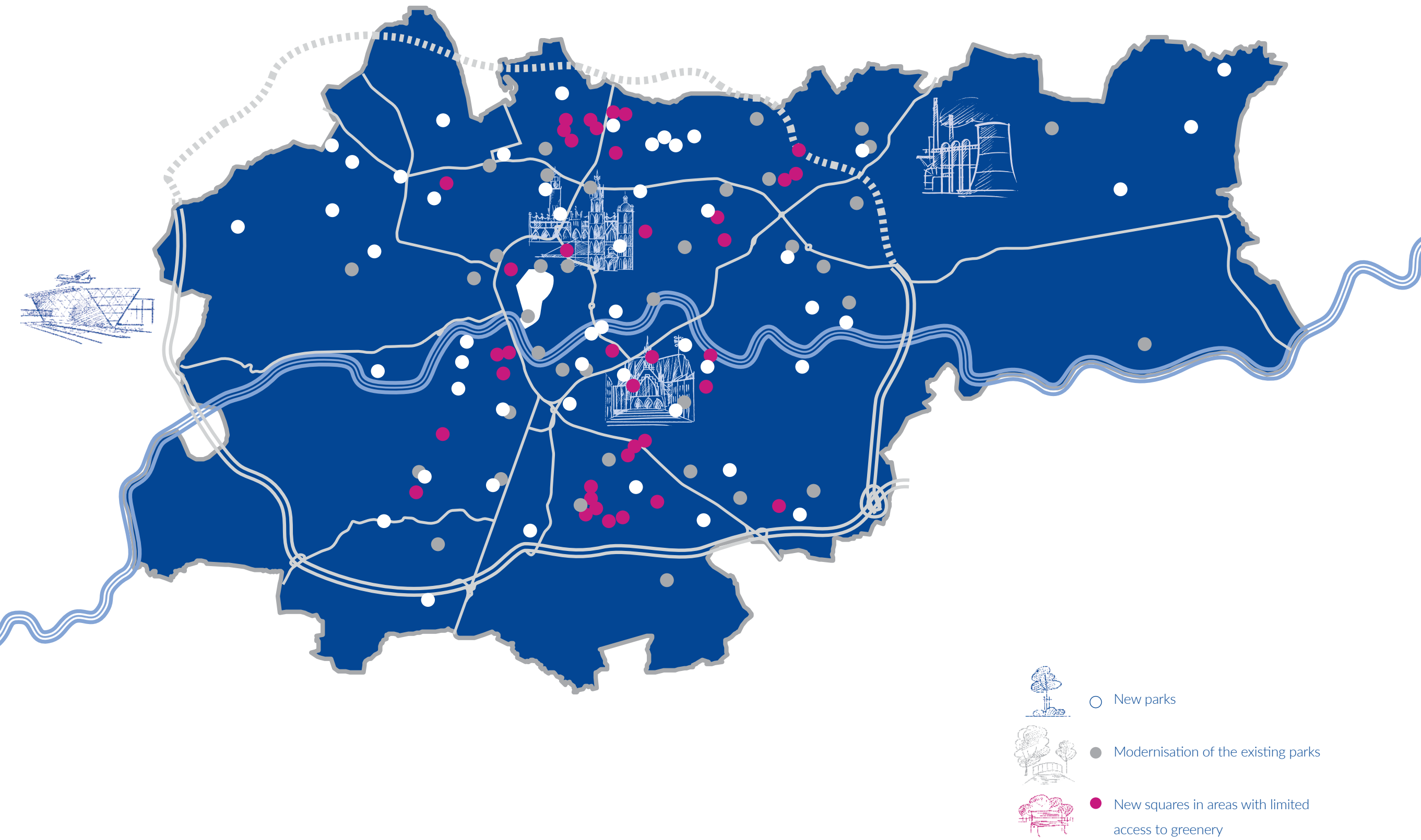
Extending the heating network in the city centre, including bringing heat to the Old Town and Kazimierz

Improving the energy efficiency of municipal public utility buildings (thermal modernisation, energy management, using renewable energy)

Extending and modernising the city's drainage system

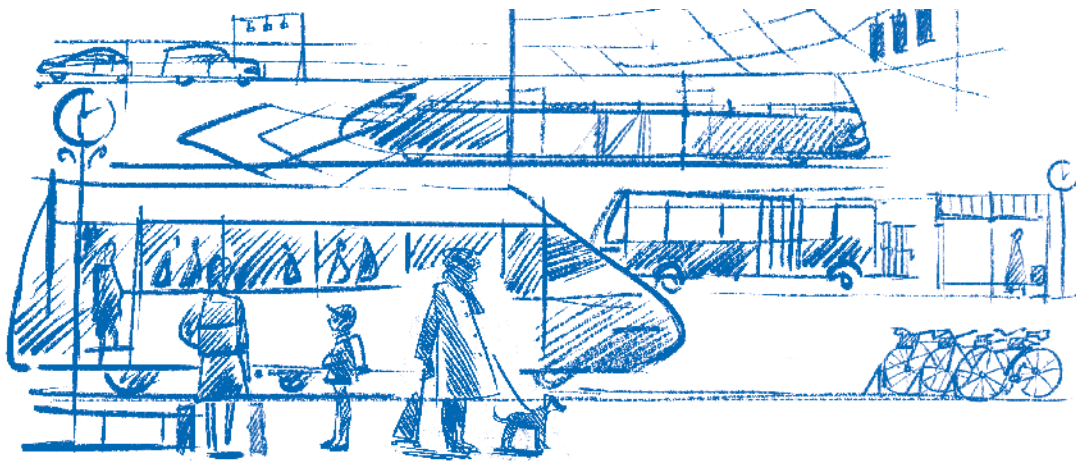


fig. 11 | Parks and green areas in Krakow





**A resident-friendly, efficient and ecological transport system**



In Krakow, we want better and integrated public transport! That is why we will guarantee its privileged position in city traffic; we will ensure its high availability and frequency beneficial for residents as well as the integration of various forms of transport.

We will increase the share of the ecological forms of mobility: public mass transport, pedestrian and bicycle traffic, while limiting or eliminating individual car traffic in the city (especially transit traffic in the city centre).

We will improve safety on the streets, especially in relation to unprotected road users.

**ACTIVITIES AND ACTIONS. WE PLAN:**

- Introducing the decisive privilege of public transport in urban traffic and better availability and frequency of courses.
- Integrating transport systems with priority for rail transport.
- Adapting the existing railway lines to the needs of passenger traffic, introducing fast, regular, high-frequency connections within the FAR - ultimately every 20 minutes.
- Integrating tickets for all modes of transport, including rail transport.
- Taking action for a pedestrian-friendly city, including by reducing or eliminating curbs, freeing sidewalks from parking cars, switching off traffic lights, lighting pedestrian routes and using small architecture elements.
- Developing a bicycle infrastructure, including bicycle parking and covered car parks.
- Introducing traffic speed restrictions within the 2nd ringroad, including the "30 km/h" zone (areas with high pedestrian traffic and housing estates).
- Limiting inter-district transit traffic within the 3rd ringroad.
- Undertaking activities to recognize areas within the 2nd beltway as areas with reduced transport emissions.
- Promoting the model of sharing (co-using) cars and bicycles and introducing communication solutions for people with reduced mobility (people with disabilities, older people, children).
- Designating separate traffic lanes intended for buses (bus lanes) in order to increase the reliability of public transport.

**POLICIES:**

Transport Policy for the City of Krakow

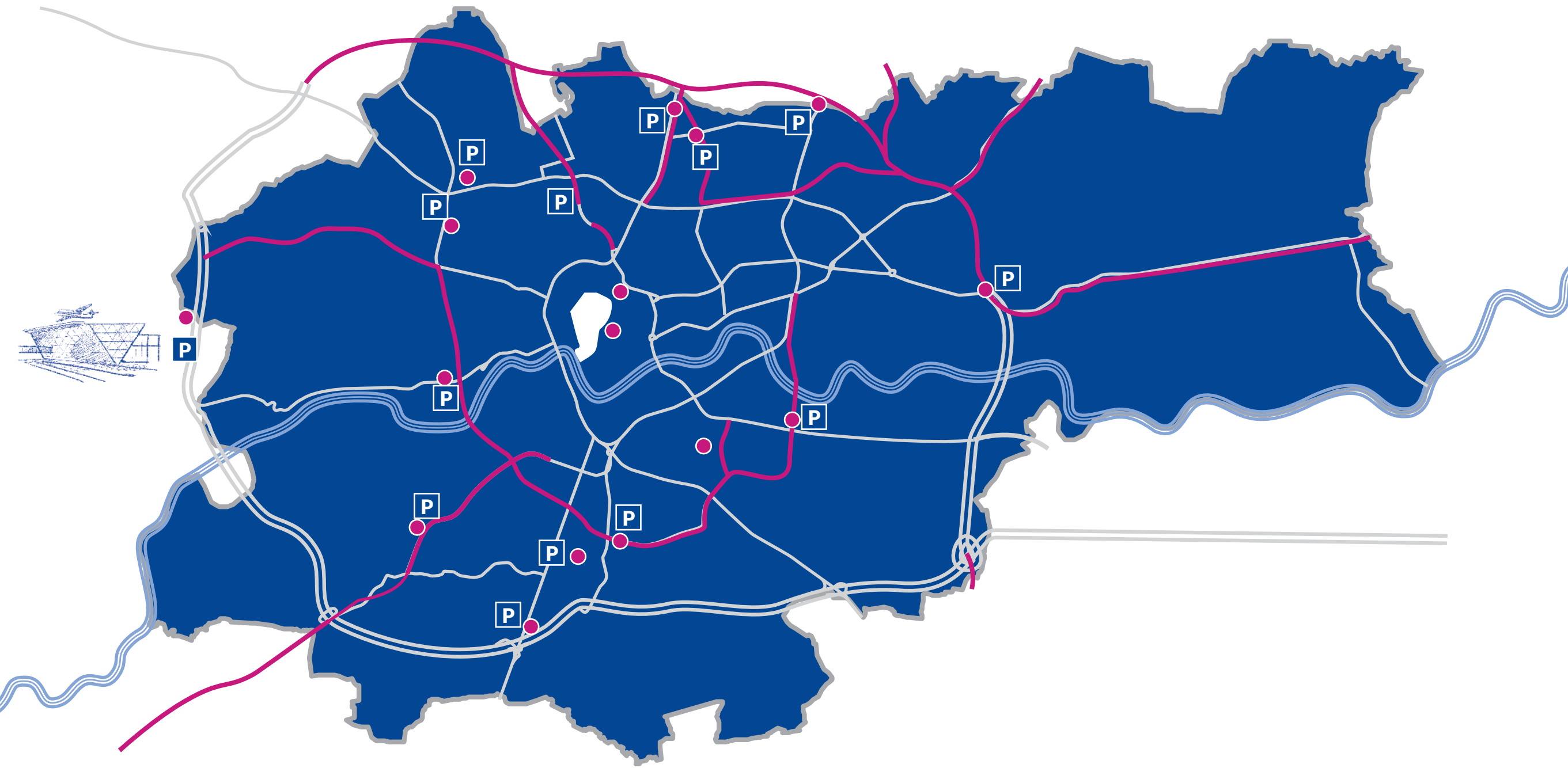
**STRATEGIC PROGRAMMES:**

- Plan for the sustainable development of public transport for the Municipality of Krakow and neighbouring municipalities
- Path construction programme for bicycles
- Parking services programme for the City of Krakow
- Programme for developing a transport infrastructure for Krakow

**STRATEGIC PROJECTS:**

- Building new tram lines, including the next stages of the Krakow Fast Tram
- Completion of the Fast Agglomeration Railway (FAR)
- Building and expanding the main transfer node, including: Krakow Transport Centre, Grzegórzki, Bronowice, Swoszowice/Borek Fałęcki, Bonarka, Piastów Housing Estate
- Building railway stations, including: Żabiniec, Prądnicka, Prądnik Czerwony, Piastów Housing Estate, Prądnik Biały, Lubocza, Złocień, Grębałów, Jagiełły, Kliny, Opatkowie, Swoszowice
- Building the missing sections of the 3rd ringroad, including: the Łagiewnicka Route, the Pychowicka Route, the Zwierzyniecka Route, and the missing sections connecting the 3rd and 4th ringroads of Krakow, including: Okulickiego Street, Kocmyrzowska Street, Igołomska Street, 29 Listopada Avenue, Wolbromska Street, gen. Wittek Street, Humboldta Street, Bunsch Street
- Construction of Park & Ride system parking lots (P&R)
- Investments that implement the concept of a pedestrian-friendly city, including Nowy Square, Krupnicza Street, Lipowa Street, Róż Avenue
- Activities in preparation for the implementation of a rapid, split-level rail transport system with metro parameters

fig. 12 | Integration of the transportation system in Krakow, part 1



- P** Parking lots (P&R)
- Interchange nodes
- Planned road sections



fig. 13 | Integration of the transportation system in Krakow, part 2

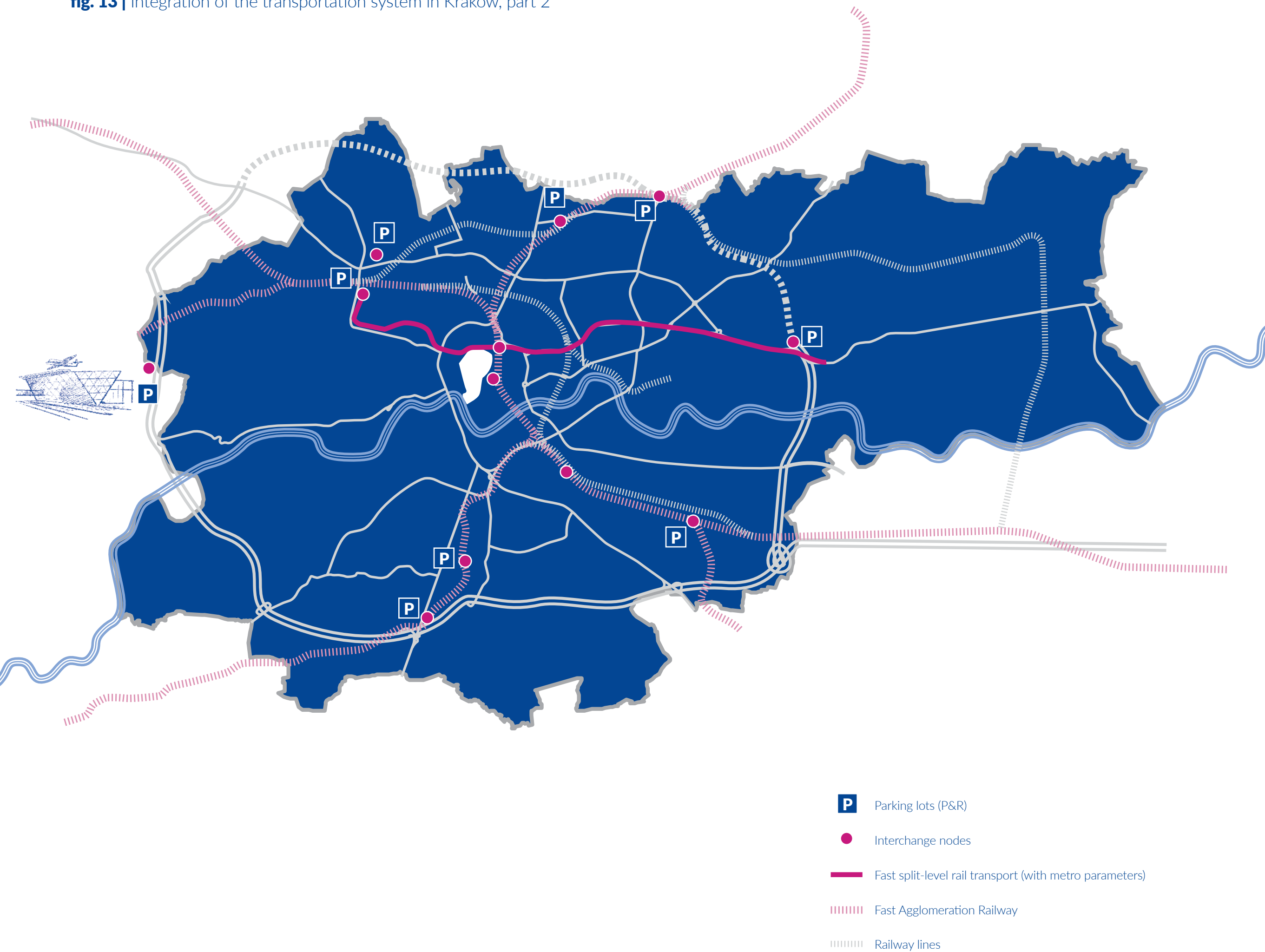
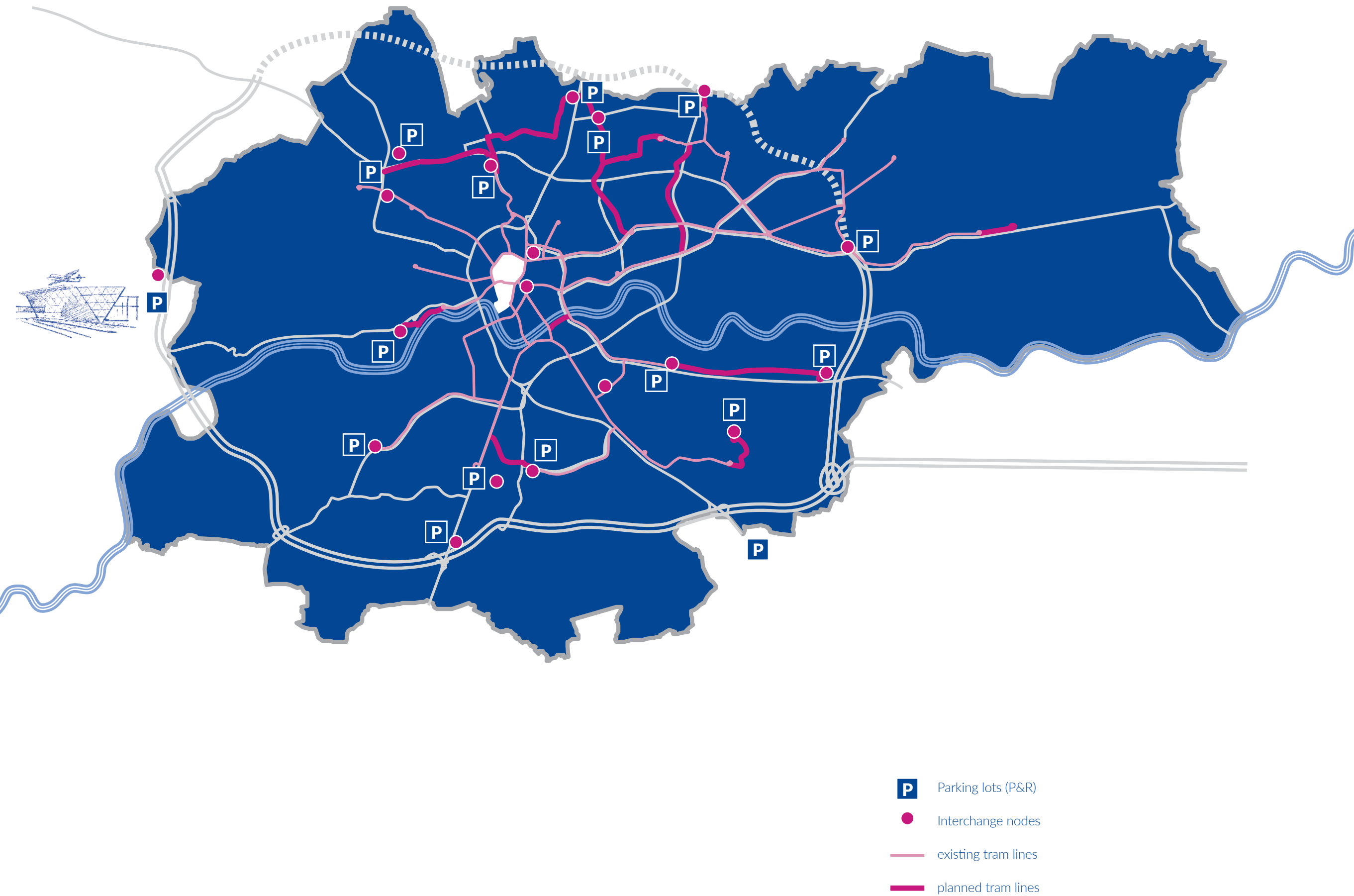
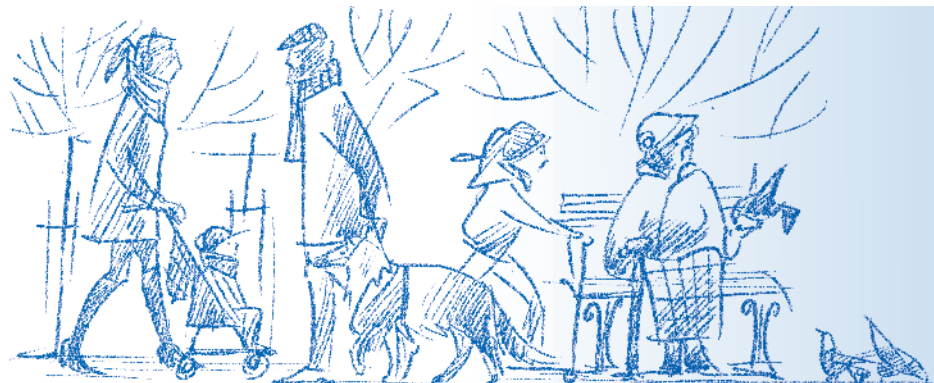


fig. 14 | Integration of the transportation system in Krakow, part 3







### A high level of security in Krakow

We want to raise the level and sense of security in Krakow through the cooperation of services and institutions involved in ensuring public safety and order in the city and the involvement of citizens in activities in the field of crime prevention and education for security.

We want to increase the city's security against the effects of natural disasters, critical infrastructure failures, technical disasters, and the effects of adverse climate change.

#### ACTIVITIES AND ACTIONS. WE PLAN:

Increasing the level of safety in urban spaces.

Intensifying education for safety.

Integrating and coordinating activities in the field of public safety and order in Krakow.

Promoting Krakow as a friendly, open and safe city.

Improving crisis management.

Adapting activities to the climate changes taking place, threats resulting from extreme weather events, such as rapid rains, winds, thunderstorms, droughts, heat and cold waves, urban heat islands.

Striving for "vision 0" - zero fatalities on the roads among pedestrians and cyclists.

#### STRATEGIC PROGRAMMES:

The "Safe Krakow" security improvement programme for the city of Krakow

"The Young Krakow" programme for social activation of the young people in Krakow

Local plan to reduce the effects of flooding and flood prevention for Krakow

The Krakow Programme for the Small Retention of Rain Waters

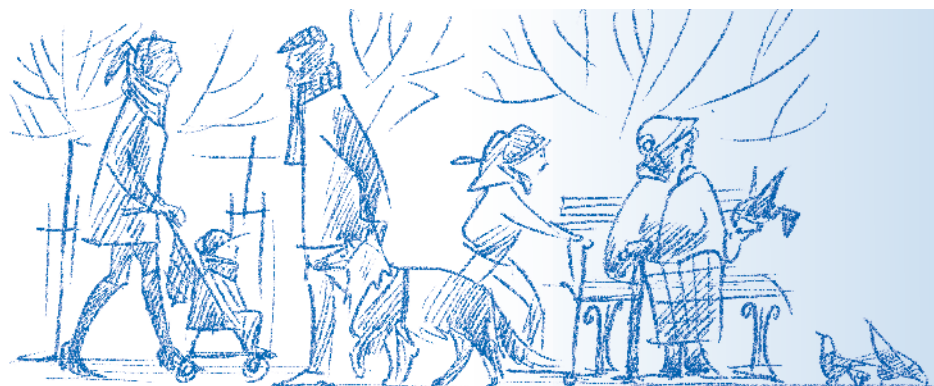
Plan of adaptations to climate change for the city of Krakow (planned)

#### STRATEGIC PROJECTS:

Expansion of the municipal CCTV system, including in partnership with third entities

Organizing the Safety and Monitoring Centre in Krakow

Development of the Krakow Centre for Building Security and Counteracting School Violence



## The universality of realizing the idea of a healthy and active life

We want to create and motivate residents to implement the idea of a healthy and active lifestyle, educate in the field of preventive care and motivate to undertake sporting and recreational activities.

We want to teach healthy aging in Krakow, promote the awareness that the aging process is not only a cost, but also a developmental resource.



### ACTIVITIES AND ACTIONS. WE PLAN:

- Promoting an active and healthy lifestyle among residents.
- Continuing and developing activities in the field of prophylaxis and health promotion.
- Ensuring availability and improvement of the quality of health services and services in the field of health education.
- Introducing systemic solutions for health care for the elderly and children.
- Organizing a network of places activating older people: Day Care Social Welfare Homes and Centres for Senior Activity, creating comprehensive conditions for the intellectual and motor development of older people.
- Introducing more comprehensive sports education.
- Improving the effectiveness of the City's cooperation with sports organizations.
- Increasing the availability of sports and recreational infrastructure, so that all municipal schools have a modernised sports infrastructure in the form of sports fields equipped with a modern, artificial surface.
- Increasing the number of places in nurseries, children's clubs and day caregivers, including by continuing to subsidize places in private facilities and construction or purchase of premises for use in crèches.

### STRATEGIC PROGRAMMES:

- The Sport Development Programme in Krakow
- Municipal Healthcare Programme "Healthy Krakow"
- Municipal Mental Health Protection Programme
- Programme for the Activation and Integration of Older People

### STRATEGIC PROJECTS:

- Construction of the new headquarters of the Krakow-Prokocim University Hospital
- Organizing a Municipal Healthcare Centre for Senior Citizens
- Establishment of the Centre for Diagnostics, Treatment and Prevention of Digestive Tract Diseases and Endocrine Glands in the Gabriel Narutowicz Hospital in Krakow
- Building the Centennial Hall of Cracovia
- Building a swimming pool with Olympic dimensions (at Monte Casino Street)
- Modernisation of sports infrastructure at schools, including the construction of at least 15 sports halls and 7 indoor sports swimming pools
- Modernisation of the infrastructure of sports clubs, including: building sports halls, football pitches with artificial surfaces, modern back-office facilities
- Building District Sports and Recreation Centres, including at Eisenberga, Koziówek, Korona Streets
- Organization of a network of Senior Citizens' Activity Centres
- Programme for the construction of recreational and sport facilities (such as outdoor gyms, etc.) in public places, including parks and green areas



# The Krakow of the future

social  
capital







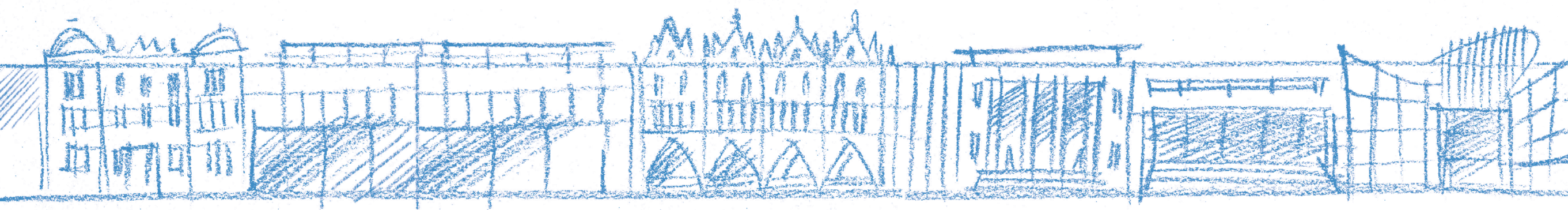
*Dostoyevsky wrote (and many wise and good people say the same) that beauty will save the world. I imagine that it is necessary for the residents of beautiful Krakow to be repeated and reminded that, as it seems that sometimes they think that it would be enough for Krakow to be nice. But the city is not only about monuments and tourists. It's primarily about beautiful residents: nice, polite, open, smiling kindly to strangers on the street or on a tram. Such beauty is radiant, you do not have to propagate it in the media or guidebooks; it is simply contagious.*

Jan Andrzej Kłoczowski OP  
a Dominican, theologian, professor of philosophy



*Vienna and Krakow have been working together intensively for years. We are happy that Krakow, as a "smart city of the future" as part of its new Development Strategy 2030 has set itself the goal - as Vienna has - of seeking the best solutions for residents. A smart city also means offering residents the best possible quality of life.*

Michael Häupl, PhD  
The Mayor and the Head of the Federal State of Vienna







# Krakow 2030 a strong local government community of the residents of Krakow

K D S 2 0 3 0

The City is a common good.

We want to build a community of shared values and goals in Krakow, to strengthen the sense of community of residents and increase their involvement in city governance.

This is how the awareness of civic solidarity is born, how new residents for whom the sense of community is important are attracted.

This is how common values are cultivated and the most difficult goals achieved.



K R A K O W T O D A Y

85% of residents declared feeling attached to Krakow.

82% of residents declared being proud of living in Krakow.

50% of residents declared an interest in the affairs of the city.

At the same time, only 56% of residents feel proud of living in their district, which means a lower level of identification with districts.

26% of residents say that most people can be trusted, but at the same time as many as 72% of residents express confidence in their neighbors (based on the "Krakow Barometer 2016" survey).

The turnout in the first round of local government elections for the office of the Mayor of Krakow in 2014 amounted to less than 42%.

In 2017, 5% of Krakow residents voted in the Civic Budget.

There are 4,500 non-governmental organizations operating in Krakow.

More than PLN 74 million was spent on the implementation of public tasks with the participation of non-governmental organizations in 2016, which accounted for nearly 2% of the funds allocated for the implementation of all tasks of the City.



**High level of social participation of residents**

We want to strengthen the civic sense of shared responsibility – "My City", "My Concern" - and to develop communication between local government administration, residents and other entities.

We want to build a community and identity in the closest neighborhood category and strengthen cooperation in the areas of districts.

We want to open municipal institutions to social organizations and civic initiatives, to use local media to disseminate information, and build a sense of local identity.

**ACTIVITIES AND ACTIONS. WE PLAN:**

Educating residents - especially children and young people - building a sense of shared responsibility, bonds, community and patriotism.

Developing effective consultative mechanisms that allow residents and non-governmental organizations to jointly shape urban decisions and policies.

Introducing mechanisms aimed at supporting local initiatives based on wide participation and bottom-up initiatives, building community on a neighboring and neighborhood scale (e.g. micro-grants for local initiatives).

Creating a coherent social communication system, covering housing estates and neighborhood communities, including in a method that does not require digital skills.

Strengthening city institutions (schools, libraries, community centres, district councils) to more effectively enable social and civic activities.

Increasing the competence of advisory bodies, such as: the Youth City Council, The Council of Krakow Seniors, Civil Dialogue Committees.

Expanding the functions and competences of District Councils towards a more complete representation of the needs of local communities.

Ensuring better integration of people at risk of social exclusion, including through the organization of facilities for children, young people, the elderly and people with disabilities.

**STRATEGIC PROGRAMMES:**

Civic Education Development Programme (planned)

District Development Programme (planned)

Municipal Programme for the Revitalisation of Krakow

Block development rehabilitation programme in the Municipality of Krakow (planned)

Programme for social activation of young people in Krakow, Young Krakow

Culture Development Programme in Krakow until 2030

**STRATEGIC PROJECTS:**

Citizens' Centre (ongoing)

Civic Budget (ongoing)





## A strong sector of social organizations (NGOs)

We want to support non-governmental organizations, build trust and a friendly atmosphere for their activities.

We want to improve and professionalize mutual activities; transparent procedures and full access to public data. Only in such a climate can you work together to succeed.

### ACTIVITIES AND ACTIONS. WE PLAN:

Supporting the activities of social organizations by the City to increase the activity of citizens.

Supporting activities aimed at the professionalization of the social organizations sector.

Supporting informal urban movements through, inter alia, inviting to debates, consultations.

Promoting the idea of volunteering in various social groups.

### STRATEGIC PROGRAMMES:

A long-term cooperation programme of the Municipality of Krakow and non-governmental organizations

Civic Education Development Programme (planned)

**Social cohesion**



All residents are entitled to share in the City. We want to jointly create a Krakow with equal opportunities and equal access to all its resources.

We want to support families, activate and care for older people and eliminate social exclusion completely.

We want to build the image of a city friendly and open to all people regardless of gender, racial or ethnic origin, religion or belief, disability, age, sexual orientation or economic exclusion.

The City is strong due to its social capital, i.e. the skills of cooperation between organizations and institutions operating even in different areas according to different rules and procedures.

**ACTIVITIES AND ACTIONS. WE PLAN:**

Supporting the self-help initiatives of residents.

Implementing programmes for counteracting social exclusion.

Implementing social, intergenerational and intercultural integration programmes.

Promoting a family model with children, a multi-generational family and shaping a positive image of the family.

Conducting regular programmes activating families with children, based on cultural centres, youth culture centres, Parent Clubs, museums, libraries and other multifunctional spaces.

Supporting families with children with disabilities and striving to ensure the continuity of older people's professional lives.

Developing and adapting public services, technical infrastructure and information systems to the needs of older people.

Supporting foreigners and migrants in assimilation and functioning in the city.

**POLICIES:**

Strategy for Solving Social Problems in Krakow

Housing policy of the Municipality of Krakow

**STRATEGIC PROGRAMMES:**

Programme for socially Activating and Integrating Senior Citizens

"Open Krakow" programme

Programme for the Promotion of Employment, Vocational Activation for the Municipality of Krakow

Programme for the development of social entrepreneurship for the Municipality of Krakow

Family Support Programme for the Municipality of Krakow

Poviat Programme of Activities for the Disabled

Programme for Supporting Homeless People in the Municipality of Krakow

Poviat Programme for the Development of Domestic Custody Care in Krakow

**STRATEGIC PROJECTS:**

Continuation and development of the Krakow Family Card 3+

Organization of parents' clubs (including infrastructure, including playgrounds) as places for the integration of families with children

Continuation and development of the "Krakow for the "N" Family project



# The Krakow of the future

city  
governance







*The development of a million-strong metropolis must be based on fair laws. The development of Krakow's potential is being weakened today by inadequate legislation and centralist state policy.*

*The strategic goal of the urban policy should be to strengthen the political position of Krakow.*

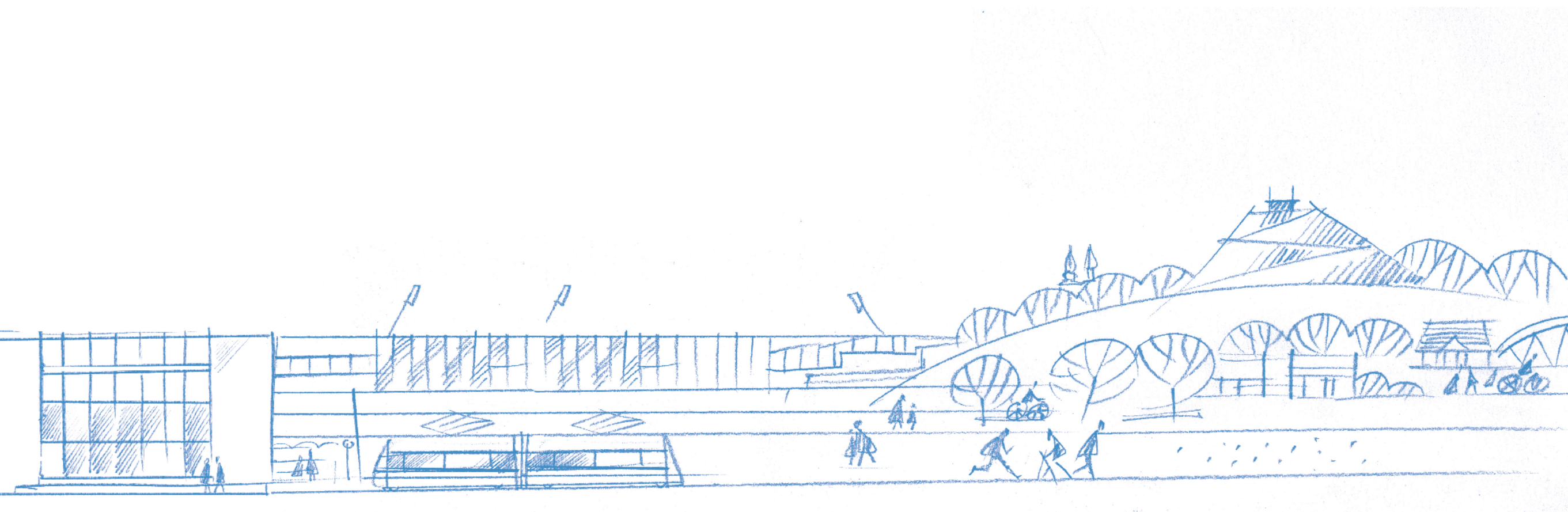
professor Jacek Purchla  
director of the International Cultural Centre



*In the world of modern technologies, we very often talk about the so-called "smart cities", I feel that Krakow has been such a "smart city" for over 760 years.*

*An extraordinary harmony of culture, science, business, as well as openness to others, while caring for value. This is a real smart feature.*

Jakub Krzych  
co-founder and leader of Estimote Inc







# Krakow 2030 a metropolis that is governed in a modern way

K D S 2 0 3 0

Modern and professional city governance is both an efficient and transparent coordination of public policies implemented in the city as well as active civic participation.

It is a high quality of public services rendered and rational spatial governance that reconciles various interests of residents.

K R A K O W T O D A Y

The creditworthiness of Krakow (rating) was rated by Standard & Poor's in 2016 at BBB+ with a stable outlook. This is the highest possible rating for a city (no rating for a city can be higher than a rating for a country).

In 2017, the City of Krakow budget totalled over PLN 4 billion, which means an increase of approx. PLN 1 billion within 5 years.

Krakow's public debt (the ratio of debt to income) in 2016 amounted to 47.8%, which provides our average position in comparison with large cities in Poland.

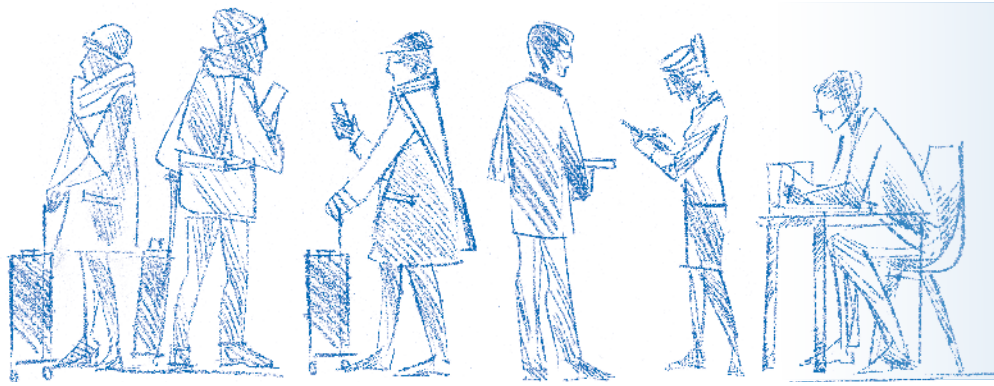
The investment expenditures of the City of Krakow budget and municipal companies in 2016 totalled more than PLN 980 million (including municipal companies: PLN 443 million).

District investment expenditure in 2016 amounted to more than PLN 13 million. In the last 5 years (from 2012), expenses totalled more than PLN 62 million.

In 2016, non-returnable foreign funds totalled PLN 393 million (through the city budget and municipal companies).

As part of the regular research conducted for 11 years, the assessment of customer satisfaction of the City Council has been growing every year and is currently at a high level - 4.25 (on a scale of 1-5) (2016)

The City Municipality of Krakow provides on the pages of the Public Information Bulletin descriptions of 684 public services with the possibility of downloading and printing application forms. Out of this number, 104 services of the City Office can be provided in electronic form via the Office's Electronic Inbox, including: 49 - entirely by electronic means, and 55 - partly (electronic submission of applications is possible).



**Friendly  
and efficient  
administration**

Taking care of the professionalism and high competence of public administration employees, we will improve the quality of services provided.

We will increase accessibility by the local-government's openness to the inhabitant and investor and by promoting access to procedures by electronic means.

Transparency in the implementation of public tasks and efficiency monitoring will be our priority.



**ACTIVITIES  
AND ACTIONS.  
WE PLAN:**

To improve the forms of service for residents by organizational units of the Krakow City Municipality, including e-services.

To facilitate access to public information.

To strengthen the potential of local-government administration employees and build a positive image and trust in the local government administration.

To develop and integrate teleinformation systems between administration units and facilitating access to IT and technological services, including spatial information systems (GIS).

To enlarge the property resource for use in communal housing.

**STRATEGIC  
PROGRAMMES:**

Report on the conditions and intended purposes of land development in the City of Krakow

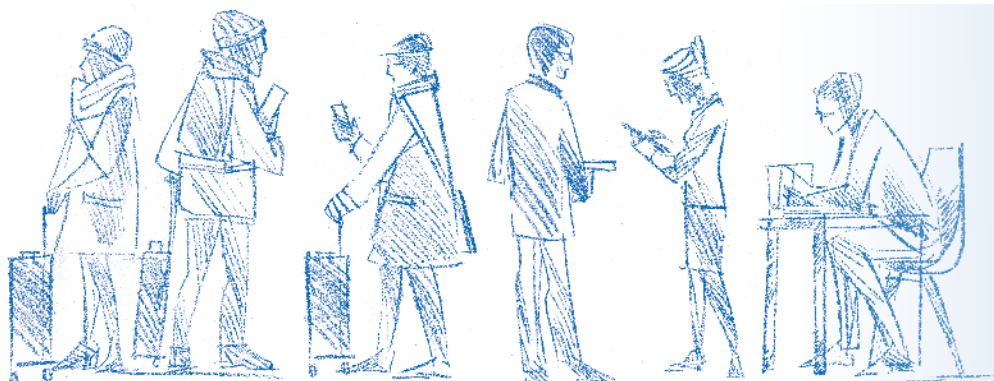
**STRATEGIC  
PROJECTS:**

Development of the Electronic Public Services System at the Krakow City Office

Development of the Strategy of a Large Urban Area (STRADOM)

Expansion of the Public Information Bulletin of the Municipality of Krakow and modern electronic services





**High quality of strategic city governance**

We want to build the image of Krakow as a smart city. This involves the dissemination of strategic governance in the field of public policies, ensuring the consistency of all activities, the use of modern solutions including information and communication technologies (ICT) in the provision of public services.

Smart City also means integrated management of the consumption of utilities in communal public utility buildings or integrated management of municipal infrastructure.

But it is primarily a broad inclusion of residents in the processes of city governance.

**ACTIVITIES AND ACTIONS. WE PLAN:**

- To protect and take care of spatial order through spatial planning.
- To integrate spatial and socio-economic planning and transport network planning.
- To implement a coherent decision system in local government administration resulting from the KDS 2030.
- To continue the decision making process based on analysis and available knowledge, including in the planning of impact and result assessments.
- To use modern technologies of data sharing (Open Data) for the construction of a smart city (smart city).
- To systemically involve entities from outside local government administration into management processes and build cooperation networks with them .
- To diversify the sources of financing activities and development of local government administration units (including to intensify the acquisition of extra-budgetary funds).
- To introduce activities aimed at deglomering tourist traffic outside the city centre.
- To assess and account for the impact of mass tourist traffic in the process of planning by the City of strategic enterprises and programmes.
- To coordinate the relationship between mass and qualified tourism (e.g. business, medical, cultural), taking into account the differences in revenues.
- To undertake activities aimed at obtaining greater acceptance of residents for mass tourist traffic.

**POLICIES:**

Report on the conditions and intended purposes of land development in the City of Krakow

**STRATEGIC PROGRAMMES:**

The Strategic Programme for the Informatization of the Municipality of Krakow (planned)

A long-term cooperation programme of the Municipality of Krakow and non-governmental organizations

**STRATEGIC PROJECTS:**

The Development of the Municipal Spatial Information System (MSIP)

Dissemination of open access systems to public information (Open Data)

Organizing a research centre about the city and metropolis

Development of the Strategy of a Large Urban Area (STRADOM)

Conducting opinion polls



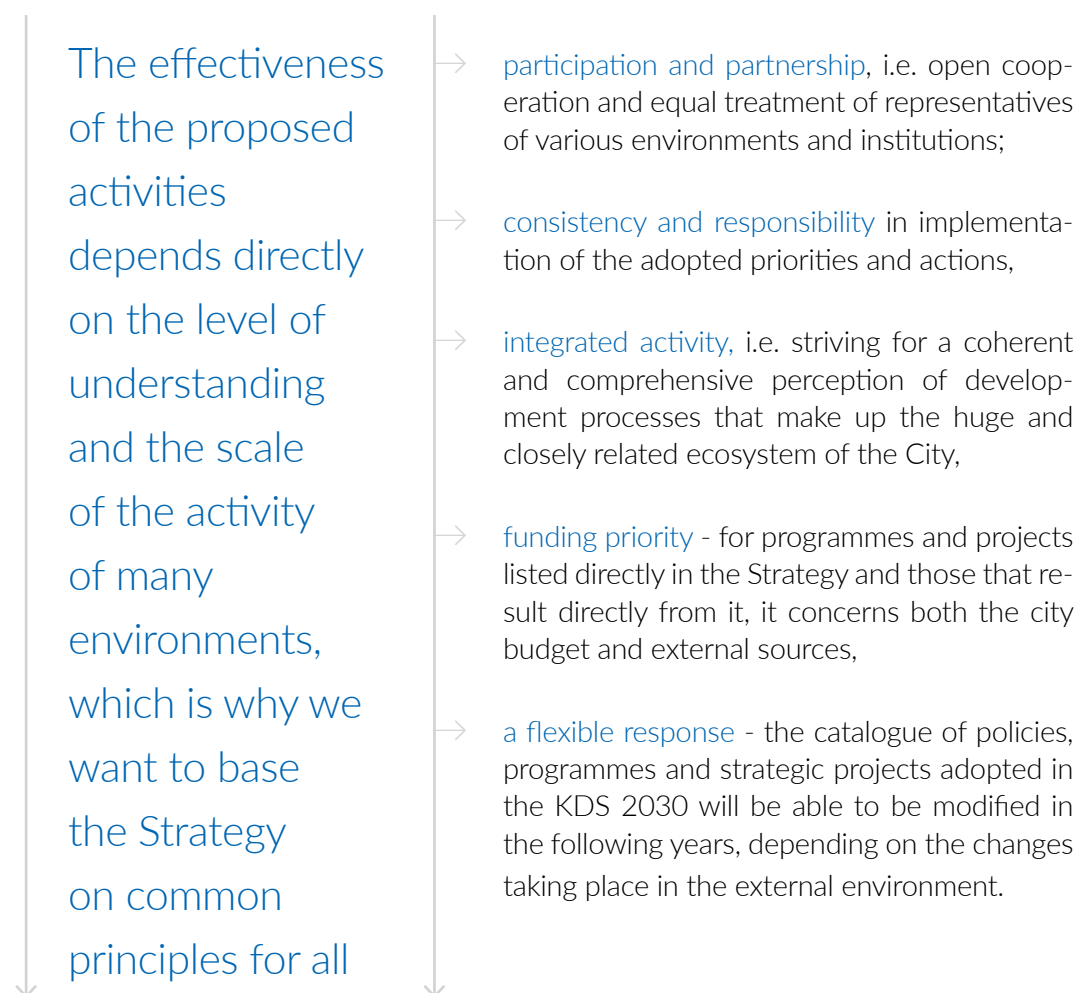
A recipe  
for success





In the [Krakow Development Strategy 2030](#), we showed our plans for Krakow and described the direction of Krakow's construction for the next generations. If it becomes the most important programme document of the City; if the implementation of it is based on clear mechanisms and consistently executed procedures - Krakow will become a city in which the slogan promoting the Strategy - "This is where I want to live" - will be both a reality for residents and a conscious declaration for visitors.

We want to emphasize the significance of the KDS 2030 as the actual reference point for decisions taken by local government administration, thus strengthening the predictability and transparency of development processes and the standards of strategic city governance.



[KDS 2030](#) will be implemented using several sets of tools, both financial and programme and organizational. However, it should be clearly emphasized that most of the financial resources that will be needed to meet the objectives indicated in the KDS 2030 will come from financial resources of entities other than local government administration, and thus mainly from private sources and other public sources.

An additional support for the effectiveness of the actions taken will be feedback, as obtained during monitoring and evaluation (assessment) of the situation, special attention to the knowledge supply of the decision-making processes and initiated in the area of City development of public debate, including the active participation of the advisory body - [the Strategy Council](#).

The key to the success of the KDS 2030 will be the City's capability to involve various stakeholders for the implementation of [the Strategic Plan](#).

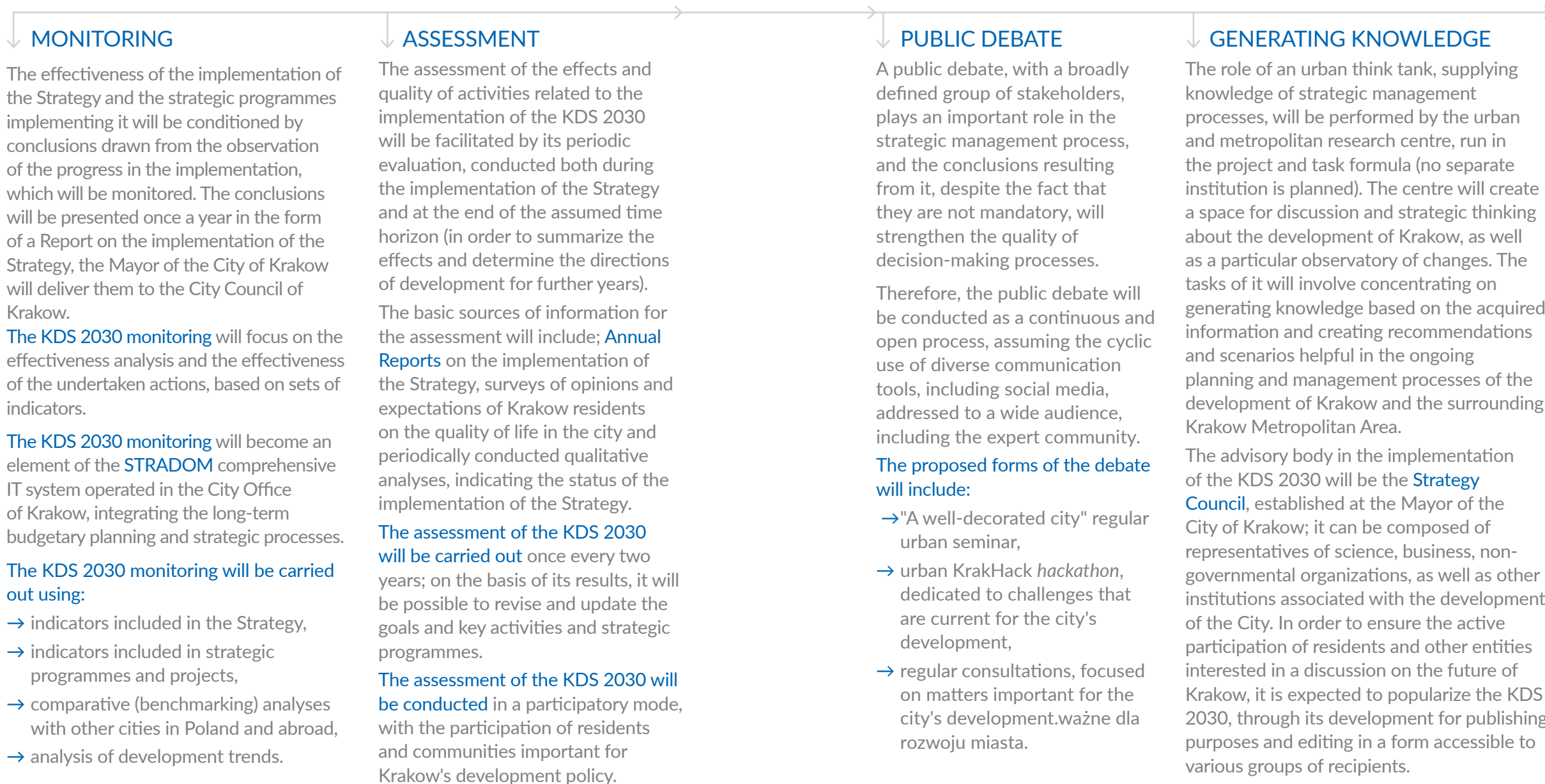
## Financial and programme instruments at the direct disposal of the city authorities.

Among them, the most important role is played by the financial instruments of the City's budget and the [Long-term Financial Forecast \(LFF\)](#) (an instrument of long-term financial planning, it defines the planned expenditures for specific projects, forecasted in Krakow until 2052). The documents supporting the implementation of the KDS 2030 also include [strategic programmes](#) specifying detailed actions aimed at achieving the objectives agreed in the Strategy. All strategic programmes implemented by municipal organizational units will be planned in the [STRADOM](#) system, thanks to which they will have measurably defined results, indicators, budget tasks and long-term enterprises included in the LFF.

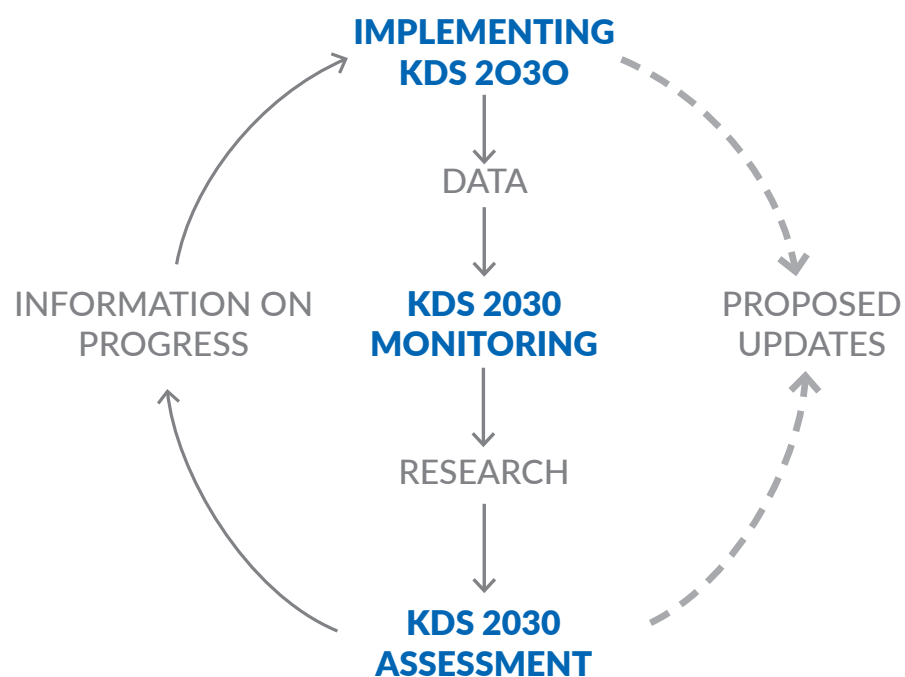
It is planned to develop an [Implementation Plan](#) that will ensure appropriate links and relations between the strategic programmes and financial instruments, and will identify entities and structures responsible for the implementation of the assumed objectives.

The review of all activities carried out under the strategic programmes will take place once a year with the participation of the Mayor of Krakow and the City of Krakow Authorities, according to specific rules enabling comparability of processes and will be the basis for a possible adjustment of the Long-term Financial Forecast, strategic programmes, and budgeting for the next budget year.

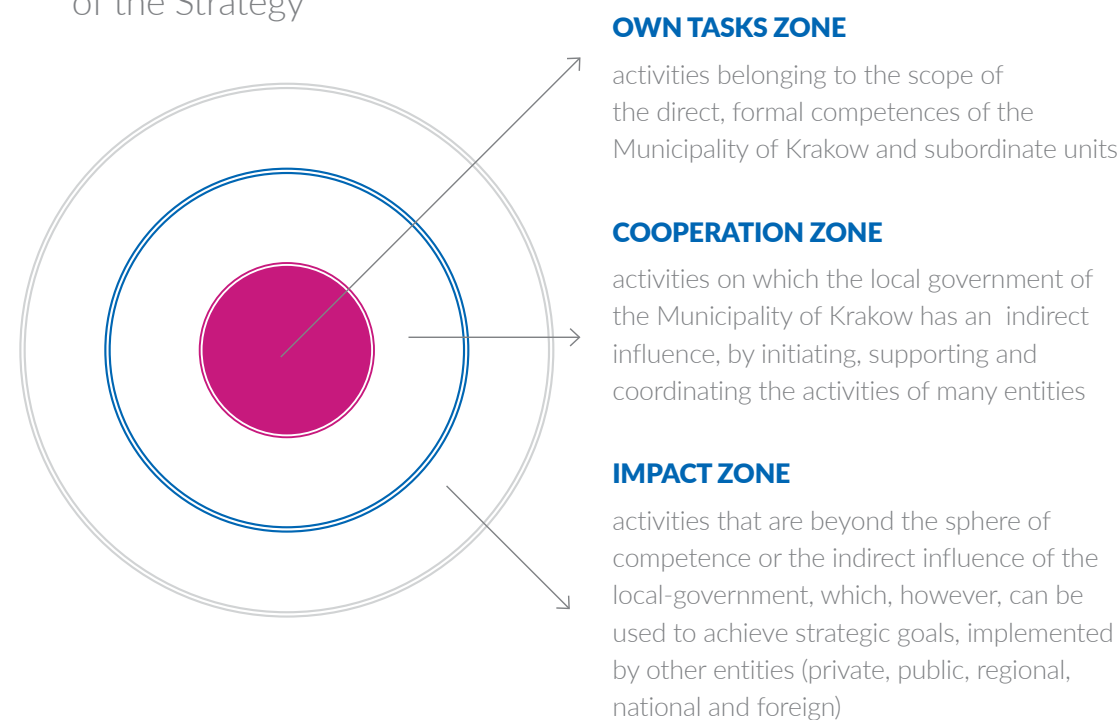




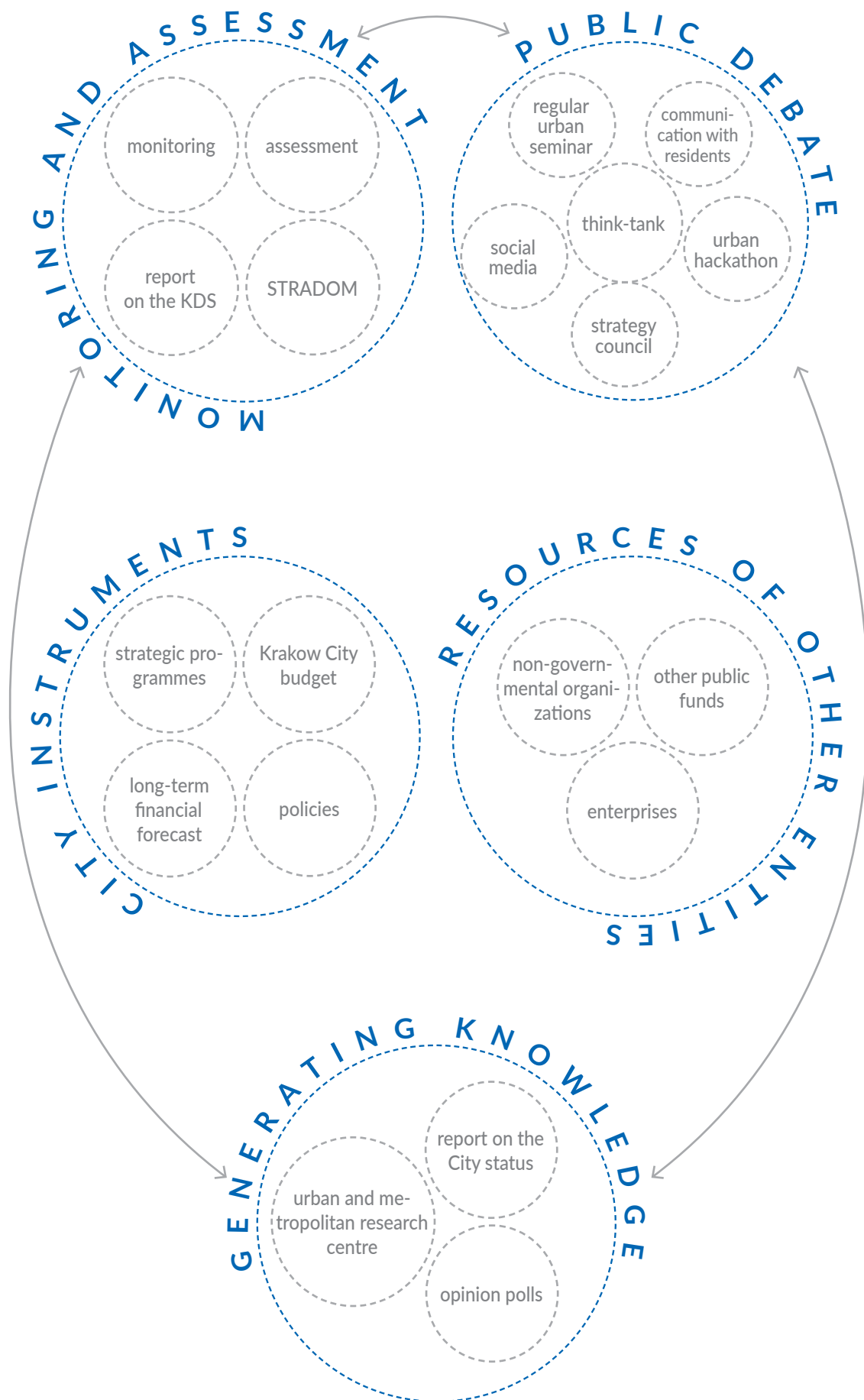
| Monitoring and assessment scheme of KDS 2030



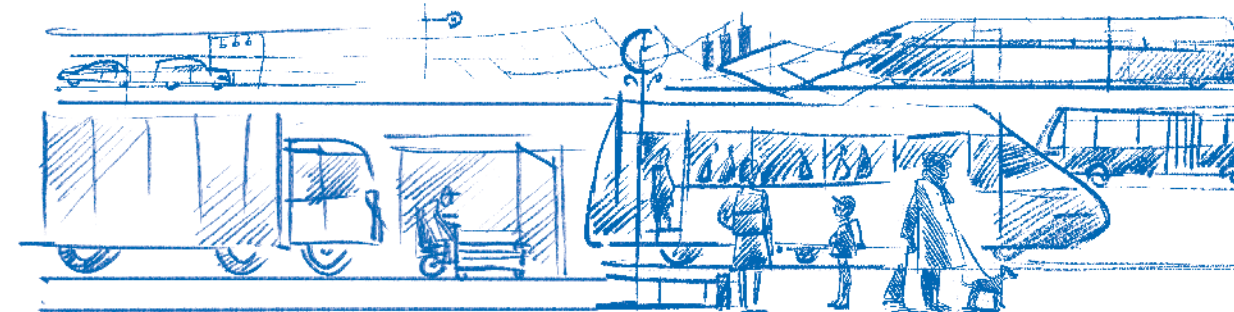
| A diagram of the relationships among the implementation zones of the Strategy







**Krakow Development Strategy 2030** is not limited to the tasks that are within the statutory competence of the Municipality, but initiates activities carried out in the partnership formula. This is reflected in the key activities included in the Strategy, for which the implementing units are not the only organizational structures of the City, but also the municipalities of the Krakow Metropolitan Area, government administration, regional government, the sphere of science and development, private and social entities and non-governmental organizations.







Only for the  
inquisitive



# 1. Financial framework of the KDS 2030

The budget of the City of Krakow is of key importance for achieving the goals of the KDS 2030. However, external sources, especially private enterprises, also play an important role, hence it is reasonable to analyse the future investment opportunities of the private sector.

The financial potential that can be involved in activities aimed at achieving the goals of the KDS 2030 thus includes five groups of financing sources, including:

- **The budget of the City of Krakow**
- **The State budget**
- **The Funds of the European Union**
- **Other public external sources**
- **Investment activities of business entities**

Table 1. Financial potential that can be committed to the implementation of the KDS 2030

Sources of financing	2017-2023	2024-2030	Total
	PLN billion, current prices		
City budget	4.1 – 5.7	4.5 – 6.9	8.6 – 12.5
State budget	1.9	3.3	5.3
EU funds, including:	5.8 – 12.1	0.0	5.8 – 12.1
EU funds - Municipality of Krakow (public investments)	1.3 – 7.4	0.0	1.3 – 7.4
EU funds - Krakow companies	2.9	0.0	2.9
EU funds - other public	1.6	0.0	1.6
Other public external sources	0.2	0.2	0.4
Economic entities	69.8	77.6	147.4
Investments in industry and construction	52.4	59.7	112.0
Housing market	23.7	12.4	36.1
Office market	21.3	43.5	64.8
<b>Total</b>	<b>167.5 – 177.7</b>		

Source: Own calculations based on materials from: Krakow City Office, Ministry of Finance, Central Statistical Office, Marshal's Office of the Małopolska Region, Małopolska Provincial Office in Krakow.

According to the forecast, in the perspective of 2030, almost twice the value of GDP generated in the City can be expected, an increase from PLN 58.2 billion in 2015 to PLN 91.3 billion in 2030. Service industries are becoming more and more significant in the economy of Krakow, including highly specialized services for business.

GDP in Krakow, it is estimated that the unregistered economy zone also has a significant share in the total GDP, especially tourism and catering services (the Central Statistical Office estimates it only on the national scale). Therefore, it can be expected that in reality the financial results and the scale of economic activity in the City are larger than those officially published.

The GDP forecast for the city of Krakow was calculated based on the multi-variable regression model based on the connection between the categories of the number of employees - generating GDP and the value of produced GDP.

In order to estimate the GDP produced by industry (sections according to the Polish Classification of Business Activities - PKD), a shocking assumption was made that the amount of GDP produced is comparable for each industry per employee.

The largest shares of categories in Krakow's GDP in 2015 are as follows:

- "Trade", "Vehicle repair", "Transport, warehouse management", "Accommodation and catering" - PLN 17.9 billion;
- "Other" (including, among others, the following sections: "Information and communication", "Financial and insurance activities", "Professional, scientific and technical activities", "Education", "Healthcare and social services", "Activities related to culture, entertainment and recreation") - PLN 17 billion;
- "Industry" - PLN 7.9 billion.

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

Year	Agriculture	Industry	Industrial processing	Construction	Trade, vehicle repair, transport, warehouse management, accommodation and catering	Financial and insurance activities	Other	Total
2015	0.02	7.9	5.8	5.01	17.9	4.6	17.0	58.2
2016	0.02	8.0	5.9	5.2	18.2	4.7	17.3	59.3
2017	0.02	8.3	6.1	5.4	18.9	4.8	18.0	61.6
2018	0.02	8.7	6.3	5.6	19.6	5.0	18.6	63.9
2019	0.03	9.0	6.6	5.8	20.3	5.2	19.3	66.2
2020	0.03	9.3	6.8	6.0	21.0	5.4	20.0	68.4
2025	0.03	10.8	7.9	6.9	24.6	6.3	23.3	79.9
2030	0.04	12.4	9.1	7.9	28.1	7.2	26.6	91.3

Source: Own calculations based on the CSO data

## 2. Indicators of achieving strategic goals

The catalogue of the indicators presented in the KDS 2030 will be used to measure progress in achieving the adopted goals. The indicators refer to the most important issues included in the KDS 2030, both directly resulting from the activities of local government administration, as well as those that are independent of it. Mainly, the result and impact indicators were selected to learn the real effects of the activities carried out. The catalogue is an open set and will be supplemented with more detailed monitoring carried out through the strategic programmes indicated in the KDS 2030.

One of the basic criteria for the selection of the indicators is the availability of data, which determines the possibility of regular measurements of their values according to a fixed methodology. This means that the selected catalogue of indicators is based on the currently existing sources of information (including public statistics, the City's reporting activities, and regularly conducted social surveys).

In order to make it possible to compare the changes taking place over many years, the indicators for which constant availability of data is possible have been selected. In the case of new information resources, the indicators can be supplemented or modified in the future.



### Indicators of achieving strategic goal I

Indicator	The indicator measures ...	As was in 2016	2030
Number of diplomatic units (embassies and consulates) and seats of international institutions	Krakow's international position related to the possibility of attracting international institutions	32	maintaining the 2nd position in the country
Number of people visiting Krakow / Total number of tourists / including foreign tourists	The attractiveness of Krakow related to the possibility of attracting tourists	12.1 million / 8.5 million / 2.7 million	upward trend
Share of foreign students in the total number of students	Competitiveness of Krakow related to the possibility of attracting foreign students	5.23%	strong upward trend
Number of companies with foreign capital based in Krakow	Competitiveness of Krakow related to the possibility of attracting foreign investors	1,344 (2015)	reaching the 2nd position in the country
Number of listed companies based in Krakow	Competitiveness of Krakow related to the possibility of attracting business	25	reaching the 2nd position in the country
Number of participants of events organized by the Krakow Festival Office (KFO)	The international and nationwide position of Krakow related to cultural activities expressed by the city's possibility of attracting participants of the most important festivals	372,446	upward trend
Number of passengers served by Krakow-Balice International Airport	Krakow's availability in air traffic	4,983,645	upward trend
Percentage of inhabitants of poviats within reach of access to Krakow by road transport (isochron 60 minutes)	Availability of Krakow in road traffic. It will indicate the extent of Malopolska Region's population being potential users of the city, including those working	72%	75%
Number of rail passengers (Fast Agglomeration Railway)	Krakow's availability in railway agglomeration traffic	4.8 million	upward trend
Balance of migration for permanent residence of the Krakow population	Krakow's attractiveness as a place to live and the scale of suburbanization	1,807	1,642
Balance of migration for permanent residence of the population of neighbouring poviats		3,185	5,580
The indicator of the loss of the time spent commuting in relation to the situation of no hindrances to traffic	Difficulties in communication (traffic jams) related to the mobility of the residents of Krakow	38%	maintaining or reducing the value of the indicator



| Indicators of achieving strategic goal II

Indicator	The indicator measures ...	As was in 2016	2030
The amount of co-financing of research projects at Krakow's universities from the resources of the National Science Centre and the National Centre for Research and Development	The capability of the academic community to use external funding to carry out research projects	PLN 428 million (2015)	strong upward trend
Number of publications of Krakow's universities	Activity of the academic environment expressed in the number of publications	5,737 (2015)	upward trend
Number of graduates of studies in selected technical fields	Human capital of the city measured by the number of the graduates of technical faculties	8,289	maintaining the 1st position in the country
Position of the best Krakow university in the "Perspektywy" ranking	Attractiveness and condition of Krakow's universities expressed by their positions in the national ranking	1 (ex equo with Warsaw) (2017)	maintaining the 1st ex equo position in the country
Percentage of residents with higher education	Human capital of the city expressed by the percentage of people with higher education	32% (2011)	slight upward trend
The average result of matura exams at the basic level in mathematics	The quality of mathematics education in high schools	65%	reaching the 1st position in the country
The percentage of students taking matura exams at the extended level in mathematics	The percentage of students taking matura exams at the extended level in mathematics	39%	maintaining the 1st position in the country
The average result of matura exams at the basic level of Polish language	The quality of Polish language education in high schools	65%	maintaining the 1st position in the country
The percentage of students taking matura exams at the extended level in English	The percentage of students taking matura exams at the extended level in English	70%	reaching the 1st position in the country
Percentage of residents of working age	Percentage of residents who are potential employees	61%	52%
Employment in the services sector	Share of employees in the services sector in relation to the total number of employees	79% (2015)	87%
Cumulative office space for rent in Krakow	Office space available for modern branches of the economy	1 million m <sup>2</sup> (2017)	maintaining the 2nd position in the country

| Indicators of achieving strategic goal III

Indicator	The indicator measures ...	As was in 2016	2030
Number of participants of artistic and entertainment events	The scale of participation in cultural and entertainment events	606,081	upward trend
The percentage of readership (1 or more books per year)	Readership of residents related to the priority in the KDS 2030 which indicates Krakow as a city of literature	79% (2015)	upward trend
The percentage of inhabitants using selected cultural services (theatre, museum, gallery, philharmonic hall, opera)	Participation of Krakow's residents in culture	64%	upward trend
The residents' satisfaction with the available cultural offer	Evaluation of Krakow's cultural offer addressed to residents	76%	upward trend
Number of entities in the PKD section of culture, entertainment and recreation	The city's development resources expressed by the size of the creative sector (created by entities engaged in cultural activities)	2,433	upward trend
Number of university graduates in creative faculties	Human capital of the city expressed as the graduates' staff available to the creative sector	3,139	2nd position in the country



## | Indicators of achieving strategic goal IV

Indicator	The indicator measures ...	As was in 2016	2030
The percentage of Krakow's area covered by local spatial development plans	The area of the city of Krakow shaped by the local government's spatial development plan	48.7%	95%
Availability of public green areas for residents	The percentage of people living within 300 m (approx. 15 min. of walk) from the urban greenery of a recreational nature	75% (2017)	86%
The share of forests in the total city area	Forest area in relation to the total city area	4.4%	7.0%
Number of "pocket" parks	Number of small parks (up to 0.5 ha)	4 (2017)	70
The number of days exceeding the permissible level of daily concentrations of particulate matter PM10 during the year	Danger of air pollution	104	less than 35 days a year
Recycling level	Ecological attitudes of residents expressed as the share of waste prepared for recovery in waste in its entirety	33%	up to 50%
The share of collective transport in the division of transport tasks	Scope of using public transport by residents	33%	range of 38-42%
The share of bicycle transport in the division of transport tasks	Scope of using a bicycle as a means of communication by residents	4.5%	range of 13-17%
Fear of crime index	The level of the residents' sense of security	14%	downward trend
The number of crimes determined in total per 1 thousand inhabitants	The scale of criminal phenomena in Krakow	31.09	downward trend
The percentage of inhabitants doing sports	Pro-health attitudes of the inhabitants expressed in the participation of residents in sports activities	31%	upward trend
Number of Senior Activity Centres	City involvement in activating seniors	26	approx. 70
Average life expectancy of women	Health condition of the inhabitants of Krakow	82.6	86.1
Average life expectancy of men	Health condition of the inhabitants of Krakow	76.3	82.4
The number of deaths related to civilization diseases per 100 thousand residents (diseases of the respiratory system, cardiovascular system, cancer)	Danger of civilization diseases	510.6 (2015)	415

## | Indicators of achieving strategic goal V

Indicator	The indicator measures ...	As was in 2016	2030
Turnout in local government elections (mayoral / presidential elections)	Citizen activity of residents	41.9% (2014)	upward trend
Turnout in the vote on the civic budget	Citizen activity of residents	5% (2017)	upward trend
Number of non-governmental organizations applying for support	The size of the third sector related to the city (real-functioning organizations undertaking cooperation with the City)	1,164	upward trend
The residents' satisfaction with the possibility of influencing the city authorities	Ability to conduct social dialogue by local government administration	22%	upward trend
Scale of interventions within the framework of social assistance tasks in the Municipality of Krakow	Percentage of persons in families covered by the help of the Municipal Social Welfare Centre related to the number of Krakow residents	4.4%	downward trend

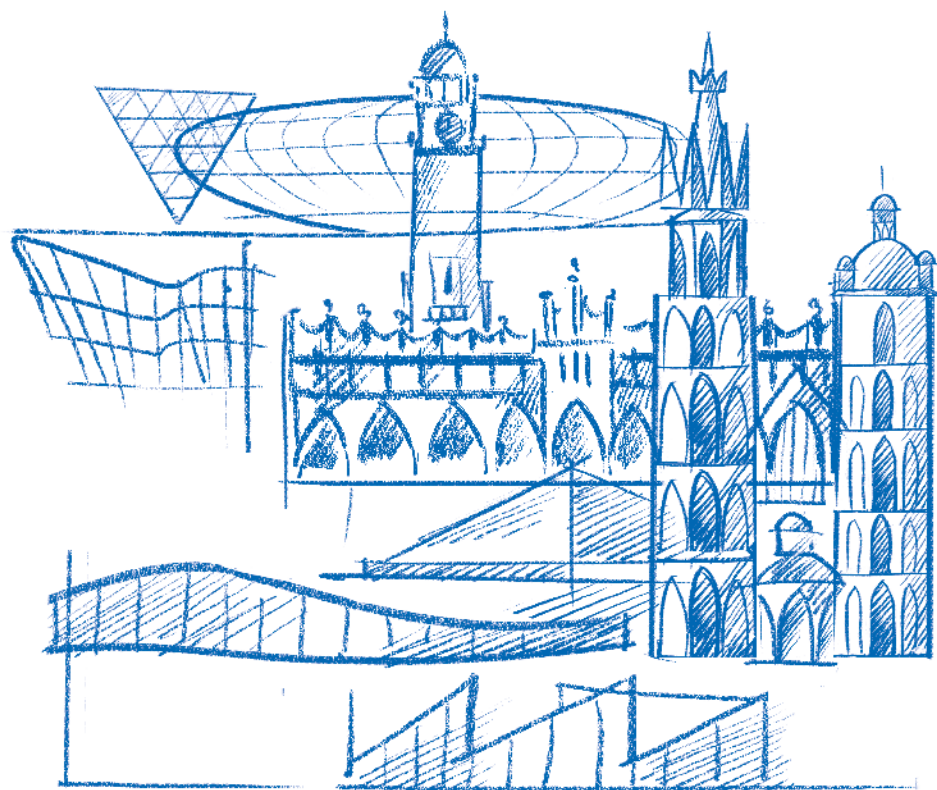
## | Indicators of achieving strategic goal VI

Indicator	The indicator measures ...	As was in 2016	2030
Krakow's rating	City's creditworthiness	BBB+	the highest possible in the country
The number of public e-services	Availability of public services that can be provided online	104	100% of the public services provided
The level of public debt	Debt relation to the city's income	47.8%	downward trend
The general level of satisfaction with customer service at the City Office of Krakow during the past year	Satisfaction of residents using the City Office's services	82%	upward trend



## | List of illustrations:

1. Krakow – metropolitan cooperation
2. Krakow in the cooperation network of the metropolis of Europe
3. Cooperation and integration of the Krakow Metropolitan Area
4. Integration of transport systems in Krakow and the Krakow Functional Area
5. Economic development zones and university campuses
6. Cultural parks – existing and planned
7. Nowa Huta – the cultural district
8. Podgórze – the cultural district
9. Public spaces
10. Revitalisation areas in Krakow
11. Parks and green areas in Krakow
12. Integration of the transportation system in Krakow, part 1
13. Integration of the transportation system in Krakow, part 2
14. Integration of the transportation system in Krakow, part 3



## | Participants in the work on the Krakow Development Strategy 2030

### DRAFTER:

Jacek Majchrowski, Mayor of the City of Krakow

### MATERIAL SUPERVISION:

Elżbieta Koterba, Deputy Mayor of the City of Krakow for City Development

### PERSONS RESPONSIBLE FOR STRUCTURING THE DOCUMENT IN THE MUNICIPALITY OF KRAKOW:

Tadeusz Trzmiel, Deputy Mayor of the City of Krakow for Investment and Infrastructure

Andrzej Kulig, Deputy Mayor of the City of Krakow for Social Policy, Culture and City Promotion

Katarzyna Król, Deputy Mayor of the City of Krakow for Education and Sport

Lesław Fijał, Treasurer of the City of Krakow

Paweł Stańczyk, Secretary of the City of Krakow

Marta Nowak, Director of the City Office

Bogdan Dąsał, Plenipotentiary of the Mayor of the City of Krakow for Disabled People

Marzena Paszkot, Plenipotentiary of the Mayor of the City of Krakow for Family Affairs

Anna Okońska-Walkowicz, Advisor to the Mayor of the City of Krakow for Senior Policy

Krzysztof Pakoński, General Auditor

### MATERIAL COORDINATOR OF THE WORK:

Jacek Woźniak, Deputy Director of the City Development Department (from September 2015)

Rafał Kulczycki, Director of the City Development Department,

Marta Żak, Deputy Director of the City Development Department (to August 2015)

### EXPERT TEAM:

Beata Bujak-Szwaczka, Tischner European University; Michał Chrzanowski, Jagiellonian University; Michał Dulak, PhD, Jagiellonian University; Przemek Dziewitek, Civic Workshop Association; Łukasz Gawęł, PhD Associate Professor Jagiellonian University; Jacek Gądecki, PhD Associate Professor, University of Science and Technology in Krakow; Professor Jarosław Górniak, Jagiellonian University; Krzysztof Jakóbiak, PhD Cracow University of Economics; Professor Anna Karwińska, Cracow University of Economics; Professor Tadeusz Kudłacz, Cracow University of Economics; Jacek Kwiatkowski, Malopolska Local Government Foundation; Piotr Lityński, PhD Cracow University of Economics; Professor Aleksander Noworól, Jagiellonian University, Cracow University of Economics; Professor Ewa Okoń-Horodyńska, Jagiellonian University; Bożena Pietras-Goc, FRDL Malopolska Institute of Local Government and Administration; Professor Jacek Szlachta, Warsaw School of Economics; Professor Krzysztof Zieliński, University of Science and Technology in Krakow; Professor Zbigniew Zuziak, Cracow University of Technology

### REPRESENTATIVES OF THE CITY DEVELOPMENT DEPARTMENT:

Jan Adam Barański, Agata Chetstowska, Agnieszka Czerwińska, Renata Filip, Wojciech Gorczyca, Leszek Jasiński, Magdalena Kałwa, Rusłana Krzemińska, Anna Niemiec, Tomasz Ostrowski, Wojciech Piątkowski, Marta Skalny

### REPRESENTATIVES OF THE MUNICIPALITY OF KRAKOW, URBAN UNITS OR OTHER ENTITIES ENGAGED IN THE WORK:

Dariusz Domajewski, Deputy Director, Education Department; Łukasz Franek, Deputy Director, Board of Municipal Infrastructure and Transport; Bożena Kaczmarska-Michniak, Director, Spatial Planning Office; Piotr Kempf, Director, Board of the City Greenery in Krakow; Anna Korfel-Jasińska, Director, Education Department; Witold Kramarz, Director, City Centre for Social Welfare in Krakow; Alina Kwaśniak, Director, Treasurer's Office; Michał Marszałek, Director, Office for Health Protection; Katarzyna Olesiak, Director, Culture and National Heritage Department; Ewa Olszowska-Dej, Director, Environmental Development Department; Paweł Opach, Deputy Director, Sports Department; Ryszard Pażucha, Head, Housing Department; Robert Piaskowski, Deputy Director, Krakow Festival Office; Mateusz Płoskonka, Director, City Office Centre for Supporting Social Initiatives; Katarzyna Rajss-Kałużna, Urban Landscape Architect; Wacław Skubida, Director, Municipal Economy Department; Łukasz Szewczyk, Deputy Director, Municipal Economy Department; Joanna Szulborska-Łukaszewicz, Chief Specialist, Culture and National Heritage Department; Przemysław Waśniowski, Head, Security and Crisis Management Department; Oliwia Wiśtocka-Miarecka, Chief Specialist, Environmental Development Department; Daniel Wrzosczyk, Office Director, Krakow Metropolis Association

EDITORIAL, GRAPHIC DESIGN: Edyta Przybylska

GRAPHIC DESIGN: Małgorzata Flis

AUTHORS OF PHOTOS: Paweł Baranowski, Paweł Krawczyk, Paweł Krzan, Bartosz Kutniowski, Wiesław Majka, Elżbieta Marchewka, Paweł Mazur, Barbara Radziszewska, Marcin Sigmund, Bogdan Świerzowski, photos from the archive of the Municipality of Krakow

TRANSLATION: IDEAGroup

PRINTING: "System-Graf"

TABLE OF CONTENTS

**WHY HAVE WE DEVELOPED THIS STRATEGY?**

**WE DEVELOP THE STRATEGY TOGETHER**

meaning ... how is it done in Krakow?

**AND WHAT DO YOU KNOW ABOUT KRAKOW?**

**OUR PLAN FOR KRAKOW**

The Krakow of the future

1. A smart and modern metropolis

2. Modern economy and science potential

3. Culture and cultural heritage

4. The quality of life

5. Social capital

6. City governance

**A RECIPE FOR SUCCESS**

**ONLY FOR INQUISITIVE:**

1. Financial framework of the KDS 2030

2. Indicators of achieving goals

