

LOCAL GOVERNMENT OF THE CITY OF GLIWICE



**INTEGRATED AND
SUSTAINABLE DEVELOPMENT
STRATEGY FOR THE CITY OF
GLIWICE UNTIL THE YEAR 2022**

REVISED VERSION

ISBN 978-83-925433-5-0

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Publisher: GLIWICE MUNICIPAL OFFICE

**Design of the cover,
setting and print:** INWEST P.U.P.H.
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Cover photos: **Municipal Office Archive - Antoni Witwicki, Krzysztof Krzemiński, Adam Ziąja, Archive of MZUK**

Visualisations: **Visualisation of the Entertainment and Sports Hall “Podium” by the consortium of two companies: Modern Construction System and Prebo-Project, chief designer engineer of architecture Piotr Łabowicz**

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1.

ASSUMPTIONS FOR THE STRATEGY REVISION

- Essence of the strategy
- Strategy in city development management
- Reasons of strategy revision
- Partnership in formulating and implementing the strategy
- Mode of works on strategy revision
- Structure of the strategy

ESSENCE OF THE STRATEGY

The city development strategy is the basic planning document organising the process of thinking about local development, its objectives and the methods of obtaining thereof. 1.

The expected effects of the process of formulation and implementation of the strategy refer to both the internal and the external context. In the internal view the realisation of the strategy should lead to the following effects:

- increase of the inhabitants' level of satisfaction with the living conditions provided by the city,
- extension of opportunity areas for the inhabitants accompanied by the limitation of risk in the decision making process,
- development of partnership between various entities in the city,
- increase of the city's integrity: coordination of various functions and obtaining synergy between the said functions,
- releasing the creative and entrepreneurial potential of the city.

In the external context the strategy should provide results such as:

- obtaining of the proper position in its surrounding by the city (the position as well as the type and strength of relations connecting the city and its surrounding),
- improvement of the competitiveness of the city and also of the attractiveness of the city's offer aimed at external entities (potential inhabitants, investors and visitors),
- openness to new opportunities emerging in the vicinity of the city and the ability to absorb such opportunities.

The starting point for the works on the revision of Gliwice city development strategy has been the "Strategy of Development of the City of Gliwice for Years 2002-2022" approved by the resolution of Gliwice City Council on the 10th of October 2002 as amended by the resolution of Gliwice City Council of the 26th of December 2004.

Among the main assumptions which defined the contents of the said document and which were sustained as the foundations for the hereby revised version we need to include the pursuit to strengthen the city of Gliwice as :

- active,
- modern,
- playing a considerable part in the life both of the region and of the country.

STRATEGY IN CITY DEVELOPMENT MANAGEMENT

The importance of strategy in the development of the city manifests itself in providing replies to the following questions: 2.

Diagnostic questions:

- What are the most important potentials and functions of Gliwice? What constitutes the most important advantages of the city?
- What is the current position of the city?
- What processes have occurred in the city over the last several years?
- What is the influence of the surrounding on the development of the city?

Axiological questions:

- Which characteristic features are among those most expected by the inhabitants?
- Which vision of the development of Gliwice may permanently bind the inhabitants with the city and motivate them to undertake both social and economic actions?
- What position should the city of Gliwice gain in the Upper Silesian Agglomeration, in the region, the country and finally in Europe? Which potentials and functions shall actuate the city development and distinguish the city in its surrounding?

Implementation questions:

- How to transform the city so that it becomes a friendly environment for the social and economic activity of its inhabitants?
- How to shape the development of the city so that it becomes an attractive location for various entities in its surrounding?
- In which direction and what manner should Gliwice cooperate with its surrounding?
- In what direction should the city develop within the definite time horizon in order to realise to assumed vision; what priorities should be assumed; in which

points should the current development model be continued and where should changes and innovations be introduced?

- What means and methods should be used to realise the assumed objectives?
- Which projects should be implemented and in what order? Who shall the partners be in the implementation of the strategy?
- What rules should be assumed in the process of implementation of the said document? What should be the schedule of realisation thereof?

REASONS FOR STRATEGY REVISION

A number of vital factors led to the revision of the strategy and these can be divided into two groups. The internal reasons for the revision stemming from the processes occurring within the city which include: 3.

- the growing dynamics of internal development processes,
- changes in expectations, aspirations and behaviours of the inhabitants,
- the implemented parts of the current strategy.

Among the most important external reasons those below need to be enumerated:

- revision of the development strategy for the Silesia region and the extension of its time horizon,
- preparation of the Regional Operating Programme for the Silesia region,
- commencing of the new programming period in European Union until 2013,
- changes occurring in the competitive and cooperative surrounding of the city with special consideration of metropolisation processes within Upper-Silesia Agglomeration and also of European integration.

Considering the facts mentioned above the main objectives of the strategy revision process are as follows:

- to improve the current development processes,
- to continue the city development management creatively,
- to extend the range of accessible development potentials,
- to increase the number of entities involved in the city development.

PARTNERSHIP IN FORMULATING AND IMPLEMENTING THE STRATEGY

Nowadays the local development is treated as a process whose course and strength depend mostly on the activity of local community, on engaging potentials remaining at disposal of various local entities, on joining their actions in projects releasing the positive synergy effects. Similarly the final evaluation of the strategy and of the 4.

obtained results connected with its implementation also belong to the city users. Thus in course of solving local problems and planning strategy development it is vital to meet the following requirements:

- ❑ Local development is a process occurring both in the economic and the social dimension; dynamisation of this process may not be expressed in multiplication of statistic indexes but it should be evaluated above all through the prism of the improvement of living conditions for possibly large number of inhabitants and also of the improvement of conditions of functioning for all entities and organisations existing inside the city;
- ❑ In the process of thinking about the city development it is crucial to follow the democratic and local government rules which manifest themselves daily in city management performed by the representatives of the local community, in the context of strategic development they should lead to the provision of self-realisation possibilities to the members of the local community and in a wider sense also to acceptance of the responsibility for the city by its inhabitants,
- ❑ The role of local government relies in the creation of proper conditions for the development of inhabitants and in particular in supporting the activities of various entities in the process of solving existing problems; local authorities are equipped with limited acting possibilities (organisational, human, financial and legal limits) and they need to pay attention to triggering public-private partnership in which special emphasis should be placed above all onto the creation of proper conditions for the performance of business activities both by private entities and by citizen organizations complementing the offer of market character.

The formulation and implementation of the strategy should result from the strategic partnership generated by entities from the three sectors mentioned below: 5.

- ❑ public and local government sector,
- ❑ business sector,
- ❑ citizen sector.

The contents of the strategy and the methods of the implementation thereof should result from the expectations and the level of activity of local entities. From another point of view, the strategy should be a formula constituting and strengthening the inter-sector partnership in the city.

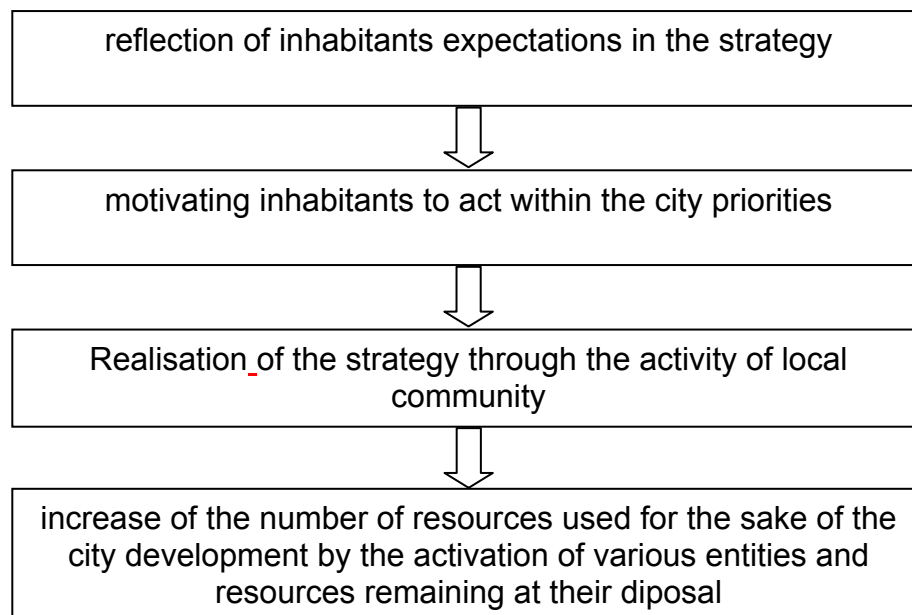
The revised version of development strategy for the city of Gliwice is a document whose contents alongside the accepted method of formulation and implementation create basis for triggering partnership activities of local entities for the sake of the city 6.

development. The value of this document is not limited solely to its content but is also concerns the creation - as a result of strategic workshops where representatives of various social groups were present - of a discussion forum about the city, its problems and its future. In this context the strategy is not so much an activity plan but rather a specific invitation to cooperation directed at all local entities. The objectives defined by the strategy suggest the extend to which it is necessary to create instruments of support for social and economic activity of city users and in consequence to increase their activity level.

The approval of a defined method of work organisation in the process of formulation of the document was aimed at creating a starting point for commencing and strengthening strategic partnership whose participants include, or may include in the future, all the entities joining their future with Gliwice. The latter refers not only to entities currently functioning in the city but also to those which may be attracted to the city in the future.

The multi-entity character should also prevail in the process of strategy implementation. It shall be based on the cooperation of various city users and on the realisation of projects combining the activity and resources of local entities. It has been assumed that the result of such approach shall be the foundation of wide coalition for the constant improvement of the said document and its partnership implementation. Such viewpoint results in the fact that the strategy exceeds the framework of formalized document becoming the platform of permanent dialogue concerning the future of the city instead. Activities undertaken on the basis of the provisions of the hereby strategy shall be relevant to inhabitants' expectations and the changes introduced in the city shall be approved by the local community.

Fig. 1 Effects of partnership in strategic city development management



MODE OF WORK ON THE STRATEGY REVISION

The works on the revision of the strategy have been performed in several stages covering the following sequence of activities: 8.

- definition of reasons for the strategy revision and of the expected results of the process as such,
- acceptance of the assumptions concerning the form and range of the document and its place in the city management system,
- preparation and approval of the strategy revision methodology,
- analysis of the starting situation and the development perspectives of the city on the basis of appropriate resources*,
- selection of a wide group of local development leaders representing all the most important social groups decisive in the process of city development,

* The diagnosis was prepared on the basis of statistic data placed in appendix No 1 and also in the "Report on the condition of the city of Gliwice for the period 2002 – 30.06.2006" with the appendix entitled "Report on the realisation of strategic and directional objectives for the years 2002-2005" with the "Supplement to the report on the condition of the city of Gliwice with data for the end of 2006".

- verification of the diagnosis of the city's development conditions by the local entities,
- identification of the distinguished development potentials of the city,
- preparation of the city development scenarios reflecting the predictable and desirable future alongside the formulation of forecasts concerning the changes of the position of the city in the area,
- comparison of the expectations of inhabitants, other local entities and the entities located in the vicinity with the predictable evolutionary future,
- defining the city development vision which would reflect the expectations of local entities,
- determination of the discrepancy between the evolutionary scenario and the approved development vision,
- selecting and hierarchization of the strategic development issues,
- identification of strategic priorities,
- formulation of strategic objectives,
- generation of strategic balance for the individual strategic objectives on the basis of SWOT analysis,
- definition of the directions of development alongside the basic activities enabling the realisation of visions and objectives,
- preparations for the drafting of strategic projects: defining the procedure of creating strategic projects and formulation of project ideas,
- ordering projects into coherent groups (programmes) and assigning them with an appropriate rank,
- preparation of strategy management system covering the issues of implementation and revision (project and organizational basis for the implementation of the strategy, monitoring elements, strategy modification procedures).

The major part of the document has been prepared in course of social consultations which shall continue also in the implementation stage.

The revision of the strategy has been performed with the use of group methods of creative thinking. The diagnosis, strategic objectives and strategic projects have all been prepared during four workshops attended by the leader social groups of the city. In the diagnostic part of the workshops the initial situation including the position of the city in the area was determined and the predicted evolutionary development directions were identified. In the creative part both the city development vision and the objectives

and directions of the said development were defined.

The workshops realised with the use of interactive methods aimed at reaching a number of vital effects such as:

- creation of opportunities for information exchange and consolidation of knowledge on the city,
- confrontation of various views on the situation of the city and the desired directions of city development,
- approving the city development vision,
- creation of cooperation platforms for local entities,
- education in the scope of strategic and project management.

The consequence of active participation of local entities in the process of works on the strategy is the group authorship of the prepared solutions. Each of the individual suggestions has been presented and discussed during the workshops, then modified and either accepted or rejected by all the participants. The group authorship of the solutions also entails common responsibility for the expected effects of the strategy. The accepted methodological assumptions according to which the process of formulation and implementation of the strategy should be based on the rules of partnership constitute the foundation for the creation of stable coalition above political differences aiming at the development of the city of Gliwice. 10.

STRUCTURE OF THE STRATEGY

The strategy for the development of the city of Gliwice has been organised in compliance with the following structure: 11.

- strategy assumptions defining the utilitarian sense of the strategy and its substantive construction,
- diagnosis of the internal conditions and the city's surrounding in the static and dynamic viewpoint (the initial condition and development forecast),
- defining directions of the city development including the formulation of visions, priorities, strategic and operational objectives,
- basis for the strategy implementation with the main projects, activities
- operational assumptions, strategy management and the schedule of implementation.

2.

DIAGNOSIS OF THE STRATEGIC SITUATION OF THE CITY OF GLIWICE

- Determinants of competitiveness and attractiveness of the city of Gliwice
- Ongoing development processes in the city
- Influence of the surrounding onto the city development
- Evolutional city development scenario

DETERMINANTS OF COMPETITIVENESS AND ATTRACTIVENESS OF THE CITY OF GLIWICE

Gliwice is a city with a complex developmental situation. Numerous determinants – 12. such as those concerning the labour market situation, investment attractiveness, development of academic, scientific and cultural functions place the city among the leaders of the Upper-Silesian Agglomeration. From another point of view it is crucial to observe the fact that Gliwice is the city distinguished by high quality of human capital. This undoubtedly positive phenomenon is connected with high aspirations of the inhabitants, their considerable mobility and increased possibilities for searching opportunities in the surroundings. Subsequently the inhabitants' expectations towards their city are correspondingly higher thus constituting a series of strategic challenges of various nature.

The following distinguishing potentials decide on the competitive position of the city 13. and its attractiveness both for the current and prospective users:

- high value of human capital – alongside infrastructure enhancing improvement thereof – manifesting itself in:
 - high education level of the inhabitants,
 - concentration of human resources with high technical qualifications,
 - human potential attractive for innovative companies,
- developed scientific and academic functions, concentration of scientific and research personnel, strong position among the national research centres and technical knowledge centres,
- large investment attractiveness connected with:
 - experience in gaining new investments,
 - well functioning Special Economic Zone,
 - relatively high number of business-related institutions,
 - favourable communication localisation (junction of European transport

corridors A-1 and A-4, the Gliwicki Channel connected with Odra river, inland harbour and railway),

- living conditions distinguishing the city among other centres of the Upper-Silesian Agglomeration:
 - localisation in the green zone of the Agglomeration,
 - historic city centre and urban arrangement,
 - improving safety level,
 - interesting cultural offer of the city,
- long history of the city, the venue of important historical events (1939),
- positive image of the city,
- important function of the city in the structure of the Roman-Catholic Church (Gliwice Diocese).

ONGOING DEVELOPMENT PROCESSES IN THE CITY

A series of processes define both the current situation and the development of the city – some of those entail positive consequences, others are negative in their character. 14.

Among the positive processes we may enumerate:

- labour market development: creation of new workplaces and the increase of their attractiveness,
- using the EU funds to finance local investments,
- increase in the investment attractiveness of the city connected with:
 - the creation of new investment and commercial areas,
 - progressive development of business-related entities,
- improvement of the city aesthetics enhanced by:
 - renovation of monuments,
 - revitalisation of post-industrial areas and objects,
 - better condition of the environment,
- improvement of quality of life connected with:
 - the development of sports and recreation infrastructure,
 - the development of family housing,
 - improvement of functioning of the education system,
 - increase of the safety level,
- strengthening of the city position in the area through:
 - extending cultural offer and activity of culture institutions with regional importance,
 - development of academic functions of the city,

- increasing importance of Gliwice for the situation on the Labour market of the Upper-Silesian Agglomeration,
- increase of the social activity and developing non-governmental organisations,
- improved quality of city management.

Among the negative processes influencing the city development the following should be accounted for: 15.

- increasing difficulties connected with traffic in the city centre and inefficient progress in the modernisation of road infrastructure,
- functional regress of the city centre and limited possibilities of development of modern functions in the city,
- demographic regress and constantly growing economic emigration,
- relative decline of the attractiveness of free-time activities offer for the inhabitants,
- social problems and the increase of demand for social care; economically related social polarisation,
- increase of pathologies among the youth,
- environmental threats (the Kłodnica river, low environmental awareness of inhabitants),
- insufficiencies in the functioning of social services.

INFLUENCE OF THE SURROUNDINGS ONTO THE CITY DEVELOPMENT

Among the most important processes occurring in the environment and positively influencing the situation of the city and its future we need to list the following: 16.

- accessibility of EU funds enabling the realisation of local investments and supporting the development of the social and economic functions of the city,
- increasing recreational and touristic attractiveness of the areas surrounding the city improving the quality of life of its inhabitants,
- investment in road infrastructure improving the communication location of the city and its housing and investment attractiveness,
- closer cooperation between the local governments both in Poland and worldwide in the realisation process of projects of general importance, common formulation and implementation of policies in the key areas of local government functioning,
- development of various universities in Upper-Silesian Agglomeration enhancing the human capital and commencing inter-university cooperation,
- development of the Agglomeration allowing the city to function inside cooperation networks, use the potential of other cities, strengthen its position both in Poland

and in Europe, and to build competitiveness in international dimension.

17.

The essential negative processes occurring in the surrounding_s include:

- instability of legal regulations influencing the decision making process of local development entities,
- excessive bureaucracy hindering the process of obtaining investors and daily functioning of local development entities,
- growing attractiveness and accessibility of EU labour market generating the threat of emigration of the inhabitants possessing the highest qualifications and entrepreneurial potential,
- inefficient system of both managing and financing health protection alongside the unidentified direction of reforms in health care system,
- delays in realisation of investments within the programme of motorway construction,
- harmful environmental influences and lack of cooperation with other cities in resolving environmental issues (this refers particularly to the purification of Klodnica river).

EVOLUTIONAL SCENARIO OF CITY DEVELOPMENT

Taking into consideration the current development situation of the city and the processes which shape its future we may formulate a scenario of probable, evolutionary development of Gliwice. Such scenario has been prepared in course of the workshop meetings in reference to the time horizon of the subsequent five years. The predicted future of the city may be described by the following statements – either positive or negative ones: 18.

Optimistic scenario	Pessimistic scenario
<ul style="list-style-type: none"> ↑ strengthening of Gliwice as the key city in the Upper Silesian Agglomeration in the area of development of economic and scientific functions, ↑ enhancing the inhabitant's entrepreneurial skills, ↑ development of the educational offer of the city at all levels, ↑ improvement of the communicational localisation of the city resulting from the realisation of the subsequent stages of motorway construction programme, ↑ elimination of the majority of problems in the functioning of the internal communication system, ↑ further improvement of the city's aesthetics, particularly in the central parts of the city ↑ sustainable situation on the local labour market, ↑ development of housing construction, 	<ul style="list-style-type: none"> ↓ clearly visible weakening of the demographic potential of the city connected with the following phenomena: <ul style="list-style-type: none"> ▪ economic emigration, ▪ suburbanisation, ↓ functional weakening of the city centre influencing the changes of the spatial structure of the city, ↓ unsatisfactory pace of the improvement of living conditions in the city, particularly of the free time activities offer, ↓ insufficient number of competitive, innovative entities and businesses in relation to the demand, ↓ social polarisation phenomena intensifying the need for social care, ↓ insufficient pace of the development of cooperation of cities within the Upper Silesian Metropolitan Union and the resulting weakening of the position of the Upper Silesian Agglomeration in relation to other agglomerations in the country and thus the loss of a series of developmental opportunities, ↓ lack of solution to the issue of pollution of the Kłodnica river connected with the weak cooperation with other local governments in that area.

3.

VISION OF DEVELOPMENT OF THE CITY OF GLIWICE

The essence of the vision and its strategic importance
The vision of development of the city of Gliwice until 2022

ESSENCE OF THE DEVELOPMENT VISION AND ITS STRATEGIC IMPORTANCE

The development vision has the form of anticipation scenario which means that it expresses the wishes and expectations concerning the development of the city. In this vision the year 2022 has been assumed as the target horizon. The vision constitutes the main line of the strategy and the basis for the formulation of objectives, and subsequently to strategic solutions. When formulating the development vision for the city of Gliwice great care was taken to prepare a formula which: 19.

- reflects states and processes desired for the development of the city,
- provides the motivating functions to local entities stimulating them to greater activity,
- is characterised by internal synergy, consisting of mutually supporting elements (or at least non-colliding elements),
- does not constitute a utopia or a collection of idealistic wishes but is rather the picture of the future possible to gain as the result of activities undertaken by local entities,
- constitutes a sound basis for the preparation of priorities and structure of objectives.

The works on the development vision for the city of Gliwice have been performed in the form of analysis of five layers concerning: 20.

- structures of the city,
- cohesion of the city,
- local development entities and their mutual relations,
- distinguishing elements and advantages of the city,
- position and image of the city in its surrounding.

The shaping of desired structures of the city of Gliwice within the frames of the vision and the resulting strategy has been oriented onto the consideration of: 21.

- economy sectors,

- shaping promising sectors of economy,
- direction of development of local business activity,
- character of investments supporting the local development,
- the development of business related entities,
- creation of economic cooperation network,
- generating innovations.

The shaping of the city's cohesion is connected with the search for balance in the following sense: 22.

- spatial – development of all parts of the city,
- social – generation of development opportunities for the whole local community
- communicational – incorporation of the city into the external transport system combined with the removal of barriers within the internal transport system,
- functional – integration of functions realised in the city,
- eco-development – elimination of discrepancies between economy, housing and the environment (conscious management of both environment and space, including the processes of environmental protection and revitalisation).

The realisation of the strategy depends primarily on the involvement of wide spectrum of entities in the process. For that very reason in course of works on the vision special emphasis was placed on various forms of entities activity manifestation as well as on the formation of relation network between them, and particularly on issues concerning: 23.

- human capital and related qualifications and attitudes,
- social capital, relations connecting local entities and the level of trust determining the possibilities of commencing local cooperation,
- levels and manifestation of strategic partnership alongside the strength of internal cooperation networks,
- self-organisation of local community,
- inter-sector cooperation in the configuration:
 - business – local government – citizen organisations,
 - science and research - business,
 - business - culture,
- position of local authorities in supporting the activities of local entities.

In case of an individual local government unit it is vital to focus on creating and constant strengthening of the competitive position. To achieve this it is necessary to create distinguishing elements and advantages of the city. In the process of 24.

preparation of the vision special attention was devoted to:

- perception of the city as the environment of functioning of internal and external entities including:
 - creation of housing and investment attractiveness; strengthening its sources,
 - improvement of quality of life,
- higher aesthetics of the city and proper use of public spaces,
- propagation of city symbols,
- cultivation and implementation of the city's history and its cultural heritage.

The position of Gliwice requires placing special attention to the creation of an appropriate position of the city in the area and to the strengthening of the city image, and in particular to the following aspects: 25.

- development of metropolitan functions of the city,
- animation of cooperation within Upper Silesian Agglomeration and interregional surrounding performed by the city,
- participation in creation of external cooperation networks.

VISION OF DEVELOPMENT OF THE CITY OF GLIWICE UNTIL 2022

Gliwice of the year 2022 shall be the city: 26.

- of dynamic economic growth; the basis for retaining the high pace of the said growth shall be constituted by:
 - high level and scope of qualifications possessed by the inhabitants constantly elevated and adjusted to the needs of the labour market,
 - well functioning business related bodies,
 - convenient communicational location allowing for the development of multimodal transport – road, rail and inland shipping transport – in European dimension;
- which is the national leader in the area of innovations implementation into the economy; the high level of innovativeness of the local economy shall be possible thanks to:
 - the development of cooperation between science and business,
 - attracting investments which are the carriers of modern technologies,
 - development of local economic cooperation networks allowing for innovation diffusion,
 - high level of technical competences of the inhabitants;
- using the entrepreneurial potential of its inhabitants for the creation of new

- workplaces, exploiting local potentials, creation of the local Corporation Network and increasing accessibility of services for the inhabitants;
- ❑ which is an important national academic centre and the most important Polish centre in the area of technical sciences; the scientific position of the city shall be created mainly thanks to the cooperation of Silesian Technical Academy with other universities both in Poland and abroad, the participation in international research projects, realisation of tasks requested by businesses, participation in conception activities connected with the local and regional development; the graduates of Gliwice universities shall possess high qualifications allowing them to obtain attractive positions or commence their own business activity; universities and scientists shall become the vital partner in the formation of city development;
 - ❑ constituting a cultural pole of Upper Silesian Agglomeration; the development of culture and the activity of institutions and cultural community shall create the atmosphere of the city, accentuate its advantages and make the city more attractive both for its inhabitants and visitors; due to the strength of the academic community Gliwice shall become an important centre of students culture; culture shall constitute the complementation of the technical profile of the city;
 - ❑ performing an important religious role thanks to the functioning on its territory of the Bishop Curia of Gliwice Diocese, Religious Music College and John Paul II Education Centre; apart from the religious importance this fact shall also influence the development of social functions and it shall fulfil a culture creation role;
 - ❑ with the labour market meeting all the expectations of the inhabitants simultaneously attractive for the well qualified and entrepreneurial individuals from outside the city – such labour market shall become an important demographic growth factor of the city and it shall also strengthen the city's human capital;
 - ❑ constituting an important centre of consolidation for Upper Silesian Agglomeration initiating projects of high importance both for the agglomeration and for the region realised in cooperation with adjacent communes; the city shall expertly use its resources and positive processes occurring in its immediate vicinity simultaneously undertaking actions which shall strengthen both its own potential and the one of Upper Silesian Agglomeration;
 - ❑ possessing a positive image – of modern, open, attractive, internally powerful city possessing strong internal development energy;
 - ❑ combining the multicultural traditions and history;
 - ❑ distinguished by its aesthetics, functionality of planning, order, greenness, well organized public spaces; care for monuments shall be accompanied by the

- creation of new objects characterised by high architectural value;
- ❑ of powerful social bonds manifesting themselves in the inhabitants' responsibility for their city and for other members of the local community; the inhabitants shall become willingly involved in social activities and the city shall create instruments supporting new social initiatives;
 - ❑ of real dialogue between local authorities and inhabitants; co-managing mechanisms allowing inhabitants to actively participate in the realisation of local development projects shall be implemented in the city;
 - ❑ providing its inhabitants with development opportunities compliant with their aspirations; the basis for the realisation of this assumption shall be the development of educational functions, supporting social and economic activity, creation of possibilities to satisfy basic living needs independently;
 - ❑ guaranteeing access to social services on appropriate level, particularly to those social groups which are threatened by marginalisation;
 - ❑ with attractive offer of free time spending possibilities including the accessibility of sport and recreation facilities as well as culture and entertainment, additionally with the possibility of undertaking pro-social activities;
 - ❑ providing its inhabitants with high safety level;
 - ❑ where development processes are controlled by the rules of sustainable development; the development processes shall not lead to excessive exploitation and in result to degradation of non-renewable resources of the city; attempts to protect the existing resources or to restore the exploited ones shall be undertaken continuously; the environmental, spatial and cultural values shall constitute an important decision criterion when selecting strategic projects;
 - ❑ developing in a harmonious manner; the development processes shall not be in conflict with one another and the cases of permanent space appropriation for the needs of individual functions shall be limited to the necessary minimum;
 - ❑ where positive effects of development are visible and observable to all inhabitants in all parts of the city; any barriers hindering the fluctuation of positive phenomena shall be removed and in particular those in transport and information.

4.

STRATEGIC PRIORITIES OF THE CITY OF GLIWICE

Strategic priorities
Contents of priorities

STRATEGIC PRIORITIES

The realisation of the development vision for the city of Gliwice relies on focusing attention on five priorities listed below: 27.

1. Construction of modern economic structures.
2. Improvement of the quality of life in the city.
3. Development of metropolitan functions.
4. Strengthening the attractiveness of urban space.
5. Formation of civil society.

CONTENTS OF PRIORITIES

The construction of modern economic structures requires the development of innovative products, enriching economic structures through the development of local businesses and influx of new investment as well as inclusion of educational, research and scientific institutions into the economic growth processes – in other words the development of broadly understood business related institutions. 28.

The improvement of the quality of life in the city is in its basic scope related to the accessibility of social services, the quality of both natural and anthropogenic environment, the possibilities of actively spending leisure time. In the more active understanding this priority should be perceived as providing the inhabitants with opportunities for self-realisation and improvement of their qualifications. 29.

Development of metropolitan functions is an important priority for Gliwice. The city should perform the leader's functions within Upper Silesian Agglomeration especially in the area of scientific, cultural, entertainment or recreational functions. The potential of Gliwice allows for the development of metropolitan tourism. In this context an equally important issue is for the city to occupy the leading position in animating cooperation of local governments, particularly within the frames of the Upper Silesian 30.

Metropolitan Union and in relation to the communes of Gliwice poviat.

The increase in the attractiveness of urban space constitutes the priority whose realisation is essential both for the improvement of the living conditions in the city and for the shaping of the city's image. Proper realisation of this priority is also connected with following the rules of sustainable development. 31.

The development of the city depends mostly on the inhabitants' attitudes and their level of activity. The formation of civil society constitutes the method of including inhabitants in the process of city development management process, of tightening their bonds with the city, limiting the phenomenon of permanent emigration. The citizens' activity enhances the process of filling gaps in the functioning of the market mechanisms through the development of voluntary work and charity actions. 32.

The above-mentioned priorities are not of separable nature. Actions taken within their frames should be mutually supportive. It is also worth mentioning that the introduced numeration is not hierarchic in character and serves solely for organisational purposes. Each of the priorities constitutes an equivalent value to the development of the city. 33.

5.

STRATEGIC OBJECTIVES OF THE CITY OF THE GLIWICE

Strategic objectives of the city of Gliwice and their contents
 Indicators of realization of strategic objectives

STRATEGIC OBJECTIVES AND THEIR CONTENTS

Strategic objectives have been formulated in relation to the subsequent priorities. The strategic objectives reflect specific values or processes which need to be obtained for the realisation of the vision of development for the city of Gliwice. 34.

Strategic priority	Strategic objectives	Contents of the objective
Construction of modern economic structures	1.1. High attractiveness of the city for the location of innovative investments.	<ul style="list-style-type: none"> - individualised investor service, - good offer of investment areas, - creation of office and services centre, - improving inhabitants qualifications, - new spaces for innovative economic activity,
	1.2. Favorable conditions for the creation of business and research networks and for the generation of high technology industries clusters.	<ul style="list-style-type: none"> - high quality of business entities service, - friendly business related institutions, - participation of educational bodies, universities and research centres in the economic development, - tightening the cooperation between business entities,
	1.3. Logistic functions developing on the basis of convenient communicational location.	<ul style="list-style-type: none"> - Exploitation of the crossing of motorways, railroads and the port for the logistic and multimodal transport functions.

<p>1.4. High level of business activity of the inhabitants entailing the generation of workplaces and the improvement of quality of life in the city.</p>	<ul style="list-style-type: none"> - supporting the functioning of small and medium-size businesses, - propagation and cultivation of entrepreneurial attitudes among the young inhabitants, entrepreneurial education, - assistance in the development of micro-companies and transforming them into small companies, - development of mentoring (cooperation and care of large companies over micro and small companies).
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Strategic priority	Strategic objectives	Contents of the objective
Improvement of the quality of life in the city	<p>2.1. High quality of life positively distinguishing Gliwice among the cities of Upper Silesian Agglomeration corresponding to the quality of life in European cities.</p>	<ul style="list-style-type: none"> - material living conditions, - accessibility of social services, - public safety - development of public transport system
	<p>2.2. City friendly for the inhabitants with limited possibilities of independent development.</p>	<ul style="list-style-type: none"> - participation in the city development available to all social groups, - removal of barriers for the elderly and disabled, - limiting pathology and marginalisation
	<p>2.3. Economic and settlement development non-colliding with the demands of eco-development.</p>	<ul style="list-style-type: none"> - ecological awareness of the city users, - creating opportunities for pro-ecological behaviour, - ecological criteria in decision making process,

36.

Strategic priority	Strategic objectives	Contents of the objective
Development of metropolitan functions	<p>3.1. City constituting an important scientific and academic centre in the country.</p>	<ul style="list-style-type: none"> - development of science, - educational processes at the highest level, - cooperation of science and business,

37.

<p>3.2. High level of the cultural, entertainment and recreational offer of the city.</p>	<ul style="list-style-type: none"> - development of artistic social groups, - wide offer of free time activities,
<p>3.3. Metropolitan tourism developing in the city thanks to the exploitation of tangible and intangible heritage of the city's culture and history.</p>	<ul style="list-style-type: none"> - resources of touristic and historic values, - well-developed tourism infrastructure, - attractive events aimed at various social groups, - number of guiding services and tourist information users
<p>3.4. City inspiring for local, regional and international cooperation</p>	<ul style="list-style-type: none"> - participation in the strengthening of Upper Silesian Agglomeration, - supporting and initiating interregional projects, - creation of a new whole with the adjacent, smaller communes.

<p>Strategic priority</p>	<p>Strategic objectives</p>	<p>Contents of the objective</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Strengthening of urban space attractiveness</p>	<p>4.1. High attractiveness of public spaces in the city with respect to the order, aesthetics and range and quality of accessible services.</p>	<ul style="list-style-type: none"> - monuments maintenance, - new objects, - small architecture, - organised green spaces, - elimination of civilisation difficulties.
	<p>4.2. Rational space management and intensification of its use thanks to properly prepared technical infrastructure.</p>	<ul style="list-style-type: none"> - prepared areas for housing development and investment, - resolution of transport problems, - reduction of the phenomena of extensive exploitation of city space, - revitalisation of space and objects,

38.

Strategic priority	Strategic objectives	Contents of the objective
Formation of civil society	<p>5.1. High level of inhabitants' interest in improving their qualifications and the city providing its inhabitants with opportunities to build their careers.</p>	<ul style="list-style-type: none"> - development of education system oriented at combination of professional competences with social responsibility, - strengthening the independence of local society members, - elimination of demanding attitudes through extension of personal development possibilities, - promoting responsible attitudes of inhabitants,
	<p>5.2. City providing possibilities of professional activities to all social life entities.</p>	<ul style="list-style-type: none"> - co-deciding on the directions of city development, - participation in the realisation of local projects, - social activity, - charity activities, - caring for the historical heritage,

INDICATORS OF THE REALISATION OF STRATEGIC OBJECTIVES

40.

Strategic objective	Realisation indicators
<p>1.1. High attractiveness of the city for the location of innovative investments.</p>	<ul style="list-style-type: none"> - number of newly created innovative companies (Special Economic Zone, Inkubator, Technopark) (↗), - value of investments realised within the territory of the city per capita (↗), - number of prepared investment plots (↗), - newly created companies R&D (↗), - employment in R&D sector(↗), - amount of collective redundancies versus the number of available workplaces reported to the District Employment Agency (↘)
<p>1.2. Beneficial conditions for the creation of business and research networks and for the generation of high technology industries clusters.</p>	<ul style="list-style-type: none"> - number of companies cooperating with the Silesian Technical University and other universities in town (↗), - number of inventions filed to the Patent Office (↗),
<p>1.3. Logistic functions developing on the basis of convenient communicational location.</p>	<ul style="list-style-type: none"> - length of newly constructed and modernised roads in km (↗), - number of newly created logistic companies (↗), - employment in logistic companies (↗), - net income from the sales of products, goods and materials of logistic companies (↗),
<p>1.4. High level of business activity of the inhabitants entailing the generation of workplaces and the improvement of quality of life in the city.</p>	<ul style="list-style-type: none"> - number of business entities functioning in the city (↗), - number of newly created business entities in the city within the year (↗), - number of national economy entities registered in the statistic register REGON which defined their state of legal and economical activity as entities in the state of insolvency (↘), - revenue from personal income tax (↗), - number of companies defined as small and medium-sized ones (↗), - quantity of companies in relation to the number of those professionally active - quantity of newly created business entities during the year thanks to the financial support of the District Employment Agency in Gliwice (↗),

<p>2.1. High quality of life positively distinguishing Gliwice among the cities of Upper Silesian Agglomeration corresponding to the quality of life in European cities.</p>	<ul style="list-style-type: none"> - level of average salary (↗) - average income per capita in the city in relation to the cities of Upper Silesian Agglomeration and other metropolitan centres in the country (↗), - unemployment rate(↘), - level of inhabitants economic diversification in relation to the national average – structure of payment according to the income groups (↘) percentage of individuals and families with income below the subsistence level), - crime rate (↘), - amount of new houses/flats commissioned to use in the city (↗), - amount and size of residential lots prepared by the city (↗), - number of those waiting for social flats (↘), - conditions of living in flats expressed by the infrastructural equipment of flats and the area of the flat per capita (↗), - value of Gliwice health care bodies contracts with the National Health Fund in calculation per capita - proportion between permanent emigration and immigration (↔or ↘), including the migration balance, - number of realised or modernised sport facilities, technical parameters of these facilities (e.g. their cubic volume, built-up area, length of bicycle routes) (↗), - migrations with the division to national migrations and those abroad,
<p>2.2. City friendly for the inhabitants with limited possibilities of independent development.</p>	<ul style="list-style-type: none"> - quantity of those benefiting from social care (permanently and temporarily) (↘), - number of disabled who benefited from the forms of professional activation of the disabled in relation to the number of disabled registered in the District Employment Agency (↗), - quantity of workplaces for those with recognised level of disability (↗), - number of children in care of non-institutional forms of respite care (↗), - number of various forms of care for the elderly and quantity of those benefiting from such forms of care (↗),

<p>2.3. Economic and settlement development non-colliding with the demands of eco-development.</p>	<ul style="list-style-type: none"> - percentage of coverage of the city by currently binding local zoning plans (↗), - quantity of issued decisions on building conditions and on the determination of public purpose investment localisation (refers only to areas without currently binding zoning plan) (↘), - number of thermo-modernised objects and the percentage of district heating savings following the thermo-modernisation (↗), - quantity and value of subsidies for the implementation of systems aiming at pollution reduction(↗), - level of air pollution (↘), - level of noise in the city centre (↘), - quantity and area of liquidated illegal dumping sites (↘).
<p>3.1. City constituting an important scientific and academic centre in the country.</p>	<ul style="list-style-type: none"> - quantity of offered faculties at universities and colleges(↗), - number of universities and colleges (↗), - position of universities and colleges in rankings (↗), - number of students (↗), - number of students originating from outside the city of Gliwice but studying here (↗), - quantity of university and college graduates (↗).

<p>3.2. High level of the cultural, entertainment and recreational offer of the city.</p>	<ul style="list-style-type: none"> - quantity of participants in cultural and entertainment events realised in the city (↗), - amount of cultural and artistic events of national and international range (↗), - number of regional and local cultural events (including festivals, concerts, artistic performances, musical workshops, reviews, also those organised within the subsidies for non-governmental organisations) (↗), - quantity of exhibitions, open-air meetings, art workshops (↗), - number of projects concerning cultural, historical and artistic education (↗), - quantity of theatre premieres, theatre performances, film shows, museum exhibitions, educational and cultural programmes and projects, projects promoting literature and reading offered by the municipal culture institutions (↗), - number of sport and recreation events with interregional range (↗), - quantity of issued publications, magazines, books, catalogues, periodics, multimedia, film and music presentations (↗), - amount of sport teams in the highest leagues (↗), - quantity of clubs(↗), - amount of sports sections (↗), - number of people doing sport in clubs (↗), - quantity of sports facilities adjusted to league matches (↗), - number and area of erected sport objects (managed by TUR) - number and area of modernised sport objects (managed by TUR) (↗), - number and area of modernised school sport objects (↗).
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<p>3.3. Metropolitan tourism developing in the city thanks to the exploitation of tangible and intangible heritage of the city's culture and history.</p>	<ul style="list-style-type: none"> - amount of hotels (↗), - quantity of hotel beds (↗), - number of visitors using the accommodation services of various standard, amount of nights (↗), - quantity of participants of ticketed events at selected touristic and cultural bodies in the city (↗), - amount of implemented undertakings serving the development of metropolitan tourism (↗), - number of conferences (conventions, meetings) devoted to the development and popularisation of tourism (↗), - quantity of tourism promoting activities in the city (↗), - number of visitors to the municipal palm house within a year (↗), - percentage of employment in tourism sector (↗),
<p>3.4. City inspiring local, regional and international cooperation.</p>	<ul style="list-style-type: none"> - quantity and value of projects implemented by local governments in the sub-region and region with the participation of Gliwice (↗), - quantity and value of international projects implemented with the participation of Gliwice (↗), - number of partners in projects (↗), - amount of associations, foundations and inter-commune unions with the participation of Gliwice I (↗)
<p>4.1. High attractiveness of public spaces in the city in terms of the order, aesthetics, range and quality of accessible services.</p>	<ul style="list-style-type: none"> - number of applications for and granted building permissions issued for the objects protected by the zoning plan due to conservation purposes (↗), - size of green areas (↗), - air pollution level (↘), - noise level in the city centre (↘), - number and area of liquidated illegal dumping sites(↘), - area and type of modernised public spaces (↗), - number of thermally modernised objects, technical parameters of the objects (e.g. cubic volume, built-up area) (↗), - quantity of existing conference and lecture rooms, concert halls, (↗),
<p>4.2. Rational space management and intensification of its use thanks to properly prepared technical infrastructure.</p>	<ul style="list-style-type: none"> - size of the areas prepared for investment (↗), - length of infrastructure network (↗), - length of new and modernised roads (↘),

<p>5.1. High level of inhabitants' interest in improving their qualifications and the city providing its inhabitants with opportunities to build their careers.</p>	<ul style="list-style-type: none"> - number of graduates from defined types of schools (↗ - prospective faculties, ↘ - faculties unadjusted to the labour market) - in relation to the data provided by the District Employment Agency, - quantity of inhabitants who completed vocational skills courses (data provided by the District Employment Agency) (↗), - amount of those who completed post-graduate internship (data provided by the District Employment Agency) (↗), - number of students in the city (↗), - quantity of inhabitants benefiting from lifelong learning through the District Employment Agency (↗),
<p>5.2. City providing possibilities of professional activities of all social life entities.</p>	<ul style="list-style-type: none"> - number of non-governmental organisations active in the city (↗), - quantity of trainings for volunteers (↗), - amount of volunteers workers registered during the celebration of the volunteer day (↗), - amount of trainings organized by GCOP (Gliwice Centre of Non-governmental Organisations) or with its cooperation (↗), - number of consultations for non-governmental organisations and informal groups (↗), - number of participants in trainings, workshops and counselling (↗), - amount of initiatives targeted at the cultivation of historical and cultural heritage of the city and the number of those involved (↗), - participation in elections, particularly in local governmental elections (↗), - quantity and value of inter-sector projects initiated by the business sector and NGO's (including the number of applications for business partner) (↗), - amount and value of competitions initiated by the local government (↗), - quantity of formally correct applications filed in course of municipal contests (↗),

6. SWOT ANALYSIS

Importance of factors in SWOT analysis
SWOT analysis

ESSENCE OF FACTORS IN SWOT ANALYSIS

The configuration of conditions influencing the realisation of various strategic objectives is as diversified as the objectives themselves. That is why the SWOT analysis has been performed separately for each of the objectives. The proposals of factors referring to the subsequent objectives have been obtained in course of the workshops attended by social groups connected with the individual objectives. 41.

The factors in SWOT analysis have been divided and labelled as follows:

S – STRENGTHS:

internal factors influencing (or capable of influencing) the positive development of the city, distinguishing the city in a favourable manner in its surroundings, generating foundations for its future development, increasing the city's attractiveness and competitiveness in the eyes of inhabitants, investors and visitors

W – WEAKNESSES:

internal factors exercising (or capable of doing so) a negative influence on the development of the city, hindering the city's development and the realisation of plans, insufficient potentials worsening the position of the city both in the eyes of inhabitants and external entities

O – OPPORTUNITIES:

factors in the surroundings enhancing (or capable of doing so) the development of the city, enabling the elimination of weaknesses, increasing the strengths, triggering new directions of development

T – THREATS:

factors in the surroundings hindering (or capable of doing so) the development of the city, constituting barriers in overcoming current difficulties and blocking the possibilities of undertaking action in various areas essential from the viewpoint of city development

SWOT ANALYSIS

1.1. High attractiveness of the city for the location of innovative investments. 42.

STRENGTHS	WEAKNESSES
<p>S1 Strong scientific and research facilities starting from Silesian Technical University and pro-innovation institutions – Technopark and Inkubator.</p> <p>S2 Development of Gliwice Special Economic Subzone (KSSE) and the confirmation of the image of the city as favourable localisation thanks to the location of worldwide concerns in the said zone.</p> <p>S3 Appropriate entries in the municipal zoning plan determining specific areas for the localisation of innovative investments.</p> <p>S4 Good communicational location on the crossing of international transport routes – the motorway, DTŚ route, railway, airport, the port.</p> <p>S5 Continuous extension of transport, most of all aiming at the improvement of communicational connections with the surrounding areas.</p> <p>S6 High awareness of municipal authorities concerning the importance of innovative investment and planned development projects in this area.</p> <p>S7 Accessibility of public offices and institutions in the city, including those of interregional importance such as courts, Customs Office.</p>	<p>W1 Lack of zoning plan for certain parts of the city resulting in the limited investment opportunities.</p> <p>W2 Too low efficiency of the internal transport system and insufficient quantity of car parks and parking spaces.</p> <p>W3 Lack of full utility infrastructure of the land to be used by investors.</p> <p>W4 Insufficient amount of high quality office space (including most of all class "A" office buildings).</p>
OPPORTUNITIES	THREATS

<p>O1 Creation of the Upper Silesian Metropolitan Union enabling more effective realisation of certain interregional projects.</p> <p>O2 Truly large human potential and the infrastructural potential of the whole of Upper Silesian Agglomeration which possesses relatively high level of attractiveness for obtaining investors.</p> <p>O3 Possibilities of gaining subsidies from the European Union in the context of relatively large amounts allocated for the years 2007-2013</p>	<p>T1 Increase of bureaucracy, complicated and ambiguous legal regulations and frequent alterations in the legal system.</p> <p>T2 Too high costs of employment combined with insufficient solutions of this problem in the current policy of the country.</p> <p>T3 Increasing emigration to foreign countries of young, frequently well-educated people resulting in larger difficulties in obtaining skilled personnel with specialist competences.</p> <p>T4 Increasing competition of other national and foreign centres in obtaining innovative investment.</p>
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1.2. Favorable conditions for the creation of business and research networks and for the generation of high technology industries clusters. 43.

STRENGTHS	WEAKNESSES
<p>S1 High qualifications of the local personnel, in particular of the scientific and technical personnel.</p> <p>S2 High quality of the part of infrastructural resources necessary for the performance of research.</p> <p>S3 Substantive and organisational experience of the part of scientific, research and business professional groups obtained in course of the realisation of projects aimed at the creation of the cooperation network and at the commercialisation of technology.</p> <p>S4 Positive image of the city in the context of the high renown of the Silesian Technical University.</p> <p>S5 Effective realisation of New Gliwice project including the elements of support for the commencing of cooperation between the scientific and research social groups and business.</p>	<p>W1 Insufficient quantity of personnel resulting mostly from the lack of new positions especially for scientific and research workers.</p> <p>W2 Low level of equipment of certain number of laboratories requiring urgent and considerable modernisation.</p>
OPPORTUNITIES	THREATS

<p>O1 Interest of foreign companies in investing in Gliwice and the resulting increase of the number of potential entities willing to participate in the creation of clusters and in commercialisation of technology.</p> <p>O2 Increasing awareness of the importance of the cooperation between business and research institutions and of the creation of clusters as the factor enhancing the economic development.</p> <p>O3 Approval and implementation of the Regional Innovation Strategy of Silesia Region for the years 2003-2013.</p> <p>O4 New possibilities to co-finance the cooperation between business and research institutions and the creation of clusters in the context of the new EU programming period for the years 2007-2013.</p> <p>O5 High level of competition as motivating power, enhancing the cooperation between business and research institutions and clustering.</p>	<p>T1 Lack of appropriate financing system for universities and colleges in the context of the cooperation between businesses and research institutions and of clusters creation.</p> <p>T2 Favorable work / cooperation offers for the local personnel from foreign research institutions and centres in the already functioning IT clusters.</p> <p>T3 Deficiencies in Polish legal system especially in the scope of certain provisions of patent law.</p> <p>T4 Lack of proper incentives system for companies driving them to develop the cooperation of business and research entities and creation of clusters.</p> <p>T5 Relatively high level of competitiveness of foreign entities and their scientific and research potential and also of their experience in creation and functioning of clusters in the context of competing in the European and global market.</p>
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1.3. Logistic functions developing on the basis of convenient communicational location.

44.

STRENGTHS	WEAKNESSES
<p>S1 Good communicational location on the crossing of international transport routes – the motorway, DTŚ route, railway, airport, the port.</p> <p>S2 Logistics companies of considerable position in the local and regional market currently functioning in the city.</p> <p>S3 Existing defined plans of the development of transport infrastructure of regional and international importance particularly in the orientation north-south, east-west.</p> <p>S4 Increase in attractiveness of the areas adjacent to the transport nodes.</p>	<p>W1 Lack of approved zoning plans for certain parts of the city.</p> <p>W2 Insufficient quantity and communicational capacity of connections between certain districts of the city important in the context of logistic functions development.</p> <p>W3 Lack of ring roads.</p> <p>W4 Activity of small social groups adversary to the realisation of the current plans of development of transport infrastructure – among others in relation to the DTŚ route.</p>
OPPORTUNITIES	THREATS

<p>O1 Planned alterations in the legal system aiming at the increased efficiency of the realisation of infrastructure investment (e.g. the construction of motorways).</p> <p>O2 Increase of demand for the national and international “small” air transport.</p> <p>O3 Appointing Poland as the co-organiser of the European Football Championships in 2012 entailing the improvement of communicational infrastructure and resulting in the increase of demand for logistic services.</p> <p>O4 Planned inclusion of Poland into the Schengen agreement in 2008 eliminating the border control between the countries - signees of the said agreement.</p>	<p>T1 Certain part of the currently binding legal regulations – including the public tender law – hindering the efficient development of technical infrastructure necessary for the development of logistic functions.</p> <p>T2 Blocked river route on the Odra river nearly on all its length limiting the development of logistic functions of the exploitation of the port of Gliwice.</p> <p>T3 Highly insufficient quantity and not always high quality of logistic-connected infrastructure (car parks, motels, toilets) mainly for automobile transport.</p> <p>T4 Potential competition of the new or newly created logistic centres e.g. in Sławków or Chorzów.</p> <p>T5 Increasing emigration to foreign countries resulting in larger difficulties in obtaining skilled personnel with specialist competences.</p> <p>T6 Planned inclusion of Poland into the Schengen agreement in 2008 resulting in stricter border control between Poland and countries which remain outside the Schengen zone.</p>
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1.4. High level of business activity of the inhabitants entailing the generation of workplaces and the improvement of quality of life in the city. 45.

STRENGTHS	WEAKNESSES
S1 Relatively high income of inhabitants <i>per capita</i> in comparison with the remaining cities of the Upper Silesian Agglomeration.	W1 Too high tax and local fees rates which may discourage entrepreneurs form activity.
S2 Decreasing unemployment rate and relatively low level of this indicator in relation to the remaining cities of the Upper Silesian Agglomeration.	W2 Lack of zoning plans for certain districts of the city.
S3 Realisation of numerous projects aimed at the creation of new workplaces – e.g. trainings organised in the city on starting and performing business activity.	W3 Insufficient promotion of good practice in the scope of inhabitants' entrepreneurial activity and creation of new workplaces, which could perform motivating functions encouraging others to become active.
S4 Properly functioning system of economic information.	
S5 Improving conditions for creation of new companies (including the creation of Inkubator, functioning of universities and their broadening educational offer).	
S6 Tax and local fees rates lower than in the neighbouring cities.	
S7 Large attractiveness of the city for the location of innovative investments.	

OPPORTUNITIES	THREATS
<p>O1 Preferential conditions for the development of small and medium sized companies in the policy of European Union.</p> <p>O2 Legislative changes currently being prepared aiming at the acceleration and simplification of the registry procedures for business entities.</p> <p>O3 Currently prepared legislative changes aiming at the simplification of performing business activity among others through the limitation of the scope of controls of businesses and elimination of ambiguity of the interpretation of legal regulations e.g. fiscal regulations.</p>	<p>T1 Opening new labour markets in EU countries increasing emigration, this mainly refers to entrepreneurial individuals.</p> <p>T2 Considerable differences in the quality of life and disproportions in salaries in EU countries resulting in ever more permanent character of emigration.</p> <p>T3 Too high labour costs in combination with inefficient solutions to this problem in the current state policy.</p> <p>T4 Too high tax rates on national level possibly discouraging entrepreneurs from activity.</p> <p>T5 High bureaucracy level leading to time consuming company registration process.</p> <p>T6 Insufficient speed of development of e-administration including lack of common use of electronic signature.</p>

2.1. High quality of life positively distinguishing Gliwice among the cities of Upper Silesian Agglomeration corresponding to the quality of life in European cities. 46.

STRENGTHS	WEAKNESSES
<p>S1 Broad, well-developing educational offer largely reflecting both the current and the anticipated needs of labour market.</p> <p>S2 High educational potential of inhabitants and their high aspirations in this area.</p> <p>S3 Functioning and development of the Gliwice subzone of the Katowice Special Economic Zone (KSSE) providing a considerable amount of workplaces including also positions with relatively high salaries.</p> <p>S4 Development of municipal and private construction sector.</p> <p>S5 Privatised basic health care units and medical centres of interregional importance – such as the Institute of Oncology.</p> <p>S6 Visible functioning of institutions operating for the sake of the disabled and guarantee of palliative and hospice care.</p> <p>S7 High efficiency of local government.</p>	<p>W1 Large number of individuals with low or very low income per family member.</p> <p>W2 Insufficient accessibility of school sports and recreation facilities.</p> <p>W3 Insufficient quantity of cultural facilities and cultural offer in need of improvement to comply with the metropolitan aspirations of the city.</p> <p>W4 Organisation of hospitals non-compliant with the modern systems of immediate life saving.</p> <p>W5 Financial means not allowing for the effective realisation of tasks of institutions functioning for the sake of the disabled.</p> <p>W6 Insufficient palliative and hospice care in patients' houses.</p>
OPPORTUNITIES	THREATS
<p>O1 Improving accessibility of the city thanks to the development of international and interregional transport corridors.</p> <p>O2 Possibility of obtaining European Union funds in a much larger scale than currently.</p> <p>O3 Possible influx of considerable foreign capital – new investors.</p> <p>O4 Registration of Upper Silesian Metropolitan Union enabling more efficient realisation of interregional projects.</p> <p>O5 Possibility of exchange of good practices between the partner cities and other local governments.</p>	<p>T1 High pollution level in spite of successive reduction of pollutant emission.</p> <p>T2 Inappropriate system solutions in health care (lack of properly developed health policy, low level of financing).</p> <p>T3 Noticeable increase of the number of civilisation illnesses.</p> <p>T4 Complicated and ambiguous legal regulations and frequent changes in the legal system.</p> <p>T5 Poor accessibility of specialist medical care and long time of waiting for an appointment.</p>

2.2. City friendly for the inhabitants with limited possibilities of independent development. 47.

STRENGTHS	WEAKNESSES
<p>S1 Diversity of institutions offering assistance to inhabitants with limited abilities of individual development.</p> <p>S2 Highly qualified personnel of the multiple institutions offering the above mentioned assistance.</p> <p>S3 Dynamic activities of non-governmental organisations also in the area targeted at inhabitants with limited abilities of individual development.</p> <p>S4 Institutionalised forms of childcare.</p> <p>S5 Stationary forms of care for the elderly and sick.</p>	<p>W1 Lack of Crisis Intervention Centre for children and the youth.</p> <p>W2 Insufficient and non-profiled educational, health, assistance and cultural offer for the individuals with limited ability of development.</p> <p>W3 Too small quantity of job offers for the disabled.</p> <p>W4 Social exclusions of the inhabitants with limited abilities of individual development.</p> <p>W5 Architectonical barriers in public buildings.</p> <p>W6 Lack of integrated information system concerning those with limited abilities of individual development.</p>
OPPORTUNITIES	THREATS
<p>O1 Possibility of obtaining EU funds.</p> <p>O2 Possibilities of exchanging „good practices” with other institutions both nationally and internationally.</p> <p>O2 Creation of civil society including the assistance provided to the inhabitants with limited abilities of individual development.</p>	<p>T1 Lack of effective legal regulations concerning the scope of assistance for the inhabitants with limited abilities of individual development.</p> <p>T2 Disintegration of solutions on the level of the national inter-ministerial policy.</p> <p>T3 Consumption life model and indifference to other people.</p> <p>T4 Gradual disappearance of traditional values, including social solidarity and neighbours’ help.</p>

2.3. Economic and settlement development non-colliding with the demands of eco-development. 48.

STRENGTHS	WEAKNESSES
<p>S1 Numerous personnel and pro-ecological institutions operating in the city.</p> <p>S2 Considerable quantity of environmental protection programmes and projects realised in the territory of the city.</p> <p>S3 Relatively large amount of green and recreational areas.</p> <p>S4 Efficient sewage system with the operating sewage treatment plant.</p> <p>S5 Separated Gliwice subzone of the Katowice Special Economic Zone and the resulting workplaces, new flats, etc.</p>	<p>W1 Inefficient communicational system and still existing transit traffic in the centre of the city.</p> <p>W2 Low level of exploitation of renewable energy resources and lack of support system in this area.</p> <p>W3 Not fully modernised and pro-ecological fleet of bus and tramway communication.</p> <p>W4 Pollution of Klodnica river discouraging from walks and relax in its vicinity.</p> <p>W5 Bad technical condition of a considerable number of residential buildings and old, not environmentally friendly heating systems.</p> <p>W6 Lack of sufficient number of parking spaces, especially in the central area of the city.</p>
OPPORTUNITIES	THREATS
<p>O1 Possibility of obtaining EU funds.</p> <p>O2 Truly high interest in settlement in Gliwice in the context of good climate for living, studying, business or work.</p> <p>O3 Thanks to the modernisation of industry and promotion of pro-ecological technologies the pollution is being successively reduced.</p>	<p>T1 High pressure to devote bigger areas for housing development.</p> <p>T2 The investors' preferences to select green areas and either to combine them with recreational functions or to locate them in the vicinity of such recreational areas.</p> <p>T3 Relatively liberal regulations of building law and local law hindering the preservation of architectural and urban order.</p>

3.1. City constituting an important scientific and academic centre in the country. 49.

STRENGTHS	WEAKNESSES
<p>S1 The renown of Silesian Technical University, its human resources and institutional potential alongside the worldwide successes of its employees and students.</p> <p>S2 The development of Gliwice School of Entrepreneurship combined with the revitalisation of post-industrial areas and the creation of incubator of enterprises.</p> <p>S3 Strong connections between the scientific society and various institutes and research centres.</p> <p>S4 Functioning and development of the Technopark.</p>	<p>W1 Insufficient diversification of the educational offer on the level of university education – domination of technical faculties.</p> <p>W2 Limited opportunities for scientific development for young employees (number of vacancies, level of salaries).</p>
OPPORTUNITIES	THREATS
<p>O1 Continuously increasing awareness of the necessity of better cooperation between the scientific society, business and NGO.</p> <p>O2 New possibilities and larger scale of financing projects in the horizon of 2007-2013 – EU funds.</p> <p>O3 Constantly growing need for graduation from university as the basis for success on the labour market – minimising of negative demographic trends.</p>	<p>T1 Demographic low currently most visible at the university level.</p> <p>T2 Emigration abroad (mostly for economic reasons) of young people.</p> <p>T3 Difficulties in the commercialisation of scientific projects.</p> <p>T4 Definitely insufficient public expenditure devoted to scientific research – particularly in comparison with the “old” EU countries – percentage of GNP.</p>

3.2. High level of the cultural, entertainment and recreational offer of the city.

50.

STRENGTHS	WEAKNESSES
<p>S1 Dynamic functioning of Gliwice Musical Theatre.</p> <p>S2 The city of the young – thousands of students, artistic, entertainment and academic societies.</p> <p>S3 Functioning of Gliwice Tourist Agency.</p> <p>S4 Functioning of art schools in the city such as music and art schools, the vocal and ballet college and ballet school.</p> <p>S5 Existence of Gliwice Channel and the “reactivation” of tourist functions of the said channel.</p>	<p>W1 Lack of important cultural events (particularly the periodical ones) of national and international range.</p> <p>W2 Lack of sport achievements of Gliwice of international or national importance and infrequent participation of Gliwice clubs in first league matches.</p>
OPPORTUNITIES	THREATS
<p>O1 Realisation of the project of erecting the Entertainment and Sports Hall “Podium”.</p> <p>O2 Increase, yet at very slow pace, of the social awareness in the area of healthy lifestyle and physical activity.</p> <p>O3 Part of society growing rich which results in the increase of spending on higher class goods, services – including culture and recreation.</p> <p>O4 Development of new technologies and easier and faster access to information, communication possibilities etc.</p>	<p>T1 Competitive offer of other cities of the Upper Silesian Agglomeration.</p> <p>T2 In the interregional viewpoint the competitive offer of other cities located in the south of Poland.</p> <p>T3 Negative (unjustly) image of Silesia as the “cultural desert”.</p>

3.3. Metropolitan tourism developing in the city thanks to the exploitation of tangible and intangible heritage of the city's culture and history. 51.

STRENGTHS	WEAKNESSES
<p>S1 Relatively abundant tourist attractions such as the Broadcasting Radio Station building, the museum, the Palm House.</p> <p>S2 Cultural activity of the Polish - German Cooperation House.</p> <p>S3 Extremely beneficial localisation with good communicational accessibility.</p> <p>S4 Centuries-old tradition of the city and the preserved medieval urban layout of the city centre.</p>	<p>W1 Limited number of tourist attractions, especially those of highest rank.</p> <p>W2 Extremely narrow offer of conference rooms, especially the large ones.</p> <p>W3 Weak hotel and restaurant facilities.</p> <p>W4 Insufficient or not always coordinated promotion activities.</p> <p>W5 Too slow process of restoration of historical objects and insufficient funds for these activities.</p>
OPPORTUNITIES	THREATS
<p>O1 Increasing demand for high class conference, hotel and restaurant facilities.</p> <p>O2 Possibility of unblocking of the Gliwice Channel and the resulting development of the tourist function.</p> <p>O3 Organisation of the European Football Championships by Poland and Ukraine in 2012.</p> <p>O4 Plans for strong both national and international promotion of the region (including the promotion of tourism).</p>	<p>T1 Strong competition and larger tourist potential of cities like Cracow and Wrocław.</p> <p>T2 The image of Śląsk as an unattractive region for tourism, the region is associated mostly with economic functions and restructuring.</p>

3.4. City inspiring for local, regional and international cooperation.

52.

STRENGTHS	WEAKNESSES
<p>S1 The existing cooperation network of partner cities.</p> <p>S2 Considerable participation of Gliwice in the creation of Upper Silesian Metropolitan Union.</p> <p>S3 Realised and planned interregional projects.</p> <p>S4 SEKT – effective technology commercialisation network.</p> <p>S5 Well-developed cultural community and centuries-old traditions alongside rich historical heritage.</p>	<p>W1 Unsatisfactory efficiency of cooperation with partner cities.</p> <p>W2 Lack of proper promotion of good practices in the scope of local cooperation.</p>
OPPORTUNITIES	THREATS
<p>O1 Creation of the Upper Silesian Metropolitan Union enabling more effective realisation of interregional projects.</p> <p>O2 Considerable external funds possible to obtain in the context of new programming period of the European Union for the years 2007-2012.</p> <p>O3 Predictions concerning the passing of “agglomeration act”.</p> <p>O4 Growing awareness of the necessity for cooperation of local governments in relations with the surrounding area – e.g. the conclusions from the evaluation of Silesian Stadium offer for Euro 2012.</p>	<p>T1 Really strong competition in applying for EU funds and also in obtaining important events or investors.</p> <p>T2 Complicated and frequently changing legal regulations.</p> <p>T3 Absorption of negative models of behaviour from the surrounding – consumerism, change of values.</p>

4.1. High attractiveness of public spaces in the city with respect to the order, aesthetics and range and quality of accessible services. 53.

STRENGTHS	WEAKNESSES
S1 Systematic increase of the percentage of areas included in the zoning plan.	W1 Lack of zoning plans covering the area of the whole city and the imperfection of the existing plan.
S2 Architecturally and historically attractive urban layout of the city, in particular the well preserved medieval organisation of streets and market square.	W2 Insufficient funds possible to be allocated to the creation and maintenance of attractive public spaces in relation to needs.
S3 Beneficial location of Zwycięstwa street as the representative tract between the Old Town and the railway station.	W3 Delays in renovation of the Old Town lowering the attractiveness of the space in the city centre and quality of services offered in the area.
S4 Introduction or the continuation of public availability of certain historic buildings such as the building of the post office, one of the buildings of the Department of Chemistry of Silesian Technical University.	W4 Unregulated legal status of certain real estate in the city centre considerably hindering effective management of the said estate or the restoration or creation of desired functions of the estate.
S5 Large amount of green areas in the centre of the city and the location of Gliwice on the edge of the Upper Silesian Agglomeration facilitating access to green, recreational spaces and to the countryside.	W5 None or very limited influence of the functions of exploited office/shop spaces in the main street of the city.
S6 Concept of creating representative public space along the Kłodnica river – after its purification – “Boulevards of Kłodnica”.	W6 Too low social activity of the inhabitants in the scope of the order and aesthetics of public spaces. W7 Pollution in the form of functioning illegal dumping sites and contaminated Kłodnica river.
OPPORTUNITIES	THREATS
O1 Possibility of obtaining subsidies for the renovation of buildings.	T1 Growth of bureaucracy, complicated and ambiguous legal regulations and frequent changes in the legal system.
O2 Increasing social pressure and awareness concerning the use of environmentally friendly technologies.	T2 Strong pressure exercised by some investors to maximise profit from investment at the expense of attractiveness of public space or desired functional order in the city.
O3 Modernisation of industry- resulting in the reduction of the negative influence of industry on environment.	T3 Quite vital and common issue of vandalism also in relation to public spaces (graffiti, theft of metal elements etc.).
O4 Possibility to obtain external funds for investment.	
O5 Partnership cooperation with other communes interested in the issue of the process of revitalisation of Kłodnica river.	

4.2. Rational space management and intensification of its use thanks to properly prepared technical infrastructure. 54.

STRENGTHS	WEAKNESSES
<p>S1 Exploitation of the experiences of Gliwice subzone of the KSSE for the needs of preparation of excellent investment offer in the context of space management.</p> <p>S2 Effective use of EU funds for the construction and modernisation of the sewage system.</p> <p>S3 Successive air pollution reduction – expansion of the district heating system.</p> <p>S4 Functioning of the modern sewage treatment plant.</p> <p>S5 Excellent localisation at the crossing of international transport corridors – motorway, DTŚ route, railway, air port, port.</p> <p>S6 Examples of successfully realised revitalisation projects both in the spatial and the functional aspect.</p>	<p>W1 Lack of large urban areas possessing full access to the technical infrastructure immediately available for investment.</p> <p>W2 Degraded areas characterised by high costs of revitalisation.</p> <p>W3 Cultural, sports and recreational infrastructure insufficient in relation to the needs and capacity of the city.</p>
OPPORTUNITIES	THREATS
<p>O1 Development of modern technologies both in construction industry and in transport also in relation to the whole technical infrastructure.</p> <p>O2 Inclusion of the city in the regional system of communicational solutions in combination with the consistent realisation of the motorway construction plans.</p> <p>O3 Possibility of obtaining additional funds for investment from EU.</p> <p>O4 Compliance of the city's strategy with the concepts of the development of Silesia region and other documents on regional and national level.</p>	<p>T1 Increasing competition in obtaining investors, businesspeople and inhabitants of the adjacent cities and communes but also other centres in the country.</p> <p>T2 Increasing investors' requirements regarding the space and its equipment.</p> <p>T3 Necessity to comply with EU requirements concerning the management of space and technical infrastructure.</p>

5.1. High level of inhabitants' interest in improving their qualifications and the city providing its inhabitants with opportunities to build their careers. 55.

STRENGTHS	WEAKNESSES
<p>S1 Diversified and complementary education system offering possibilities of individual development both at the level of high schools and universities.</p> <p>S2 Relatively high level of education of the inhabitants.</p> <p>S3 Cooperation with partner cities resulting in the exchange of experiences and opportunities for the realisation of common projects.</p> <p>S4 Good social self-organisation manifested among others in the functioning of estate councils.</p> <p>S5 Relatively good organisation of the urban space and the accessibility of services combined with the growing amount of green areas.</p> <p>S6 The existence of renowned universities of interregional importance.</p>	<p>W1 Definitely too weak information flow between the participants of social life and lack of effective channels for information transfer.</p> <p>W2 Limited scope of formation of civil attitudes above all in primary and grammar schools.</p> <p>W3 Diversified level of interest in active participation and social self-organisation resulting in incomplete network of estate councils.</p> <p>W4 Difficulties with precise diagnosis of mutual expectations in relations between municipal authorities and local community.</p>
OPPORTUNITIES	THREATS
<p>O1 Possibility of obtaining additional funds from the EU for the functioning or larger entities.</p> <p>O2 Growing social awareness in terms of formation of appropriate civil attitudes and of creation of the foundations of civil society.</p>	<p>T1 Emigration of part of active inhabitants, including emigration abroad.</p> <p>T2 Commercialisation as the dominating attitude in relation to majority of activity forms, including those related to social and civil activity.</p> <p>T3 Funds allocated to local governments insufficient in relation to needs and realisation of own tasks.</p> <p>T4 Discouragement towards politics manifested in the form of unwillingness to become involved in local community issues.</p>

5.2. City providing possibilities of professional activities to all social life entities. 56.

STRENGTHS	WEAKNESSES
<p>S1 Large number of well-educated pensioners strongly connected with the city and usually possessing big amount of leisure time and considerable experience willing to become involved in the activation of local community.</p> <p>S2 Growing number of non-governmental organisations which include already functioning strong and experienced organisations with considerable network of contacts.</p> <p>S3 Large social needs (including market niches) creating possibilities to involve those willing to undertake social or business activity.</p> <p>S4 Multicultural and ecumenical heritage of the city combined with the currently existing ethnic, national or religious minorities enriching the city and possessing the potential to activate local community.</p> <p>S5 Buoyant functioning of Gliwice Non-governmental Organisations Centre.</p> <p>S6 Openness of the municipal authorities to new ideas and concepts of development proposed by the local community as well as the possibility to support certain initiatives from the existing resources.</p>	<p>W1 Strong apathy and unwillingness to undertake social activity presented by a considerable part of local community.</p> <p>W2 Relatively low level of self-esteem and belief in success of part the local community combined with poor knowledge of rights vested in them.</p> <p>W3 Too weak promotion of good models – both in relation to local activities and to the transfer of good practice from outside.</p> <p>W4 Insufficient quantity of social leaders – strong personalities able to gather around themselves part of local community and motivate the community members to action.</p> <p>W5 Considerable number of the poor in the city uninterested in the activity of the local community.</p>
OPPORTUNITIES	THREATS
<p>O1 Possibility to provide financial support through the donation of 1% of individual income tax to public benefit organisations.</p> <p>O2 Development and accessibility of communication tools facilitating obtaining information and information flow.</p> <p>O3 Development of tourism combined with the opportunity of international exchange creating chances to learn about and adept good, tested models – among others those implemented by Western societies.</p>	<p>T1 Growth of bureaucracy, complicated and ambiguous legal regulations accompanied by frequent alterations in the legal system.</p> <p>T2 Practically daily occurrence of political conflicts, particularly at the national level resulting in discouragement of inhabitants towards active participation in the creation and implementation of the local policy.</p>

7.

OPERATIONAL PROGRAMMES

The essence and structure of operational programmes
Strategic programmes

ESSENCE AND STRUCTURE OF OPERATIONAL PROGRAMMES

Operational programmes constitute a collection of substantially ordered projects 57. allowing for the obtaining of the formulated visions and strategic objectives of the city, the implementation projects included in the presented programmes do not respond to all the development needs of the city. They should be treated as an initial list of enterprises to be realised in need of successive complementation and extension. The strategy should remain open to new ideas, especially those which shall be filed by local entities. To order the projects the following listing, currently implemented by the city, has been used:

1. Entrepreneurial Gliwice.
2. Good school – better job.
3. Gliwice after hours.
4. Safe Gliwice.
5. Gliwice – supporting those in need.
6. Friendly administration.
7. Gliwice – new image.
8. All roads lead to Gliwice.
9. Gliwice – in harmony with nature.
10. Live in Gliwice.

The presented projects have been prepared on the basis of SWOT analysis and described from the perspective of the few most important criteria. These projects are understood as enterprises allowing for the realisation of strategic objectives through:

- exploitation of the city's strengths and chances offered by its surrounding,
- overcoming the city's weaknesses and threats existing in its vicinity,
- strengthening of the beneficial and weakening of the harmful relations between the internal and surrounding factors,
- creation of new values (innovation).

58.

The projects have been classified according to their rank and chronology of realisation with the use of the following symbols:

- A. initial implementation phase, immediate commencing of activities and possibly fast implementation; action conditioning the triggering of other activities and success of the implementation of the whole strategy;
- B. commencing activities in the second stage of strategy implementation in short horizon;
- C. action possible to commence in longer horizon;
- D. activities which should be realised permanently in the whole horizon covered by the strategy;
- E. optional activities which may be undertaken as human, financial and organisational reserves appear.

The applied structure of strategic projects descriptions consists of:

59.

- i. name of the project,
- ii. main strategic objectives realised through the implementation of the project,
- iii. other strategic objectives realised through the implementation of the project,
- iv. character of the project:
 - K – conception,
 - INF – infrastructural and spatial,
 - INST – institutional,
 - I-P – informative and promotional,
 - A-B – analytical and research,
 - E – educational,
 - F – financial,
 - W – actions, meetings and events,
- v. Sectors involved in the realisation of the project:
 - s – local government,
 - b – business,
 - o – citizen organisations,
 - n – science,
- vi. main indicators of the project realisation (indicators are always related directly either to the objectives of projects or to their technical character),
- vii. importance of the project – marked with the use of A to E scale.

Name of project/action	Main strategic objective realised	Other realised strategic objectives	Character of the project [†]	Sectors involved in the realisation of the project	Main indicator of project realisation	Project coordinator	Project classification [‡]
Operational programme 1: ENTREPRENEURIAL GLIWICE							
1.1. „New Gliwice Plus” Industrial Zone: 1.1.1. stage I: Spatial and functional study of post industrial and industrial areas (technical revitalisation) in Ligota Zabrska district 1.1.2. stage II Creation of „New Gliwice Plus” Industrial Zone	CS1.1.	CS1.2.	K, INF	Local government Business	Area of land prepared for investment with the highest investment attractiveness	President of the Local Development Agency Ltd. in Gliwice	Realised in 2010 B
1.2. CGŚ – Upper Silesia City – preparation of land for the City (offices of the highest class)	CS1.1.	CS1.2.	K, INF, I-P	Local government Business	Prepared class A office space	Head of the City Development Bureau	C
1.3. Logistic Centre in Gliwice: 1.3.1. Pole Wschód Logistic Centre – revitalisation of post-industrial areas of Sośnica coal mine in Gliwice-Sośnica, 1.3.2. Modernisation and extension of logistic centre in Port of Gliwice 1.3.3. Revitalisation of PKP (Polish Public Railway) land (classification yards, Gliwice Port, Gliwice, Gliwice Sośnica) into logistic centre	CS1.3.	-	INF	Business Local government	Area of land prepared for the operations of logistic companies Realised elements of logistic infrastructure	subprojects 1.3.1., 1.3.2. – President of the Silesian Logistics Centre PLC subproject 1.3.3. – President of Board of CARGOSPED Ltd.	C
1.4. My free time – my capital – intensification of trainings for the unemployed in the scope of basic aspects of performing own business activity	CS1.4.	CS5.1.	E	Local government	Number of the unemployed establishing companies	Director of the District Employment Agency in Gliwice	B
1.5. Relief for business – system of preferences in the area of taxes, local fees and granting public help to businesses, flexible tax policy in terms of the construction of modern economic structures	CS1.4	CS1.1.	F*	Local government	Number of entities benefiting from the preferences (exemptions) within the scope of flexible tax and local fee policy (in certain periods)	Head of Taxes and Fees Department	B*

* character of the project: K – connectional, INF – infrastructural and spatial, INST – institutional, I-P – informative and promotional, A-B – analytical and research, E – educational, F – financial, W – actions, meetings and events

* A- initial implementation phase, immediate commencing of activities and possibly fast implementation; action conditioning the triggering of other activities and success of the implementation of the whole strategy; B - commencing activities in the second stage of strategy implementation in short horizon; C - action possible to commence in longer horizon; D - activities which should be realised permanently in the whole horizon covered by the strategy; ; E - optional activities which may be undertaken as human, financial and organisational reserves appear

Integrated and Sustainable Development Strategy for the City of Gliwice until 2022

Name of project/action	Main strategic objective realised	Other realised strategic objectives	Character of the project [†]	Sectors involved in the realisation of the project	Main indicator of project realisation	Project coordinator	Project classification [‡]	
1.6. <i>IT industries cluster</i> – institutional and infrastructural concentration of scientific, research and business social groups within the frames of the construction of modern economic structures	CS1.2	CS1.1. CS3.1.	A-B, INST, INF	Science, Business, Local government	Number of entities included in the cluster	Silesian Technical University - person appointed by the Rector	B	66.
1.7. Privatisation of municipal companies to modernise them and improve their economic effectiveness	CS1.1	-	INST	Business, Local government	Number of privatised entities	Head of Ownership Supervision Department	E	67.
1.8. <i>Social offensive</i> – social activity supporting system	CS5.2	-	-	Local government, Civil organisations	Amount of socially active individuals	-	A, B +D	68.
1.8.1. Appointment of <i>Local Leaders Council</i> – organisation of entities (business and citizen sector) consulting the changes in strategy and promoting the strategy in the local community	CS5.2	-	-	Local government, Civil organisations Business	Number of Council members actively participating in its works	Head of City Development Bureau as body inviting to the meetings establishing the Council	A+D	
1.8.3. Social Activity Centres (CAS) – network of social activation centres	CS5.2	-	INST	Local government, Civil organisations	Amount of socially active individuals	Manager of Gliwickie Centre of Non-governmental Organisations	B	

* character of the project: K – connective, INF – infrastructural and spatial, INST – institutional, I-P – informative and promotional, A-B – analytical and research, E – educational, F – financial, W – actions, meetings and events

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Name of project/action	Main strategic objective realised	Other realised strategic objectives	Character of the project [†]	Sectors involved in the realisation of the project	Main indicator of project realisation	Project coordinator	Project classification [‡]
1.8.4. Local Activists Academy	CS5.2	-	E	Local government, Civil organisations	Number of trained social activists	Education and Dialogue Centre THEOTOKOS	B+D
1.9. <i>Civil EducAction</i> – development of civil education in schools and development of voluntary service	CS5.2.	-	E*	Local government	Number of children and youngsters participating in social actions	Manager of Gliwickie Centre of Non-governmental Organisations	A*
1.10. Creation of new forms of cooperation and co-activity of the local government along the rules of public-private partnership	CS2.1.	-	K	Local government NGO's Business	Creation of the concept	Head of Ownership Supervision Department	E
Operational programme 2: GOOD SCHOOL – BETTER JOB							
2.1 <i>A school in Gliwice – high qualifications</i>	CS5.1.	CS1.1., CS1.2., CS1.4.,	E	Local government	Indicators comparing the educational results of schools	-	B+D
2.1.1. Gliwice multimedia school – creation of education support system with the use of the most up-to-date ICT techniques	CS5.1.	CS1.1., CS1.2., CS1.4.,	INF	Local government	Parameters of IT equipment in schools	Head of Education Department	B
2.1.2. Rationalisation and modernisation of the schooling and educational network in response to the needs and aspirations of inhabitants	CS5.1.	CS1.1., CS1.2., CS1.4.,	INF	Local government	Indicators comparing the potential of schools and local needs	Head of Education Department	C
2.1.3. <i>Gliwickie Educational Forum</i> – creation of civil forum influencing the realisation of educational tasks in Gliwice	CS5.1.	-	INST	Local government, Civil organisations	Amount of members active in the lobby	Head of Culture and City Promotion Department	C

* character of the project: K – connectional, INF – infrastructural and spatial, INST – institutional, I-P – informative and promotional, A-B – analytical and research, E – educational, F – financial, W – actions, meetings and events

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Name of project/action	Main strategic objective realised	Other realised strategic objectives	Character of the project [†]	Sectors involved in the realisation of the project	Main indicator of project realisation	Project coordinator	Project classification [‡]	
2.2. Broadening of the educational offer at the university level	CS3.1.	-	E, K*	Science, Local government,	Number of available specialisations	Gliwice Higher Entrepreneurial College – person appointed by the Rector	C*	73.
Operational programme3: GLIWICE AFTER WORKING HOURS								74.
3.1. <i>Halls and stadiums of Gliwice</i> – development of competitive sports facilities and professional events:	CS2.1.	CS4.1. CS3.2.	INF	Local government, Business, Civil organisations	Amount of spectators of sport and cultural events	-	C	75.
3.1.1. Reconstruction and extension of the stadium located in Okrzei Street in Gliwice.	CS2.1.	CS4.1. CS3.2.	INF	Local government, Business, Civil organisations	Amount of spectators of sport and cultural events	Head of Investment and Renovation Department	C	
3.1.2. Construction of the concert and sports hall "Podium"	CS2.1.	CS4.1. CS3.2.	INF	Local government, Business, Civil organisations	Technical parameters of the erected object	Head of Investment and Renovation Department	C	
3.1.4. Construction of Sports and Culture Centre in Gliwice - Łabędy	CS2.1.	CS4.1. CS3.2.	INF	Local government, Business, Civil organisations	Amount of spectators of sport and cultural events	Head of Investment and Renovation Department		
3.2. <i>Inhabitants of Gliwice on the move</i> – development of sports and recreation infrastructure for the needs of inhabitants:	CS2.1.	CS3.2.	INF	Local government, Business,	Technical parameters of infrastructure	Head of Investment and Renovation Department	B, C	76.

* character of the project: K – connectional, INF – infrastructural and spatial, INST – institutional, I-P – informative and promotional, A-B – analytical and research, E – educational, F – financial, W – actions, meetings and events

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Integrated and Sustainable Development Strategy for the City of Gliwice until 2022

Name of project/action	Main strategic objective realised	Other realised strategic objectives	Character of the project [†]	Sectors involved in the realisation of the project	Main indicator of project realisation	Project coordinator	Project classification [‡]
3.2.1. equipping the districts of the city with basic sports and recreation infrastructure (football pitches, sport halls, swimming pools)	"	"	"	"	Technical parameters of infrastructure	"	B, C
3.2.2. extension of bicycle routes	"	"	"	"	Technical parameters of infrastructure	"	B, C
3.4. <i>Trails of Gliwice</i> - creation of theme tourist trails (walking, cycling, automobile trails) connecting the attractions of the city	CS3.3.	CS2.1. CS3.2.	I-P, INF, E*	Local government, Civil organisations	Quantity of tourists visiting the city	Head of Culture and City Promotion Department	B*
3.4.1. engineering monuments trail	"	"	"	"	Length of the trail and number of included objects	"	B
3.4.2. sacral monuments trail	"	"	"	"	Length of the trail and number of included objects	"	B
3.4.3. Gliwice necropolises trail	"	"	"	"	Length of the trail and number of included objects	"	B
3.4.4. educational trails e.g. in regional education,	"	"	"	"	"	"	B
3.5. <i>Leisure time – time of choice</i> – adjusting cultural and sports and recreational offer of the city to the needs and preferences of its inhabitants	CS2.1.	CS3.3., CS3.2.	W, I-P	Local government, Civil organisations Business,	Number of participants	Head of Culture and City Promotion Department	B

77.

78.

* character of the project: K – connectional, INF – infrastructural and spatial, INST – institutional, I-P – informative and promotional, A-B – analytical and research, E – educational, F – financial, W – actions, meetings and events

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Name of project/action	Main strategic objective realised	Other realised strategic objectives	Character of the project [†]	Sectors involved in the realisation of the project	Main indicator of project realisation	Project coordinator	Project classification [‡]		
3.6. <i>With culture through the city</i>	CS2.1.	CS3.3., CS3.2.	INF, W, I-P	Local government, Civil organisations Business,	Number of events and participants		B+D	79.	
3.6.2. Art exchange - Gliwice as the location for creation, presentation and sale of widely understood art and the organiser of periodic art reviews, music and art workshops	"	"	W*	"	Number of participants	Director the Musical Theatre of Gliwice	B+D*		
3.7. <i>Gallery of Green</i> – extension of the City Greenhouse combined with the renovation of the existing buildings of the Greenhouse	CS3.3.	CS2.1. CS3.2.	INF*	Local government,	Number of visitors	Director of the Municipal Utility Services	E*	80.	
3.8. <i>Ecumenical Festival of Sacral Music</i>	CS3.3.	CS3.2. CS3.4.	W, I-P	Local government Civil organisations	Amount and rank of festival participants (artists and spectators)	Spokesperson of the President of the City	Project completed in 2010	81.	
3.9. Promotion of active and health lifestyle	CS3.2.	CS2.1., CS4.1.	E, W, INF	Local government Civil organisations	Quantity of mass events pro-health in character/ number of participants/ amount of health promoting programmes realised in schools and other educational institutions	Head of Culture and City Promotion Department	B+D	82.	
Operational programme 4: SAFE GLIWICE									83.

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Name of project/action	Main strategic objective realised	Other realised strategic objectives	Character of the project [†]	Sectors involved in the realisation of the project	Main indicator of project realisation	Project coordinator	Project classification [‡]
4.1. <i>Integrated Regional Rescue System (IRRS)</i>	CS2.1.	-	K, INF, INST, *	Local government,	Average time necessary to reach the accident site,	-	B*
4.1.1. Extension of the integrated emergency services, public order and public administration bodies response system	"	"	"	"	"	Commanding Officer of the Gliwice Rescue Centre	B
4.1.2. Creation of the hospital emergency department	"	"	"	"	"	Director of the City Hospital No 1 Ltd.	B
4.1.3. Air Emergency Service	"	"	"*	"	"	Director of the City Hospital No 1 Ltd.	B*
4.2. <i>Video monitoring of the city – modernisation and extension of video monitoring system</i>	CS2.1.	-	INF	Local government,	Crime rate in the city	President of the Silesian Metropolitan Network Ltd.	C
4.3. <i>Realisation of "Safe Gliwice" programme</i>	CS2.1.	CS2.2.	E	Local government,	Perceived safety level of the inhabitants – (percentage of) inhabitants feeling safe	Commanding Officer of the Gliwice Rescue Centre	B+D
Operational programme 5: GLIWICE – SUPPORTING THOSE IN NEED							
5.1. <i>Infrastructure for those in need</i>	CS2.2.	-	INF	Local government Civil organisations		-	C
5.1.1. Providing social housing according to existing needs	"	"	"	"	Amount and area of social housing	Director of the Housing Management Office	C

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Name of project/action	Main strategic objective realised	Other realised strategic objectives	Character of the project [†]	Sectors involved in the realisation of the project	Main indicator of project realisation	Project coordinator	Project classification [‡]
5.1.2. St. Brother Albert's House in Gliwice – house for homeless (in the understanding of the Act of the 8th of December 2006 on the financial support for the creation of social housing, supervised flats, direct access hostels and houses for the homeless)	"	"	"	"	Quantity of individuals using social care services	St. Brother Albert's Help Society – Gliwice Association	C
5.1.3. Creation of municipal housing	CS2.2.	CS2.1.	INF	Local government	Amount and area of municipal housing	Director of the Housing Management Office	C
5.2. <i>Equal start, equal chances</i>	CS2.2.	-	E, INST, W*	Local government, Civil organisations	Number of early diagnosed and rehabilitated children Quantity of the disabled starting work Number of children included in the early development assistance programme/amount of schools/educational institutions realising the children early development assistance programme, Quantity of specialists employed by Gliwice institutions responsible for the realization of children early development assistance programme	Director of Gliwice Centre of Education and Rehabilitation, Social Committee for the Help to the Disabled, Family Issues Commission of the City Council of Gliwice	B+D*

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Name of project/action	Main strategic objective realised	Other realised strategic objectives	Character of the project [†]	Sectors involved in the realisation of the project	Main indicator of project realisation	Project coordinator	Project classification [‡]
5.2.1. Early intervention in the scope of prevention of disability development in children (increased efficiency of rehabilitation system)	"	"	"	"	"	"	B
5.2.2. Activisation of the disabled	"	"	"*	"	"	"	B+D*
5.2.3. A disabled – comprehensive support – improvement of the methods of helping the disabled	"	"	"	"	Relation of the percentage of individuals provided with help to those requiring such help	"	B+D
5.2.4. Closer to those in need - improvement of social care system	"	"	"	"	Relation of the percentage of individuals provided with help to those requiring such help	Director of the Social Welfare Centre in Gliwice	B+D
5.2.5. Turning around – preventing social exclusion	"	"	"	"	Relation of the percentage of individuals provided with help to those requiring such help	Director of the Social Welfare Centre in Gliwice	
5.2.6. Happy family –secure future – creation of family functioning support system	"	"	"	"	Relation of the percentage of individuals provided with help to those requiring such help	Director of the Social Welfare Centre in Gliwice	
5.3. Extension of palliative and hospice care system	CS2.2.	-	K, F, W	Local government, Citizens organisations	Relation of the percentage of individuals provided with help to those requiring such help	Head of Health and Social Care Department	B

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Name of project/action	Main strategic objective realised	Other realised strategic objectives	Character of the project [†]	Sectors involved in the realisation of the project	Main indicator of project realisation	Project coordinator	Project classification [‡]	
Operational programme 6: FRIENDLY ADMINISTRATION								91.
6.1. <i>Efficient administration</i> - perfecting local government administration management methods on the basis of international standards	CS2.1.	CS1.1. CS5.2.	K, I-P	Local government,	Speed of customer service, Obtained certificates and awards.	Representative for quality system	A+D	92.
6.2. Implementation of the IT City Management System	CS2.1.	CS1.1. CS5.2.	K	Local government,	Speed of customer service	Head of IT Department	B+D	93.
6.4. City information policy	CS2.1.	CS1.1. CS5.2.	K, I-P*	Local government,	Number of visitors to the city's website (including foreign visitors)	Spokesperson of the President of the City	Finished in 2010	94.
6.4.1. Multimedia website of the city	"	"	"	"	"	Spokesperson of the President of the City	Finished in 2008	
6.4.2. Extension of Municipal Information Service	"	"	"	"	"	Spokesperson of the President of the City	Finished in 2009	
Operational programme 7: GLIWICE – NEW IMAGE								95.
7.1. <i>Gliwice welcome to</i> – a uniform information and promotion system in first contact points for those arriving in the city (railway stations, main roads, airport, internet)	CS1.1.	CS1.3.	I-P, K,	Local government,	Number of visitors, including tourists using accommodation facilities	Spokesperson of the President of the City	Finished in 2008	96.
7.2. Restoration and spatial management of green areas of the city	CS4.1.	CS2.1. CS4.2.	INF	Local government, Business	Area of reclaimed land	Director of the Municipal Utility Services	B+D*	97.

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Integrated and Sustainable Development Strategy for the City of Gliwice until 2022

Name of project/action	Main strategic objective realised	Other realised strategic objectives	Character of the project [†]	Sectors involved in the realisation of the project	Main indicator of project realisation	Project coordinator	Project classification [‡]	
7.3. New Old Town– functional activation of the City Centre	CS4.1.	CS1.1. CS2.1. CS4.2.	K, INST, F	Local government, Business	Percentage relation of desired activity in the selected area to the total activity	Head of City Development Bureau	A+D	98.
7.4. New Old Town- revitalisation of the Old Town and Zwycięstwa Street	CS4.1.	CS1.1. CS2.1. CS4.2.	INF, I-P	Local government, Business	-	-	A+D	99.
7.4.1. Reconstruction of the street surfaces of Old Town	"	"	INF	"	Area of reconstructed surfaces	Head of Investment and Renovation Department	B	
7.4.2. "Into the future with the past" – successive protection of monuments	"	"	INF*	"	Quantity of restored monuments, numeric characteristics concerning the restored objects	City Historic Preservation Officer	B+D*	
7.4.3. Protection, promotion and popularisation of monuments of art and culture	"	"	I-P	"	Number of visitors to monuments	Director of Gliwice Museum	B+D	
7.7. Emphasis on existing tourist attractions	CS3.3.	CS4.1.	INF, I-P	Local government, Citizens organisations Business	Number of visitors	Head of Culture and City Promotion Department	B+D	100.
7.8. Restoration of City Theatre Ruins	CS3.3.	CS2.1. CS4.1.	INF, W	Local government, Business	Number of visitors, number of performances	Director the Musical Theatre of Gliwice	B	101.
7.9. Restoration of Broadcasting Radio Station - Gliwice.eu	CS3.3.	CS3.2.	I-P,	Local government, Business	Number of visitors, including foreign visitors	Head of Culture and City Promotion Department	B	102.

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Name of project/action	Main strategic objective realised	Other realised strategic objectives	Character of the project [†]	Sectors involved in the realisation of the project	Main indicator of project realisation	Project coordinator	Project classification [‡]
7.10. Realisation of projects indicated in the spatial revitalisation programmes.	CS4.2.	CS1.1. CS3.3. CS4.1.	INF	Local government, Business	Quantity of already realised and currently implemented projects	Head of City Development Bureau	B+D
7.11. Use of industrial and storage areas on the outskirts of the city	CS4.2.	CS1.1. CS4.1.	K, INF	Local government, Business	Area of land restored for the realisation of new functions	Head of Real Estate Management Department	realised in 2009
7.12. Use of areas located in the centre of Gliwice in the immediate vicinity of the railway station	CS4.2.	CS4.1.	K, INF	Local government, Business	Area of land restored for the realisation of new functions	Head of Spatial Planning Department	B
Operational programme 8: ALL ROADS LEAD TO GLIWICE							
8.1. <i>City ring roads:</i>	CS4.2.	CS1.3.	INF*	Local government,	Time of travel between the key points of the city and the surrounding	Director of Municipal Road Administration	B*
8.1.1. Western and Southern Ring Road of the city – construction of the road with street section of G 2/2 class to be burdened with KR 5 traffic in the south-western part of the city.							
8.1.2. Ring Road of the City Centre – construction of the road with street section of G 2/2 class to be burdened with KR 5 traffic							
8.1.3. Ring Road of Ostropa District - connection of A4 motorway with the Western ring road of the city in Gliwice.							
8.2. Monitoring of the inclusion of city roads into the Cross-City Road Route (DTŚ).	CS4.2.	CS1.3.	INF	Local government,	Monitoring of realised works in relation to schedules	Director of Municipal Road Administration	A+D

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Name of project/action	Main strategic objective realised	Other realised strategic objectives	Character of the project [†]	Sectors involved in the realisation of the project	Main indicator of project realisation	Project coordinator	Project classification [‡]	
8.3. Extension of transport system of the city of Gliwice	CS4.2.	CS1.3.	INF	Local government,	Capacity of transport system	Director of Municipal Road Administration	B	109.
8.4. Modern public transport	CS2.1.	CS2.2.	K, INF	Local government	Number of passengers	President of Municipal Transport Company	B	110.
8.5. Construction of parking spaces in the city centre	CS4.2.	CS1.3.	INF	Local government, Business	Quantity of parking spaces in the city centre	Director of Municipal Road Administration	B	111.
8.6. Construction of a runway with artificial surface with accompanying infrastructure	CS1.3.	CS1.1., CS2.1., CS3.3.,	INF	Local government, Business	Quantity of air connections (for small airplanes)	President of Gliwice Aeroclub	E	112.
Operational programme 9: GLIWICE – IN HARMONY WITH NATURE								
9.1. <i>Infrastructure for humans and nature:</i>	CS2.3.	CS2.1.	INF	Local government,	-	-		113.
9.1.1. New quality in water and sewage management :	"	"	*"	"	Length of the new or modernised sewage system; Obtaining the assumed well capacity	President of the Municipal Water and Sewage Company Ltd.	B*	114.
9.1.1.1. Improvement of drinking water quality to match the level of EU standards and the rationalisation of water consumption,								
9.1.1.2. Modernisation of sewage management in Gliwice,								
9.1.1.3. Completion of sewage system in the external districts of the city so far not equipped with the said system,								
9.1.1.4. Modernisation of water and sewage management in Gliwice – stage II								

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Name of project/action	Main strategic objective realised	Other realised strategic objectives	Character of the project [†]	Sectors involved in the realisation of the project	Main indicator of project realisation	Project coordinator	Project classification [‡]	
9.1.2. Creation of the efficient system of purification and discharge of rainwater	"	"	"	"	Surface water pollution level	Head of Entrepreneurial Activity and Utility Service Department	B	
9.1.3. Improvement of waste management: - construction of waste grading unit , - construction of composting facility, - closure of the I chamber of landfill site,	"	"	"	"	Amount of waste subject to trading, disposal and storage	President of the Waste Storage and Disposal Services Ltd.	B	
9.2. <i>New energy for the city:</i> use of heat energy from biogas power plant	CS2.3.	-	INF	Local government,	Percentage of energy produced in environmentally friendly manner	President of the Waste Storage and Disposal Services Ltd.	E	115.
9.3. Limitation of low-stack emission sources of air pollution	CS2.3.	-	INF*	Local government,	Number of thermally modernised municipal buildings	Head of Investment and Renovation Department	C*	116.
9.4. Revitalisation of Kłodnica river	CS2.3.	CS3.4.	INF	Local government,	Purity class of water in the river	Head of Environmental Protection Depart.	E	117.
9.5. Ecological education	CS2.3.	-	E	Local government,	Number of individuals covered by the environmental education Number of participants of pro-ecological trainings and events. Quantity of leaflets. Number of children participating in "Cleaning of the World"	Head of Environmental Protection Depart.	B	118.

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Name of project/action	Main strategic objective realised	Other realised strategic objectives	Character of the project [†]	Sectors involved in the realisation of the project	Main indicator of project realisation	Project coordinator	Project classification [‡]	
9.6. Preparation of the Acoustic Map of Gliwice	CS2.3.	-	A-B	Local government,	Area of the city included in the map	Head of Environmental Protection Department	A	119.
Operational programme 10: LIVE IN GLIWICE								120.
10.1. Preparation of attractive areas for housing (both for multi- and single family) and service buildings construction.	CS4.2.		INF	Local government,	Number (area) of newly- commissioned flats. Quantity of issued building permits.	Head of Real Estate Management Department	B	121.
10.2. Construction of tenancy flats within the activity of Social Building Society.	CS2.1.	CS2.3.	INF	Local government	Number (area) of newly- commissioned flats.	Head of Ownership Supervision Department	E	122.

Name of the objective	Projects realizing the objective	123.
CS1.1. High attractiveness of the city for the location of innovative investments.	1.1., 1.2., 1.5., 1.6., 1.7., 2.1., 6.1., 6.2., 6.4.*, 7.1., 7.3, 7.4., 7.10., 7.11., 8.6.	
CS1.2. Beneficial conditions for the creation of business and research network and for the generation of high technology industries clusters.	1.1., 1.2., 1.6., 2.1.	
CS1.3. Logistic functions developing on the basis of convenient communicational location.	1.3., 7.1., 8.1., 8.2., 8.3., 8.5., 8.6.	
CS1.4. High level of business activity of the inhabitants entailing the generation of workplaces and the improvement of quality of life in the city.	1.4., 1.5., 2.1.	
CS2.1. High quality of life positively distinguishing Gliwice among the cities of Upper Silesian Agglomeration corresponding to the quality of life in European cities.	1.10., 3.1., 3.2., 3.4., 3.5., 3.6., 3.7., 3.9., 4.1., 4.2., 4.3., 5.1., 6.1., 6.2., 6.4., 7.2., 7.3., 7.4., 7.8., 8.4., 8.6., 9.1., 10.2.,	
CS2.2. City friendly for the inhabitants with limited possibilities of independent development.	4.3., 5.1., 5.2., 5.3., 8.4.,	
CS2.3. Economic and settlement development non-colliding with the demands of eco-development.	9.1., 9.2., 9.3., 9.4., 9.5., 9.6., 10.2.,	
CS3.1. City constituting an important scientific and academic centre in the country.	1.6., 2.2.	
CS3.2. High level of the cultural, entertainment and recreational offer of the city.	3.1., 3.2., 3.4., 3.5., 3.6., 3.7., 3.8., 3.9., 7.9.,	
CS3.3. Metropolitan tourism developing in the city thanks to the exploitation of tangible and intangible heritage of the city's culture and history.	3.4., 3.5., 3.6., 3.7., 3.8., 7.7., 7.8., 7.9., 7.10., 8.6.,	
CS3.4. City inspiring for local, regional and international cooperation.	3.8., 9.4.,	
CS4.1. High attractiveness of public spaces in the city in terms of the order, aesthetics, range and quality of accessible services.	3.1., 3.9., 7.2., 7.3., 7.4., 7.7., 7.8., 7.10., 7.11., 7.12.	
CS4.2. Rational space management and intensification of its use thanks to properly prepared technical infrastructure.	7.2., 7.3., 7.4., 7.10., 7.11., 7.12., 8.1., 8.2., 8.3., 8.5., 10.1.	
CS5.1. High level of inhabitants' interest in improving their qualifications and the city providing its inhabitants with opportunities to build their careers.	1.4., 2.1.,	
CS5.2. City providing possibilities of professional activities to all social life entities.	1.8., 1.9., 6.1., 6.2., 6.4.,	

* the highlighting indicates that the given project is currently being realised

8. STRATEGIC MANAGEMENT PROCESS

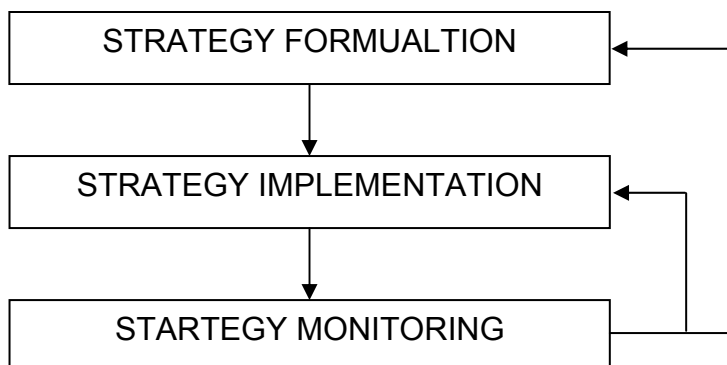
- Strategic management
- Entities of strategy implementation
- Project activities implementing the strategy
- Structural and institutional activities
- Analytical and diagnostics activities
- Planning and programming activities
- Information and promotion activities
- Risk assessment of projects and strategic objectives

STRATEGIC MANAGEMENT

“Strategy of development of Gliwice city until 2022” is a document constituting barely one of the foundations of strategic management system in the city. This system consists of mutually complementary blocks including: 124.

- formulation of the strategy,
- implementation of the strategy,
- monitoring of results and conditions of strategy implementation.

The strategy formulation process has been completed by the preparation of the hereby document. However, this does not mean that analytical and diagnostic or design works should be considered as finished. In the process of strategy implementation it shall be necessary to update its contents gradually on the basis of the monitoring of conditions existing in both in the city and in its vicinity. The above mentioned blocks of strategic management are connected by mutual relations illustrated in the diagram below: 125.



- The implementation of the strategy shall be realised through activities aiming at: 126.
1. The preparation and implementation of projects compliant with the city's development objectives,
 2. creation of organizational conditions for the sake of strategy implementation, particularly the realisation of formulated projects.

ENTITIES IMPLEMENTING THE STRATEGY

The implementation and monitoring of the strategy shall be realised in multi-entity system. Among the main entities whose attitude and activity level shall influence the effectiveness of strategy implementation we need to enumerate the following: 127.

- local authorities,
- local clerks,
- local leadership groups,
- inhabitants possessing high activity and entrepreneurial potential.

The basic entities implementing the strategy and realising the implementation activities listed below include the following: 128.

Entity	Role in strategy implementation
City Council	<ul style="list-style-type: none"> - supervision over strategy realisation, - passing resolutions concerning the alterations in the contents of the strategy,
President of the City	<ul style="list-style-type: none"> - responsibility for the execution of the strategy assumptions, - presentation of proposals of verification of strategy contents to the City Council in compliance with the procedure of amending resolutions stipulated by internal regulations, - supervision over the realisation of operational activities based on the reports and current recommendations of City Development Bureau responsible for the monitoring of city development strategy implementation, - initiating activities aiming at providing funds for the activities and projects approved for realisation, particularly inclusion of strategic projects in the budget draft, in Long-term Financial Forecast and in Long-term Investment Plan; obtaining other than budgetary sources of financing such as EU programme funds, own contribution of external investors - initiating cooperation with partners in the scope of

	<p>activity and project realisation concerning those activities and projects which require the involvement of other entities such as local government bodies, other communes and poviats, the regional government, scientific and public institutions, public administration institutions, non-governmental organizations and businesses,</p> <ul style="list-style-type: none"> - appointment of project coordinators on the basis of City Development Bureau recommendations, - issuing decisions on commencing works on the strategy revision on the basis of motions of department and units or the results of city conditions analysis and summary of the strategy realisation presented by the City Development Bureau,
<p>City Development Bureau (CDB)</p>	<ul style="list-style-type: none"> - monitoring of the strategy and conditions of implementation, - collection of recommendations and motions concerning strategy modification from the Municipality Departments, action and project coordinators, City Council Commissions, Estate Councils, Youth City Council, Local Leaders Council (established within the scope of the subproject 1.7.1), - annual reporting to the President of the City on the realisation of strategic activities and projects combined with the publication of the reports on the city's website, - annual presentation of conclusions from the conducted risk assessment on the strategic projects level to the President of the City, - presenting the report on execution of strategic objectives to the President of the City every four years and publication of the said report on the municipal website - conducting risk assessment for the realised strategic objectives every four years and presentation of the results to the President of the City - forwarding motions concerning the modification of the strategy (such as introduction of new activities, projects and objectives) to the President of the City, - presentation of candidates for the positions of project coordinators to the President of the City, - receiving, commenting upon and approving plans and reports on the execution of projects prepared by projects coordinators (appendixes 3a and 3b), - promoting the contents of the strategy, including the publication of information concerning the strategy and its modifications on the municipal website www.um.gliwice.pl and in the Municipal Information Service,

Municipality Departments	<ul style="list-style-type: none"> - providing information necessary for the monitoring with the reason and effect analysis of the results of strategy implementation, - creation of projects and proposing them for the strategy, - commenting upon motions concerning strategy modifications and extending the strategy with subsequent projects filed by local entities (in compliance with the substantial competences of the individual department) and forwarding them to the City Development Bureau, - direct realisation of projects substantially corresponding to the competences of individual departments,
Project coordinators*	<ul style="list-style-type: none"> - annual generation of project realisation plans with project realisation risk assessment and forwarding them to the City Development Bureau to be commented upon following the approval of the division head (appendix 3a), - organisational activities for the sake of the implementation of specific activities and projects, including the obtaining of partners for the implementation (on the basis of plans in the shape approved by the City Development Bureau) - annual preparation of reports on the implementation of activities or projects and forwarding them to the City Development Bureau to be commented upon following the approval of the head of the division (appendix 3b)

PROJECT ACTIVITIES IMPLEMENTING THE STRATEGY

The sequence of implementation activities presented below shall enhance the preparation and realisation of strategic projects: 129.

DW1. Acceptance of the basic forms connected with the creation and implementation of projects (project charter form /**appendix no 2**/, project realisation plan /**appendix no 3a**/, project execution report /**appendix no 3b**/), and subsequently the circulation of the said form in various local social groups to enable inhabitants to participate actively in the strategy realisation;

DW2. Opening the “project line” relying in:

- Inspiring inhabitants to file projects compliant with the strategy and providing them with assistance in the process of initial analysis of the said

* In case of interdisciplinary projects realised by more than one department / entity / company the risk assessment shall be conducted by the project coordinator and a team of individuals responsible for the realisation of individual tasks

projects; this activity shall be realised with the use of information instruments (the city website www.um.gliwice.pl and Municipal Information Service) and also through the creation of the consulting point for the petitioners of projects within the frames of Civil Projects Supporting Centre (see DW9);

- Conceptual preparation of subsequent projects constituting the basis from which projects with the highest realisation possibilities shall be selected (especially in the context of the use of external sources of support); currently the initial phase of the projects is constituted by those filed and presented in the form of project charters in course of the strategic workshops alongside the projects filed to WPI;

A special role in the process of creation of projects should be assigned to the Local Leaders Council whose establishment has been planned within the frames of subproject 1.7.1. This applies especially to the preparation of projects which may constitute the central point for the creation of local strategic partnership.

DW3. Selection of the filed projects on the basis of the following criteria:

- the scale of the expected positive effects of the projects for the local community and their influence on the strategic (comprehensive and long term) development of the city,
- creation of good initial conditions for the realisation of subsequent projects and being complimentary in relation to other projects,
- improvement of the agglomeration, regional, and interregional image of the city, generation of positive distinguishing elements of the city in its surrounding,
- social acceptance of the project expressed mainly by the involvement of inhabitants in the realisation of the project,
- level of expenses the city needs to incur to realise the project,
- financial multiplier effect expressed in the possibility to multiply the resources invested by the city into the realisation of the project (ability to attract entities investing their own funds into the project or to obtain support from the accessible funds),
- time of obtaining effects from the realisation of the project (including the appearance of partial effects visible to the local community, even if the final stage of the project is still a distant event).

The technical criteria of selections of projects to be realised should take the

following factors into consideration:

- level of detailed preparation of the project conception connected with the drafting of a complete project charter placed in appendix no 2 (exact description of the enterprise, justification of the importance of the project for the city development or for satisfying the needs of a specific group of inhabitants),
- financial security of the project expressed by the estimate of the costs of project realisation with the indication of the potential sources of financing,
- interest in the project of local entities, particularly the appointment of a project leader (coordinator) willing to accept and perform all the basic organisational duties.

The criteria listed above should be familiar to and used by all the entities participating in the strategy implementation. A special role in respecting and execution of these criteria belongs to the City Development Bureau and Local Leaders Council whose tasks include promoting both the contents of the strategy and the rules concerning the filing of projects by various local groups.

DW4. Conducting permanent monitoring of internal and external resources which may be used for the sake of the realisation of subsequent projects. This activity should be performed by City Development Bureau with substantial support of appropriate departments of the Municipal Office. Information on the possibilities of obtaining support should be transferred to the Local Leaders Council and it should also be made available to the interested local entities through the Civil Projects Supporting Centre (see DW9).

The process of implementation and modification of the strategy within the frames of organisational aspects proposed in the further parts of the hereby document focuses on several selected levels concerning the following types of activities: 130.

- structural and institutional,
- analytic and diagnostic
- planning and programming,
- information and promotion.

STRUCTURAL AND INSTITUTIONAL ACTIVITIES

The structural and institutional activities are aimed at:

- creation of organisational support for the strategy implementation process,
- consolidation of knowledge concerning the situation and city development and

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also control of the conditions and effects of strategy implementation,

- ❑ creation of new structures allowing for common activity of various local entities,

Within the frame of the structural and institutional activities we suggest the following: 132.

DW5. Establishing the Local Leaders Council (subproject 1.7.1) constituting a specific type of social council involved in the commenting upon and implementation of the strategy and also promoting the strategy in local community. The aim of creation of the LLC is also the strengthening of the subsidiary rule and the extension of the number of entities involved in the development of the city.

DW6. Strengthening in terms of competences and human resources of the City Development Bureau responsible for the most important tasks connected with strategic management.

DW7. Providing clear definitions of the role of individual departments of the Municipal Office in the process of strategy implementation, and in particular defining the following:

- responsibility for achieving objectives and fulfilling the combined indicators,
- responsibility for projects,
- role in gathering and managing information strategic in character.

DW8. Conducting trainings and arranging meetings for the employees of Municipal Office concerning the contents of the strategy and the implementation thereof. Due to the participation of Municipal Office employees in strategic workshops the necessity for such trainings shall arise also in the future following subsequent modifications and revisions of the strategy.

DW9. Creation of institutions orientated at contacting selected groups of recipients aimed at animating local activity, providing local entities with knowledge and competences allowing them to join in the strategic city development. Due to the formulated objectives which impose a vital role on entrepreneurs, investors, civil organizations and tourists it is advisable to recommend the establishment of:

- Investors and Local Business Service Office,
- City Information Centre (both for inhabitants and visitors),
- Civil Projects Support Centre.

ANALYTICAL AND DIAGNOSTIC ACTIVITIES

Analytical and diagnostics activities should facilitate the operations of full monitoring system of the strategy constituting the basis for introducing corrections into the strategy and developing projects. The monitoring should be realised in three aspects: 133.

- ❑ monitoring of strategy realisation based on indicators assigned to individual strategic objectives (see p.25),
- ❑ monitoring of strategy realisation conditions based on the conducted SWOT analysis (see chapter 6),
- ❑ monitoring of the effectiveness of projects implementation based on the indicators defined in appropriate project charters.

Despite having defined the list of indicators within the frames of strategy revision it is still necessary to perform certain activities aimed at appropriate collection and interpretation of data. Improvement of the municipal information system including two basic activities remains a necessity: 134.

DW10. Establishing and defining a detailed monitoring system on the basis of objectives and project realisation indicators proposed in the strategy; the said system needs to include:

- annual determination of the level of obtaining strategic objectives indicators (proposal by City Development Bureau, consulted by Local Leaders Council, forwarded to the President of the City who presents the strategy realisation standards for the subsequent year to the City Council),
- determination of the execution measurement procedure (City Development Bureau in cooperation with Municipal Office departments),
- comparison of effects with the accepted standards (CDB),
- diagnosing the reasons of possible deviations (CDB),
- initiating corrective activities in relation to projects, implementation system, strategy contents (proposals of CDB presented to the President of the City):

DW11. Creation of multi-entity system of information collection and information flow in the city:

- recognition of information despondent (department of Municipal Office and other entities inside the city and in its surrounding) useful for the strategy implementation monitoring – realisation by CDB,
- defining rules of cooperation with the local entities aimed at the determination of the rules concerning information flow (Local Leaders Council and CDB); this activity alongside the provision of the accessibility of

necessary and up-to-date information for the sake of strategy implementation monitoring shall increase the accessibility of various information sources to local entities, it shall tighten local cooperation, and reduce the risk connected with the decisions made by the city users.

- identification of information gaps and determination of the methods of filling the gaps including the possibility to obtain source information (e.g. through the surveys conducted among local entities – proposals of CDB.

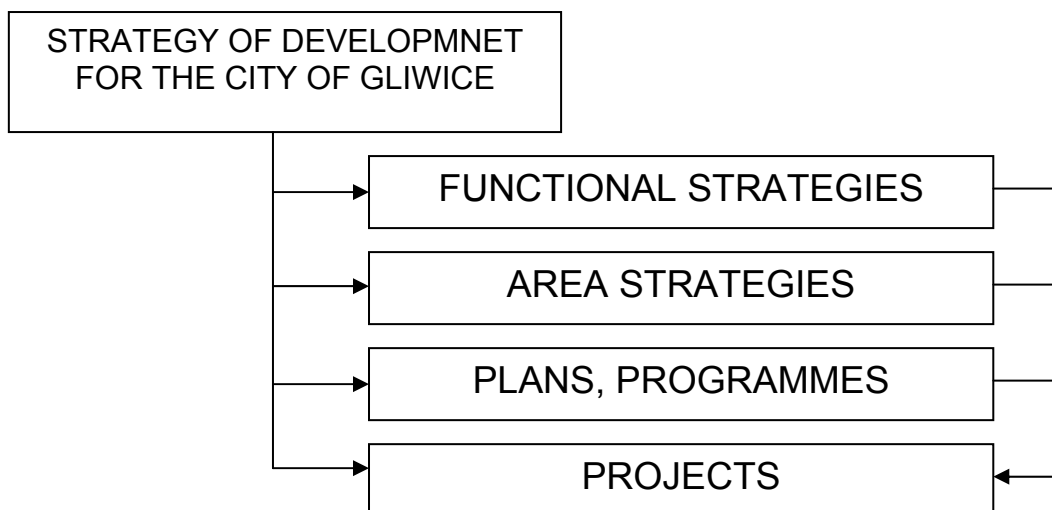
PLANNING AND PROGRAMMING ACTIVITIES

The planning and programming activities should be targeted at more detailed entries 135. of the strategy concerning the key aspects of city development. The strategy – a document of the highest level of generalisation – should trigger subsequent plans and programmes containing detailed activities and projects.

The strategy revision results in the necessity of adjusting and modification of other strategic and programming documents on the city. The following documents are correlated with the strategy:

- ❑ Long-term Investment Plan for the city of Gliwice for the period between 2006-2009,
- ❑ Long-term Investment Plan for the city of Gliwice for the period between 2007-2010,
- ❑ Strategy of solving social problems for the city of Gliwice between 2006 – 2015,
- ❑ Educational strategy of the city of Gliwice,
- ❑ Study of conditions and directions of spatial management of the city of Gliwice.

Certain quantity of the projects is the direct consequence of the strategy whereas other projects are included in the documents which provide details of the strategy. Generally, the relations between the strategy and the remaining documents may be illustrated by the diagram below:



Among the planning and programming activities we need to enumerate the following: 136.
 DW12. Coordination of the prepared local strategic, planning and programming conceptions with the city development strategy. The responsibility for this

tasks relies on the teams (Municipal Office departments) creating the documents, while the final opinion concerning the compliance of those with the strategy lies within the competence of the CDB.

DW13. Successive preparation or revising of functional or sector planning and programming documents developing and implementing the strategy, including:

- the city promotion programme,
- the programme for supporting the business and investment attractiveness of the city,

DW14. Combination of local budgetary and project planning with the strategic management, including:

- annual preparation of plans and drafting reports on the realization of strategic projects (**appendixes 3a and 3b**),
- preparation of budgets related to the strategy.

DW15. Guaranteeing long-term validity of the strategy relying in:

- the introduction of current corrections,
- the performance of planned complex revisions in the following horizons:
 - I 2009 – the first revision and the evaluation of strategy and its implementation,
 - beginning of 2012 – evaluation of the implementation and preparation for the new programming period in EU,
 - 2013/2014 – revision of the strategy in relation to the new objectives of the regional policy of the EU,
 - 2017 – revision and evaluation of the strategy and its implementation,
 - 2019 – formulation of new strategy with the continuation of obtained experience and implementation system;
- possible unplanned, complex revisions resulting from sudden, general changes in the city and its surrounding;

DW16. Constant comparison of the strategy and the results of its implementation with the sustainable development rules, preparation of analyses of influence onto the surrounding in context of the created projects, analysing the effectiveness of the possessed resources (among others: analysis of spatial management of the city and constant coordination of the strategy and the zoning plan).

INFORMATION AND PROMOTION ACTIVITIES

The aim of the information and promotion activities is:

- to obtain new entities/ allies for the implementation of the strategy,

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- to include local entities in activities implementing the strategy,
- to build a proper position of the city in its surrounding and to generate interest in the offer of the city among new users,
- to inform on the effects of strategy implementation.

The most important entities in this context are listed below:

- Local Leaders Council,
- Civil Projects Support Centre,
- Gliwickie Centre of Non-governmental Organisations,
- City Development Bureau.

The information and promotion activities should include the following: 138.

DW17. Translation of the strategy into a series of short, simply written promotional texts targeted at specific groups of recipients (texts emphasizing the type of support provided for inhabitants undertaking defined activities); it is absolutely vital to recommend promotional texts for the youth.

DW18. Improvement of channels and tools of effective, mutual communication between local authorities and the city users in the context of their partnership in the strategy implementation (Local Leaders Council).

DW19. Construction of the local leaders creation system, stimulation of the establishment of local leaders groups (for districts, social, demographic, professional groups etc.) on the basis of the potential of LLC.

Creation of the strategy implementation system is a process requiring time and introduction of contextual corrections. The implementation system may be considered proper provided that: 139.

- subsequent strategic projects are realised with appropriate consistency
- in every moment of the implementation process full information concerning both the strategic activities and the changes in the conditions of city development is available,
- the quantity of entities and of their activities focused around the strategic objectives is growing,
- the strategy constitutes the kingpin of city management simultaneously being a tool for obtaining funds from the surrounding.

RISK ASSESSMENT FOR THE REALISATION OF STRATEGIC PROJECTS AND OBJECTIVES

- I. For the process of strategy monitoring it is necessary to introduce the procedure of risk management aiming at increasing the probability of achieving 140.

objectives and realising strategic project in the meanings defined below.

- II. The risk connected with the realisation of projects shall be assessed annually in course of the project execution plans preparation in compliance with the procedure described below. The risk assessment card for project realisation constitutes appendix no 3c to the hereby document.
- III. In case of realisation of projects with co-financing from external resources the individual responsible for project management is obliged to conduct risk assessment annually in accordance with the procedure defined below unless the external guidelines for the realisation of the project stipulate a different risk assessment procedure.
- IV. The risk connected with the realisation of strategic objectives shall be assessed once every four years in the process of the preparation of the report on realisation of strategy objectives in compliance with the procedure described below.

Risk management procedure

1. Glossary

- 1) **Internal projects** – should be understood as projects realised by the Municipal Office and other municipal organisational units.
- 2) **External projects** - should be understood as projects not realised by the Municipal Office and Municipal Organisational Units.
- 3) **Unit realising the project** – shall denote an entity which realises a strategic project.
- 4) **Risk** – denotes any event (both external and hence independent on the organisation, and internal – the one influenced by the organisation) whose occurrence results in failure to achieve the strategic objectives and project objectives or to realise these objectives and project.
- 5) **Probability of risk occurrence** – is the expected frequency of occurrence of the event defined as risk. The description of probability levels is included in the chart below:

Probability	Description
Certain or nearly certain	I am certain or nearly certain that the event shall occur
Probable	I expect the event to occur in specific circumstances
Low	I suspect that the event may occur only in exceptional circumstances

- 6) **Result of risk occurrence** – should be understood as the effect of the event identified as risk onto the achievement of objectives and realisation of projects.

Result	Description
Severe	<p>The event shall cause:</p> <ol style="list-style-type: none"> 1. serious financial loss or serious detriment of the image of the entity realising the project, 2. detriment with critical or huge influence onto the achievement of objectives and realisation of the project, 3. serious detriment in terms of the quality of realised project. <p>Occurrence of this event is connected with long-term and difficult process of restoring the previous state of affairs.</p>
Moderate	<p>The event shall cause:</p> <ol style="list-style-type: none"> 1. considerable loss of possessed resources, 2. negative influence on the effectiveness of activity and the quality of realised projects, 3. detriment of the image of the entity realising the project <p>The occurrence of this event may entail the difficult process of restoring the previous state of affairs.</p>
Minimal	<p>The event shall cause:</p> <ol style="list-style-type: none"> 1. insignificant financial loss, 2. disturbance or delay of the execution of projects. <p>It does not influence the image of the entity releasing the project. The results of such event are easily removable.</p>

- 7) **Risk level** – should be understood as the combination of probability and result of risk occurrence. Two risk levels are identified: unacceptable and acceptable.

Probability (P)	Result (R)	Risk level
Certain or nearly certain (c)	severe (s), moderate (mo)	Unacceptable
	minimal (m)	Acceptable
probable (p)	severe (s), moderate (mo) minimal (m)	Acceptable
low (l)	severe (s), moderate (mo) minimal (m)	Acceptable

2. Risk assessment procedure for entities realising the project

- 1) Coordinators conduct the identification and assessment of risk connected with the realisation of projects on the template constituting appendix no 3c to the Strategy.
- 2) The identification and assessment of risk connected with the realisation of the strategic objectives as well as the determination of the method of counteracting the said risk shall be performed by the head of City Development Bureau.
- 3) The risk identification relies in determination of the risk threatening the individual projects / tasks proposed to be included in the financial plans drafts for the subsequent financial year and in the determination of the risk threatening the individual strategic objectives which are evaluated every four years in course of the preparation of the report on strategic objectives realisation.
- 4) In the process of risk identification the following risk categories may be

implemented.

CATEGORY OF RISK	
Financial risk	
Budgetary/Financial resources risk	Connected with the planning of income and expenditure, accessibility of resources, incurring expenses and receiving income, ineffective use of resources.
Risk of fraud and theft	Connected with the loss of objects and financial resources resulting from crime or offence.
Risk covered by insurance	Connected with financial losses which may substitute the subject of insurance such as the risk of fire or accident.
Risk of public orders and ordering public tasks	Connected with the decision-making process and granting public orders or ordering public tasks to other entities such as the infringement risk of rules, forms or legal procedures stipulated by the Public Orders Law.
Financial losses risk	Connected with the obligation to pay certain amounts payable as e.g. compensation, penalty interest, trial costs.
Human resources risk	
Personnel risk	Connected with the number and competences of employees and with the lack of predispositions of the employees to perform specific tasks.
OHS risk	Connected with the health of employees and accidents at work.
Organisational risk	Connected with the lack of involvement of the employees into the realisation of the project
Business activity risk	
Internal regulations risk	Connected with the existence and adequacy of internal regulations.
Organisation and decision making risk	Connected with the organisational structure, labour organisation and delegating responsibilities and authorities e.g. the risk of imprecisely defined responsibilities, risk of lack of formally assigned responsibilities, risk of improper organisational structure.
Management control risk	Connected with the functioning of the management control system e.g. risk of insufficient control, the risk of ineffective controlling mechanisms.
Information risk	Connected with the quality of information which constitutes the basis for decision-making such as the risk of lack of internal and external communication.
Image risk	Connected with the image of the entity realising the project e.g. the risk of negative opinions.

IT systems risk	Connected with the used It systems and software and with the protection of data included within the said systems and software e.g. malfunction risk, risk of unauthorised individuals gaining access to data, risk of unauthorised data modification.
External risk	
Infrastructure risk	Connected with the infrastructure such as the equipment, buildings and offices, means of transport and communication.
Economic risk	Connected with the economic factors such as currency exchange rates, inflation.
Social risk	Connected with social protests
Legal risk	Connected with the complicated legal regulations and the alterations of the law and confusing decisional law as well as the lack of right to administer real estate.

- 5) The risk assessment relies in the determination of the probability of occurrence and the effect of such occurrence of a given risk and subsequently in the determination of its level. Two risk levels may be identified:
- a) risk at acceptable level – risk level identified by the individual conducting the assessment as not entailing the necessity of undertaking action in relation to the identified risk,
 - b) risk at unacceptable level – risk level identified by the individual conducting the assessment as entailing the necessity of undertaking actions counteracting or limiting the risk occurrence,
- 6) To reduce the unacceptable risk level to the acceptable level the methods mentioned below should be used:
- a) counteraction – introducing changes in the process of project/objective realisation, sharpening the controlling mechanisms (e.g. through the increase frequency of monitoring, additional supervision over the project/objective realisation);
 - b) transferring risk – transferring the risk onto an external entity e.g. in the form of insurance;
 - c) recommendation of resignation from the realisation of project/objective burdened with the unacceptable risk level – with justification - if the change of either external or internal conditions results in the aimless or ineffective continuation of the task and from the formal point of view there exists the possibility to resign from the further realization of the project/objective.
- 7) In relation to unacceptable risk:
- in case of internal projects – planned preventive activities resulting in changes in the budget and/or increase of employment as well as justified resignation from the continuation of the project realisation require the approval of the division head. The City President’s approval is necessary for the preventive activities resulting in the increase of employment in Municipal Organisational Units.
 - in case of external projects – the planned preventive activities leading to justified resignation from project realisation require the notification of the head of City

Development Bureau (CDB).

- 8) The individuals conducting risk assessment are obliged to provide the head of CDB with information on the results of risk assessment alongside the decision concerning the planned activities (including the data of person responsible and term of realisation).
- 9) On the basis of information defined in point 8) above the head of CDB prepares the annual conclusions from the conducted risk assessment at strategic projects level and forwards it to the President of the City.
- 10) The conclusions defined in point 9) above constitute the input data for the city development strategy revision.
- 11) Every four years in course of preparation of the report on strategic objectives realisation the head of CDB drafts the conclusions from the conducted risk assessment on the level of strategic objectives and forwards those to the President of the City.
- 12) The conclusions mentioned in point 11) above constitute the input data for the city development strategy revision.

INTEGRATED AND SUSTAINABLE DEVELOPMENT STRATEGY FOR THE CITY OF GLIWICE UNTIL THE YEAR 2022

APPENDIXES

Appendix 1. GLIWICE IN NUMBERS

The gathered statistic material presents the processes existing in Gliwice within recent years in the dynamic perspective. The city's indicators are presented against the background of data for the remaining thirteen cities of the Upper Silesian Agglomeration and in many cases there is also a reference to the average values for the whole region. Additionally majority of the features has been presented in the form of ranking thus simultaneously indicating the position of Gliwice in relation to the remaining cities. The tables below are of own preparation based on the data from the Regional Database of the Main Statistic Office (www.stat.gov.pl).

No	Territorial unit	Total permanent legal domicile as of 31 December							
		2002	2003	2004	2005	2006	2007	2008	2009
		[person]	[person]	[person]	[person]	[person]	[person]	[person]	[person]
1	Katowice	322 264	320 039	317 832	315 610	313 219	310 751	308 883	307 179
2	Sosnowiec	231 585	230 026	228 264	226 354	224 503	222 478	221 032	219 352
3	Gliwice	199 660	198 624	197 633	196 654	195 763	194 426	193 639	193 089
4	Zabrze	194 613	193 768	192 833	191 643	190 424	189 426	188 678	188 029
5	Bytom	193 185	191 740	190 249	188 712	187 338	185 841	184 913	183 788
6	Ruda Śląska	150 087	148 806	147 945	147 108	145 988	145 068	144 460	143 807
7	Tychy	133 117	132 637	132 120	131 710	131 006	130 427	130 114	130 107
8	Dąbrowa Górnicza	132 085	131 564	130 910	130 502	129 802	129 143	128 602	128 025
9	Chorzów	116 644	115 717	115 133	114 624	114 036	113 660	113 302	113 014
10	Jaworzno	97 192	97 065	96 852	96 606	96 220	95 937	95 685	95 512
11	Mysłowice	75 767	75 598	75 464	75 389	75 170	75 096	75 143	75 065
12	Siemianowice Śląskie	74 198	73 770	73 450	72 887	72 394	71 868	71 498	71 086
13	Piekary Śląskie	60 857	60 511	60 130	59 807	59 502	59 223	58 959	58 677
14	Świętochłowice	56 377	56 146	55 865	55 447	55 099	54 745	54 571	54 292

No	Territorial unit	Population per 1 km ² – descending ranking related to 2009							
		2002	2003	2004	2005	2006	2007	2008	2009
		[person]	[person]	[person]	[person]	[person]	[person]	[person]	[person]
1	Świętochłowice	4328	4309	4282	4256	4226	4194	4182	4161
2	Chorzów	3427	3407	3389	3373	3454	3445	3434	3424
3	Siemianowice Śląskie	2962	2941	2926	2907	2890	2865	2845	2828
4	Bytom	2791	2769	2747	2724	2703	2678	2664	2649
5	Sosnowiec	2544	2527	2508	2484	2464	2446	2431	2410
6	Zabrze	2433	2421	2407	2391	2376	2363	2355	2346
7	Katowice	1982	1965	1951	1934	1906	1892	1876	1870
8	Ruda Śląska	1919	1902	1890	1879	1865	1854	1845	1838
9	Tychy	1616	1612	1604	1599	1591	1583	1579	1579
10	Gliwice	1512	1504	1495	1488	1481	1473	1468	1464
11	Piekary Śląskie	1516	1508	1500	1492	1483	1477	1471	1463
12	Mysłowice	1146	1141	1140	1139	1137	1135	1136	1135
13	Dąbrowa Górnicza	701	699	696	692	685	681	679	676
14	Jaworzno	637	636	635	633	626	624	622	621

No	Territorial unit	Life births per 1000 - descending ranking related to 2009							
		2002	2003	2004	2005	2006	2007	2008	2009
		[person]	[person]	[person]	[person]	[person]	[person]	[person]	[person]
1	Mysłowice	8,4	8,4	8,6	9,4	8,9	9,9	10,8	11,1
2	Tychy	8,7	8,6	9,3	9,5	9,6	10,3	11,3	11,0
3	Ruda Śląska	8,8	8,9	9,1	9,1	9,5	9,8	11,1	10,9
4	Chorzów	7,7	8,5	8,1	8,5	9,6	9,9	10,2	10,9
5	Piekary Śląskie	8,0	8,1	7,8	8,5	8,8	8,8	9,7	10,5
6	Siemianowice Śląskie	8,2	7,8	8,7	8,4	8,6	9,4	10,1	10,3
7	Świętochłowice	9,1	8,8	9,9	9,9	9,9	9,9	10,7	10,3
8	Bytom	8,0	8,0	8,3	8,5	8,9	9,2	9,7	10,0
9	Jaworzno	8,4	7,9	8,2	8,5	8,2	9,2	9,5	9,7
10	Zabrze	7,7	7,7	8,3	8,4	8,8	8,9	9,7	9,6
11	Dąbrowa Górnicza	7,6	7,4	7,6	8,1	8,4	9,0	10,0	9,5
12	Katowice	7,3	7,4	7,6	7,7	8,2	8,6	9,0	9,4
13	Gliwice	6,9	7,3	7,6	7,9	8,8	8,7	9,7	9,4
14	Sosnowiec	6,8	7,3	7,4	7,4	8,1	8,4	9,1	9,0

No	Territorial unit	Deaths per 1000 - ascending ranking related to 2009							
		2002	2003	2004	2005	2006	2007	2008	2009
		[person]	[person]	[person]	[person]	[person]	[person]	[person]	[person]
1	Tychy	7,4	7,1	7,4	7,6	7,7	8,5	8,6	8,4
2	Zabrze	8,6	8,7	8,9	9,5	9,2	9,1	9,4	9,3
3	Gliwice	8,9	9,0	9,1	9,4	9,0	9,7	10,1	9,6
4	Jaworzno	9,0	9,4	9,6	9,7	9,7	9,8	10,1	10,2
5	Mysłowice	8,4	8,9	9,6	9,0	9,7	10,2	9,9	10,6
6	Dąbrowa Górnicza	9,5	9,9	10,0	10,7	10,4	10,9	11,2	11,0
7	Bytom	9,6	9,7	10,1	10,9	10,6	11,5	10,8	11,1
8	Ruda Śląska	10,3	10,3	10,1	10,8	11,1	11,2	11,2	11,4
9	Piekary Śląskie	10,6	11,3	10,9	10,9	10,3	11,0	11,4	11,4
10	Katowice	10,8	10,7	11,1	11,2	11,1	11,4	11,5	11,7
11	Sosnowiec	10,0	10,4	10,4	10,7	11,5	11,2	11,6	11,9
12	Świętochłowice	10,8	10,7	11,6	11,6	11,3	11,6	10,8	11,9
13	Siemianowice Śląskie	10,5	10,7	10,1	10,6	11,8	12,1	12,0	12,8
14	Chorzów	12,7	13,2	13,2	13,2	13,0	13,2	13,3	13,2

No	Territorial unit	Birth rate per 1000 - descending ranking related to 2009							
		2002	2003	2004	2005	2006	2007	2008	2009
		[person]	[person]	[person]	[person]	[person]	[person]	[person]	[person]
1	Tychy	1,3	1,5	1,9	1,9	1,9	1,8	2,7	2,7
2	Mysłowice	0,0	-0,4	-1,0	0,4	-0,8	-0,3	0,8	0,5
3	Zabrze	-0,8	-1,0	-0,7	-1,1	-0,4	-0,2	0,3	0,3
4	Gliwice	-2,0	-1,7	-1,5	-1,5	-0,2	-1,1	-0,4	-0,3
5	Jaworzno	-0,6	-1,5	-1,4	-1,2	-1,6	-0,5	-0,6	-0,5
6	Ruda Śląska	-1,5	-1,5	-1,0	-1,7	-1,6	-1,4	-0,1	-0,5
7	Piekary Śląskie	-2,6	-3,2	-3,1	-2,5	-1,5	-2,3	-1,8	-1,0
8	Bytom	-1,6	-1,7	-1,7	-2,4	-1,7	-2,2	-1,1	-1,1

9	Dąbrowa Górnicza	-1,9	-2,5	-2,4	-2,6	-2,0	-1,8	-1,2	-1,6
10	Świętochłowice	-1,7	-1,9	-1,7	-1,7	-1,4	-1,7	-0,1	-1,6
11	Katowice	-3,6	-3,3	-3,5	-3,5	-2,9	-2,8	-2,6	-2,3
12	Chorzów	-5,0	-4,8	-5,1	-4,7	-3,4	-3,4	-3,1	-2,4
13	Siemianowice Śląskie	-2,4	-3,0	-1,5	-2,2	-3,2	-2,7	-1,9	-2,5
14	Sosnowiec	-3,3	-3,1	-3,0	-3,3	-3,4	-2,8	-2,5	-2,8

No	Territorial unit	The quantity of those in non-working age per 100 people in working age – descending ranking related to 2009							
		2002	2003	2004	2005	2006	2007	2008	2009
		[person]	[person]	[person]	[person]	[person]	[person]	[person]	[person]
1	Chorzów	57,8	57,4	57,6	57,3	57,6	58,0	58,7	59,1
2	Katowice	54,9	54,2	53,8	53,6	53,9	54,3	54,5	55,0
3	Bytom	54,7	54,1	53,8	53,7	53,7	53,7	54,0	54,5
4	Świętochłowice	52,3	51,7	51,2	51,1	51,3	51,8	52,5	53,2
5	Piekary Śląskie	55,8	54,7	53,9	53,1	52,6	52,6	52,7	53,1
6	Ruda Śląska	53,9	53,0	52,6	52,2	52,2	52,0	52,4	52,7
7	Siemianowice Śląskie	51,9	51,2	51,1	50,8	50,9	51,2	51,6	52,5
8	Zabrze	54,7	53,6	52,9	52,3	51,5	51,1	51,0	51,4
9	Gliwice	52,2	50,9	50,4	49,7	49,7	49,6	50,3	50,9
10	Jaworzno	56,7	55,0	54,0	52,8	52,1	51,5	51,3	50,8
11	Mysłowice	54,1	52,8	51,4	50,2	49,5	49,3	49,5	49,6
12	Sosnowiec	47,4	46,4	45,8	45,5	45,9	46,3	47,0	47,9
13	Dąbrowa Górnicza	47,0	45,7	44,7	44,1	44,1	44,4	44,8	45,7
14	Tychy	47,2	46,0	45,0	44,6	44,3	44,3	44,8	45,5

No	Territorial unit	Number of people in working age per 100 of those in pre working age – ascending ranking related to 2009							
		2002	2003	2004	2005	2006	2007	2008	2009
		[person]	[person]	[person]	[person]	[person]	[person]	[person]	[person]
1	Mysłowice	59,4	64,7	68,9	73,0	77,4	81,6	84,7	87,8
2	Ruda Śląska	63,5	68,0	72,3	76,4	79,9	84,0	87,1	90,0
3	Tychy	61,3	66,2	70,7	75,0	79,7	83,4	87,6	91,6
4	Świętochłowice	69,6	74,0	77,6	81,1	85,7	90,6	94,6	98,4
5	Jaworzno	69,8	73,9	79,0	83,6	88,6	93,2	98,2	102,2
6	Zabrze	67,7	73,1	79,0	84,1	89,1	94,1	99,1	103,8
7	Piekary Śląskie	76,2	81,1	87,0	91,5	96,1	100,7	104,0	107,4
8	Dąbrowa Górnicza	78,0	82,4	86,9	91,1	95,9	100,7	104,8	108,9
9	Siemianowice Śląskie	76,2	81,9	88,0	93,2	97,8	103,8	108,0	112,0
10	Bytom	75,6	81,3	86,9	92,3	97,5	102,2	107,2	112,3
11	Chorzów	91,8	94,8	98,1	101,0	104,9	108,6	111,7	114,4
12	Gliwice	79,5	85,7	91,5	97,1	102,3	106,9	111,7	116,7
13	Sosnowiec	86,8	92,4	98,0	103,4	109,4	115,2	120,4	125,7
14	Katowice	91,2	97,7	103,7	109,3	115,8	121,9	128,3	133,4

No	Territorial unit	The number of individuals in post working age per 100 individuals in non-working age - ascending ranking related to 2009							
		2002	2003	2004	2005	2006	2007	2008	2009
		[person]	[person]	[person]	[person]	[person]	[person]	[person]	[person]
1	Tychy	17,9	18,3	18,7	19,1	19,6	20,1	20,9	21,8
2	Mysłowice	20,2	20,7	21,0	21,2	21,6	22,2	22,7	23,2
3	Dąbrowa Górnicza	20,6	20,7	20,8	21,0	21,6	22,3	22,9	23,8
4	Ruda Śląska	20,9	21,5	22,1	22,6	23,2	23,7	24,4	25,0
5	Jaworzno	23,3	23,4	23,9	24,0	24,5	24,8	25,4	25,7
6	Zabrze	22,1	22,6	23,3	23,9	24,2	24,8	25,4	26,2
7	Świętochłowice	21,5	22,0	22,4	22,9	23,7	24,6	25,5	26,4
8	Sosnowiec	22,0	22,3	22,7	23,1	24,0	24,8	25,7	26,7
9	Gliwice	23,1	23,5	24,1	24,5	25,1	25,6	26,5	27,4
10	Piekary Śląskie	24,1	24,5	25,1	25,4	25,8	26,4	26,9	27,5
11	Siemianowice Śląskie	22,5	23,1	23,9	24,5	25,2	26,1	26,8	27,7
12	Bytom	23,6	24,3	25,0	25,8	26,5	27,1	27,9	28,8
13	Katowice	26,2	26,8	27,4	28,0	28,9	29,8	30,6	31,5
14	Chorzów	27,7	27,9	28,5	28,8	29,5	30,2	31,0	31,6

No	Territorial unit	The percentage of population in pre working age (aged 17 and below) - descending ranking related to 2009							
		2002	2003	2004	2005	2006	2007	2008	2009
		[person]	[person]	[person]	[person]	[person]	[person]	[person]	[person]
1	Ruda Śląska	21,4%	20,6%	20,0%	19,4%	19,1%	18,6%	18,4%	18,2%
2	Mysłowice	22,0%	21,0%	20,1%	19,3%	18,7%	18,2%	17,9%	17,7%
3	Świętochłowice	20,3%	19,6%	19,1%	18,7%	18,3%	17,9%	17,7%	17,5%
4	Chorzów	19,1%	18,7%	18,4%	18,1%	17,8%	17,6%	17,5%	17,3%
5	Piekary Śląskie	20,3%	19,5%	18,7%	18,1%	17,6%	17,2%	16,9%	16,7%
6	Jaworzno	21,3%	20,4%	19,6%	18,8%	18,2%	17,6%	17,1%	16,7%
7	Zabrze	21,1%	20,2%	19,3%	18,6%	18,0%	17,4%	17,0%	16,7%
8	Bytom	20,1%	19,4%	18,7%	18,2%	17,7%	17,3%	16,9%	16,6%
9	Tychy	19,9%	19,0%	18,2%	17,6%	17,1%	16,7%	16,5%	16,3%
10	Siemianowice Śląskie	19,4%	18,6%	18,0%	17,4%	17,0%	16,6%	16,4%	16,2%
11	Gliwice	19,1%	18,2%	17,5%	16,8%	16,4%	16,0%	15,8%	15,6%
12	Katowice	18,5%	17,8%	17,2%	16,7%	16,2%	15,9%	15,5%	15,2%
13	Dąbrowa Górnicza	18,0%	17,2%	16,5%	16,0%	15,6%	15,3%	15,1%	15,0%
14	Sosnowiec	17,2%	16,5%	15,9%	15,4%	15,0%	14,7%	14,5%	14,4%

No	Territorial unit	Participation of the employees in their main workplace in the total population according to the permanent legal domicile – as of 31 December – descending ranking related to 2009							
		2002	2003	2004	2005	2006	2007	2008	2009
		[person]	[person]	[person]	[person]	[person]	[person]	[person]	[person]
1	Katowice	46,7%	44,9%	45,4%	45,5%	47,5%	50,1%	51,2%	50,4%
2	Tychy	25,9%	27,2%	27,8%	28,6%	30,3%	33,6%	36,7%	37,6%
3	Gliwice	30,0%	29,0%	30,1%	31,9%	34,1%	36,1%	37,0%	35,8%
4	Dąbrowa Górnicza	30,5%	30,0%	29,4%	29,6%	30,5%	31,9%	31,4%	29,0%
5	Mysłowice	28,2%	26,2%	25,8%	26,2%	26,6%	27,3%	27,0%	28,5%
6	Ruda Śląska	26,4%	26,1%	25,4%	25,1%	25,0%	24,6%	25,3%	25,2%
7	Sosnowiec	21,9%	21,0%	20,5%	21,2%	21,4%	23,1%	23,5%	23,0%
8	Chorzów	23,6%	21,5%	21,5%	21,9%	22,2%	22,5%	23,9%	23,0%
9	Zabrze	20,0%	19,8%	20,0%	20,3%	20,6%	21,2%	21,9%	21,7%
10	Jaworzno	19,8%	19,4%	19,0%	22,1%	23,0%	20,7%	21,4%	21,2%
11	Piekary Śląskie	20,7%	20,0%	20,7%	24,5%	20,3%	19,9%	20,9%	20,8%
12	Bytom	20,7%	18,3%	17,7%	18,0%	17,7%	17,9%	17,7%	18,2%
13	Siemianowice Śląskie	17,1%	15,1%	15,0%	15,7%	16,8%	17,1%	18,3%	17,8%
14	Świętochłowice	17,1%	15,7%	14,8%	14,7%	15,0%	15,7%	16,1%	14,8%

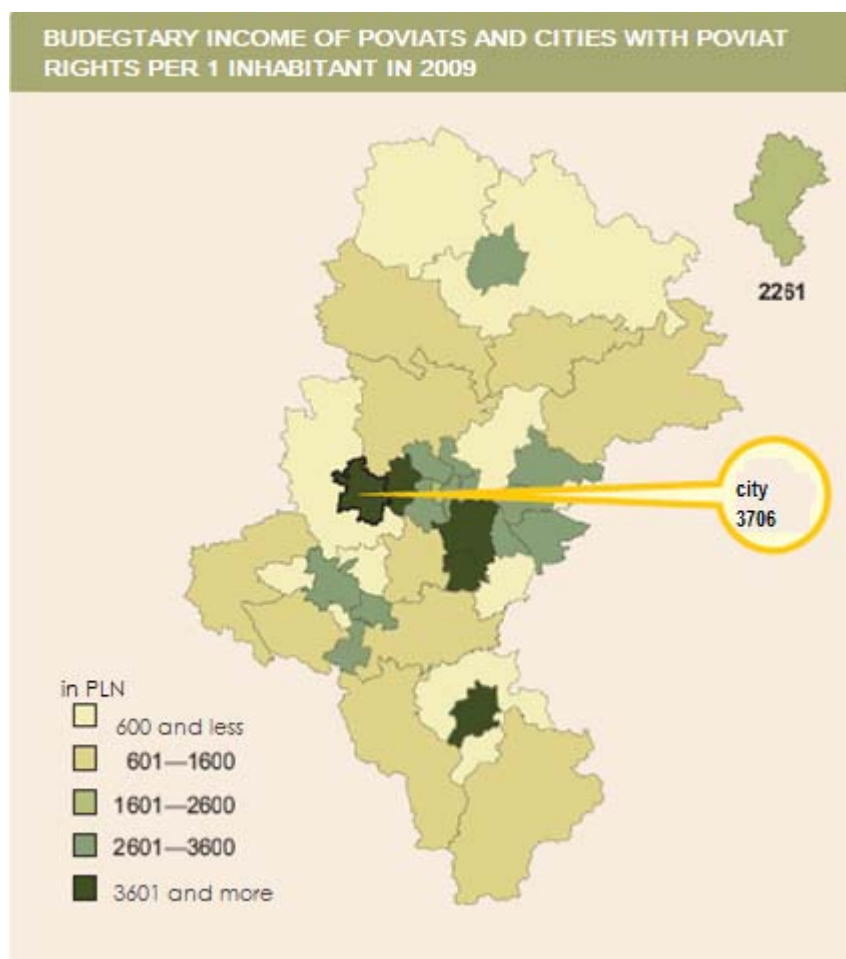
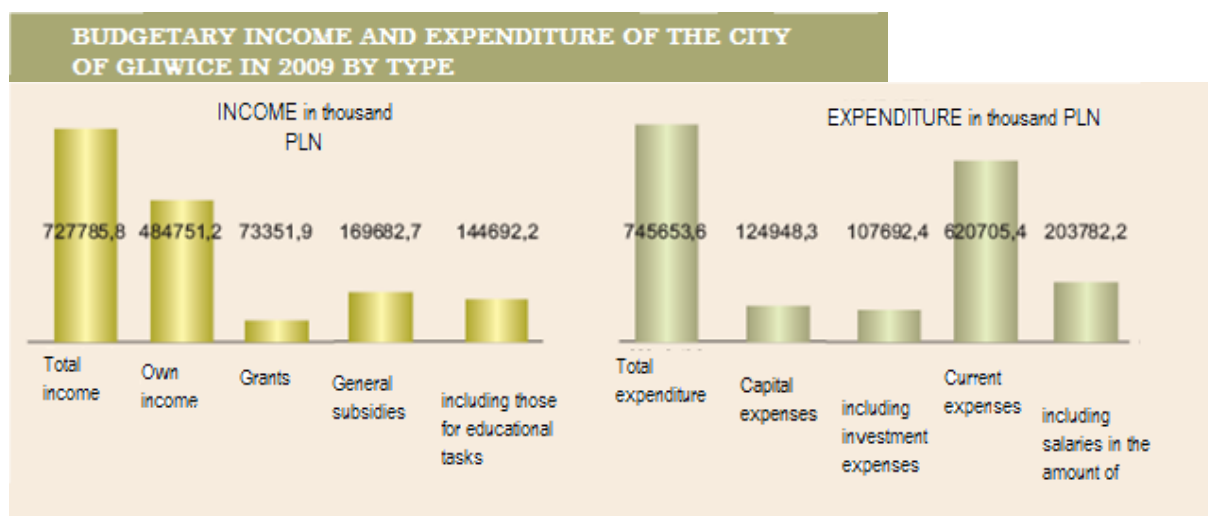
No	Territorial unit	Total average monthly gross salary - descending ranking related to 2009							
		2002	2003	2004	2005	2006	2007	2008	2009
		[PLN]	[PLN]	[PLN]	[PLN]	[PLN]	[PLN]	[PLN]	[PLN]
1	Katowice	2 707,36	3 033,42	3 272,16	3 395,63	3 523,92	3 727,38	4 150,44	4 494,03
2	Jaworzno	2 372,25	2 450,31	2 539,98	2 753,98	3 035,84	3 230,36	3 608,26	3 920,16
3	Gliwice	2 611,36	2 436,82	2 579,36	2 739,11	2 879,53	3 146,53	3 495,73	3 654,92
4	Dąbrowa Górnicza	2 348,19	2 384,65	2 519,76	2 641,41	2 826,02	3 088,83	3 386,12	3 649,12
5	Zabrze	2 080,43	2 266,48	2 343,34	2 449,82	2 568,83	2 804,13	3 095,19	3 232,35
6	Tychy	2 893,06	2 288,19	2 264,05	2 313,10	2 500,39	2 766,57	3 073,55	3 127,98
7	Sosnowiec	2 007,92	2 086,10	2 133,39	2 196,13	2 333,91	2 524,96	2 880,92	2 988,73
8	Siemianowice Śląskie	1 946,03	2 030,95	2 041,54	2 143,24	2 393,50	2 584,80	2 875,42	2 960,73
9	Bytom	2 278,72	2 056,68	2 050,36	2 149,55	2 288,45	2 480,20	2 830,20	2 918,55
10	Chorzów	1 897,22	2 004,63	2 062,53	2 124,55	2 232,30	2 493,66	2 837,42	2 902,80
11	Ruda Śląska	2 755,98	2 374,86	2 060,76	2 140,52	2 326,18	2 510,79	2 777,33	2 889,28
12	Mysłowice	1 797,41	1 861,33	1 951,77	2 091,24	2 229,48	2 423,41	2 684,48	2 795,14
13	Piekary Śląskie	2 488,83	1 842,64	1 958,47	2 022,67	2 148,01	2 395,67	2 633,21	2 728,81
14	Świętochłowice	1 922,12	1 925,65	2 036,42	2 107,74	2 213,47	2 381,12	2 509,03	2 628,03

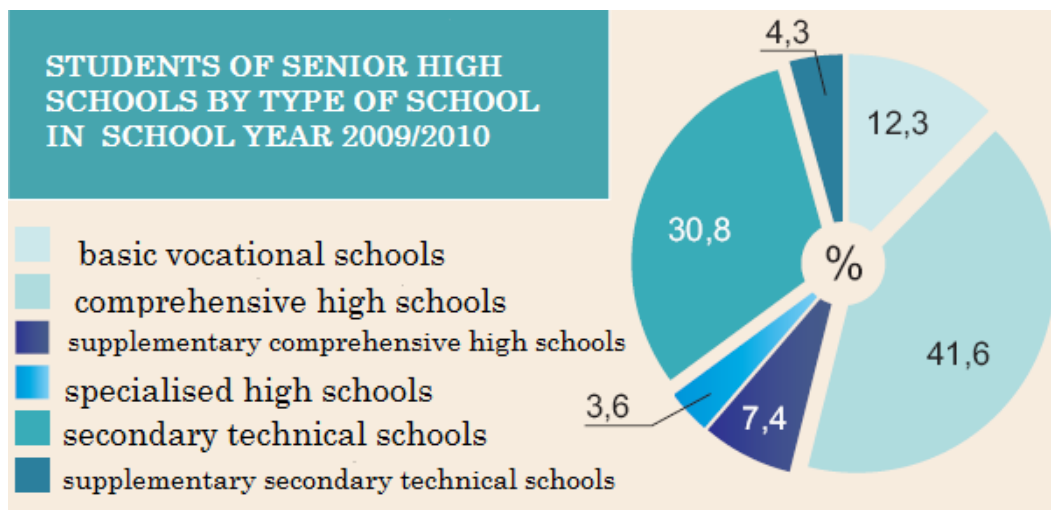
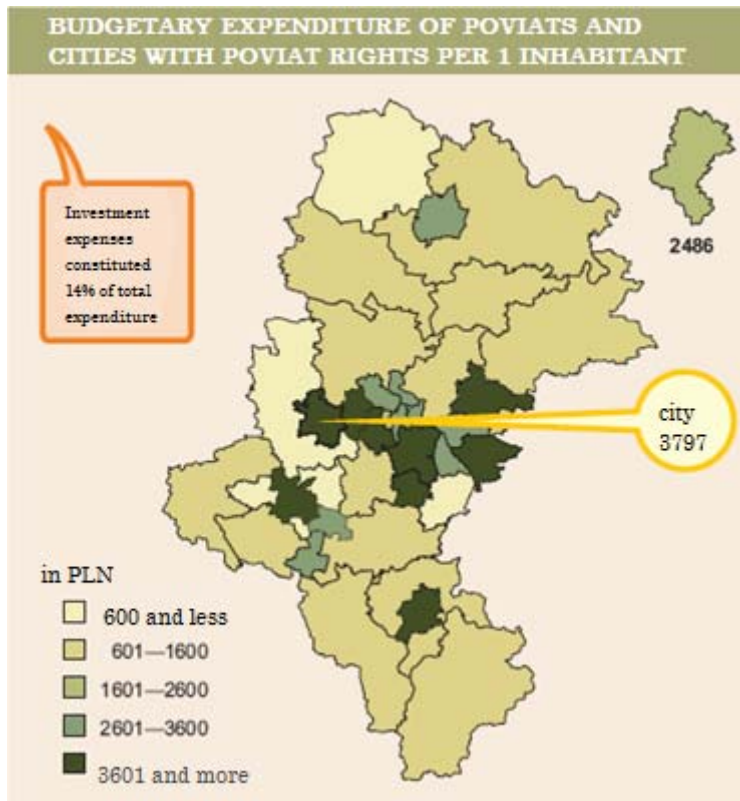
No	Territorial unit	Total sold industrial production according to PKD 2004 - descending ranking related to 2009						
		2002	2003	2004	2005	2006	2007	2008
		[mln PLN]	[mln PLN]	[mln PLN]	[mln PLN]	[mln PLN]	[mln PLN]	[mln PLN]
1	Katowice	9 699,4	23 602,2	31 785,1	27 603,9	30 093,8	31 751,6	34 191,7
2	Gliwice	7 110,2	5 971,8	8 741,2	9 819,4	13 433,9	14 981,6	15 328,3
3	Tychy	6 816,3	6 664,9	8 503,1	7 253,5	7 077,1	8 852,4	9 797,1
4	Dąbrowa Górnicza	6 315,3	2 862,3	5 091,7	4 841,6	5 236,5	6 405,1	7 540,4
5	Sosnowiec	2 943,8	3 126,7	4 005,0	3 922,5	4 204,2	4 741,9	5 100,1
6	Zabrze	1 588,3	2 194,0	2 658,4	2 576,4	2 694,2	2 812,0	3 096,2
7	Chorzów	1 264,5	1 452,8	2 004,8	2 031,6	2 225,0	2 822,9	2 929,5
8	Siemianowice Śląskie	561,5	609,7	671,9	760,7	826,3	1 135,4	2 085,7
9	Ruda Śląska	2 218,6	740,3	1 171,0	1 192,1	1 336,1	1 431,4	1 799,2
10	Jaworzno	925,8	892,7	940,5	1 188,2	1 395,4	1 464,3	1 695,2
11	Bytom	1 633,5	901,3	1 060,7	1 191,7	1 260,2	1 529,8	1 609,4
12	Mysłowice	503,8	536,3	693,3	767,8	892,0	917,5	989,0
13	Piekary Śląskie	732,0	259,1	311,5	257,9	287,4	327,7	404,4
14	Świętochłowice	774,9	324,8	299,1	315,5	401,4	367,5	355,6

No	Territorial unit	Sold industrial production according to PKD 2004 per 1 inhabitant - descending ranking related to 2009						
		2002	2003	2004	2005	2006	2007	2008
		[PLN]	[PLN]	[PLN]	[PLN]	[PLN]	[PLN]	[PLN]
1	Katowice	29 659	72 911	98 969	86 602	95 235	101 294	109 878
2	Gliwice	34 900	29 555	43 470	49 128	67 474	75 713	77 821
3	Tychy	51 330	50 334	64 489	55 204	54 089	67 910	75 630
4	Dąbrowa Górnicza	47 771	21 742	38 861	37 089	40 358	49 544	58 653
5	Siemianowice Śląskie	7 563	8 256	9 156	10 439	11 405	15 770	29 201
6	Chorzów	10 774	12 522	17 357	17 657	19 443	24 819	25 818
7	Sosnowiec	12 662	13 552	17 473	17 266	18 669	21 237	22 997
8	Jaworzno	9 560	9 228	9 735	12 326	14 528	15 314	17 772
9	Zabrze	8 138	11 301	13 759	13 421	14 135	14 827	16 406
10	Mysłowice	6 657	7 098	9 213	10 216	11 895	12 234	13 197
11	Ruda Śląska	14 755	4 970	7 921	8 111	9 156	9 878	12 472
12	Bytom	8 451	4 697	5 574	6 312	6 732	8 234	8 731
13	Piekary Śląskie	12 028	4 284	5 178	4 314	4 830	5 534	6 865
14	Świętochłowice	13 735	5 786	5 348	5 693	7 275	6 713	6 531

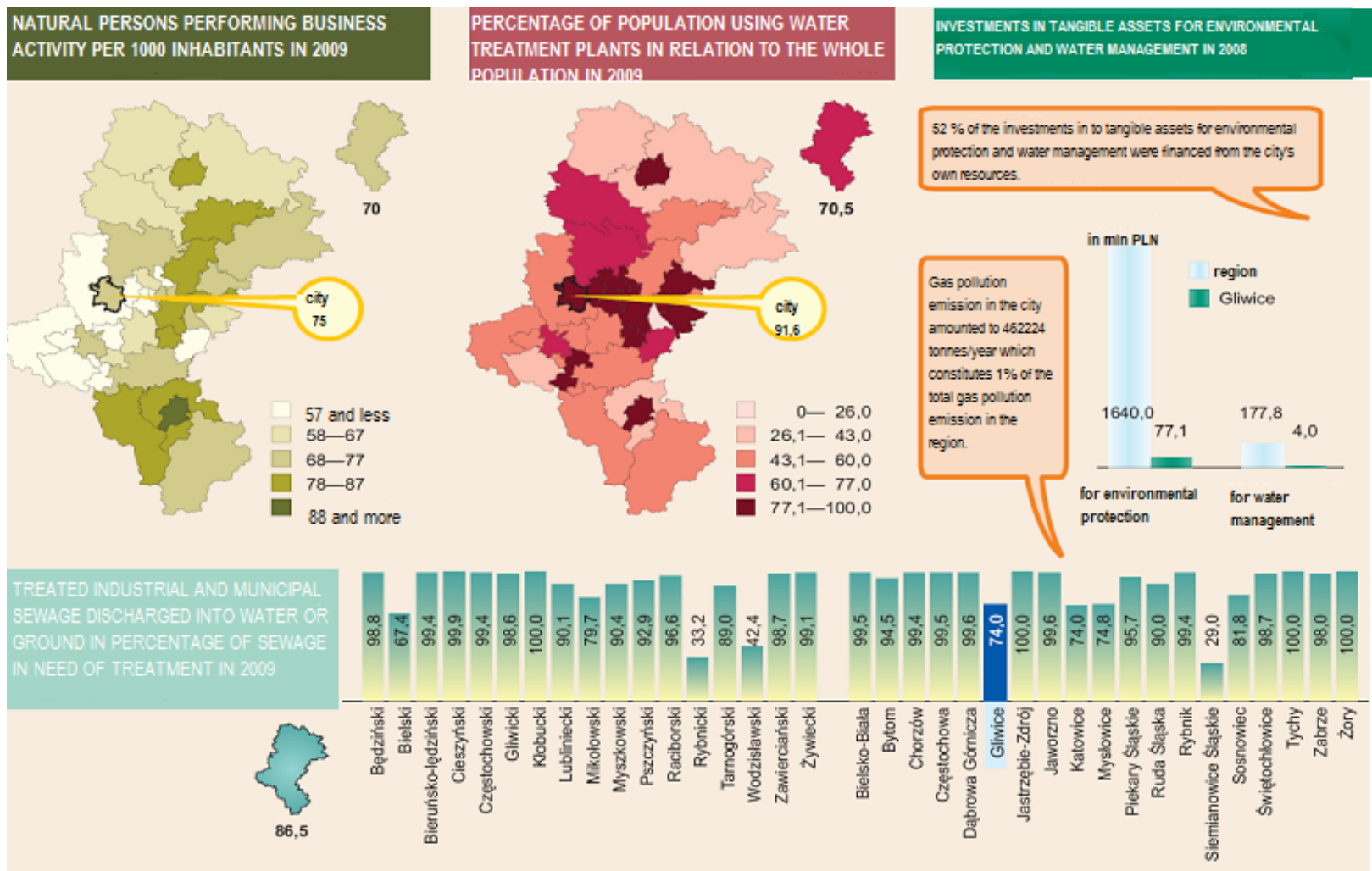
The diagrams and maps below present Gliwice among the other cities of the agglomeration and indicate its position in relation to other cities with poviat rights.

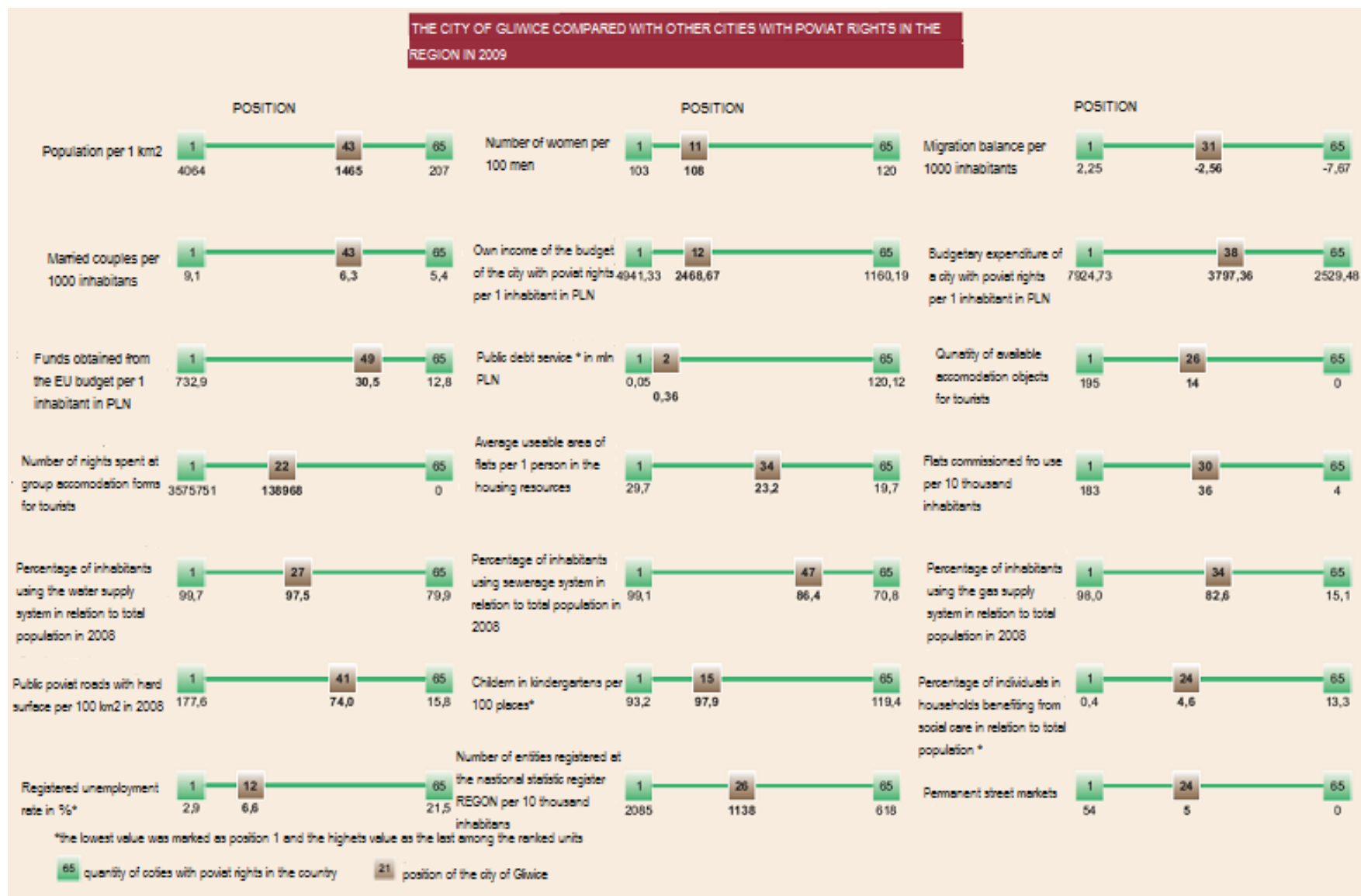
Source: Regional Database of the Main Statistic Office (www.stat.gov.pl), Statistic Vademecum of Local Government Member by the Statistic Office in Katowice

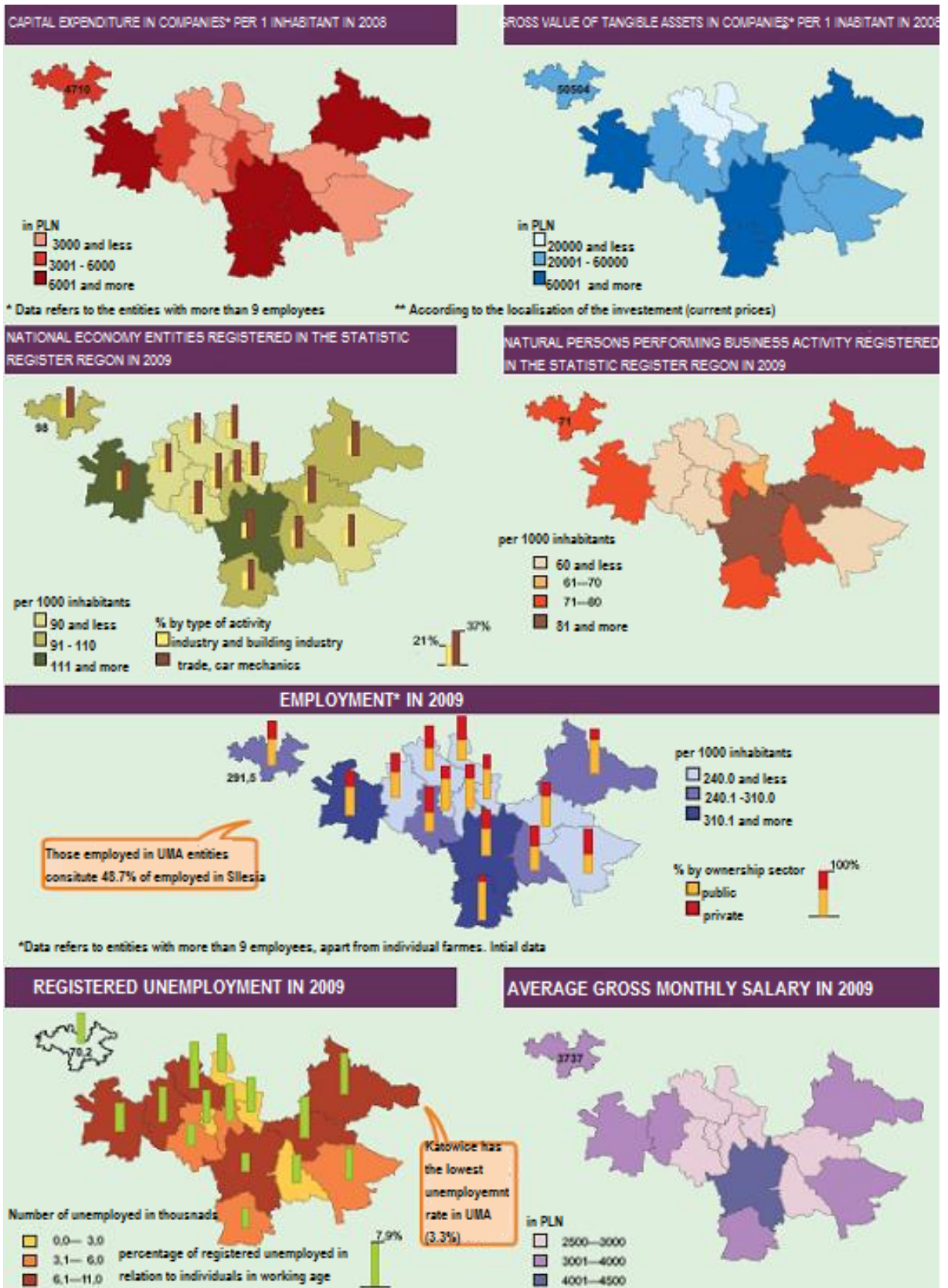




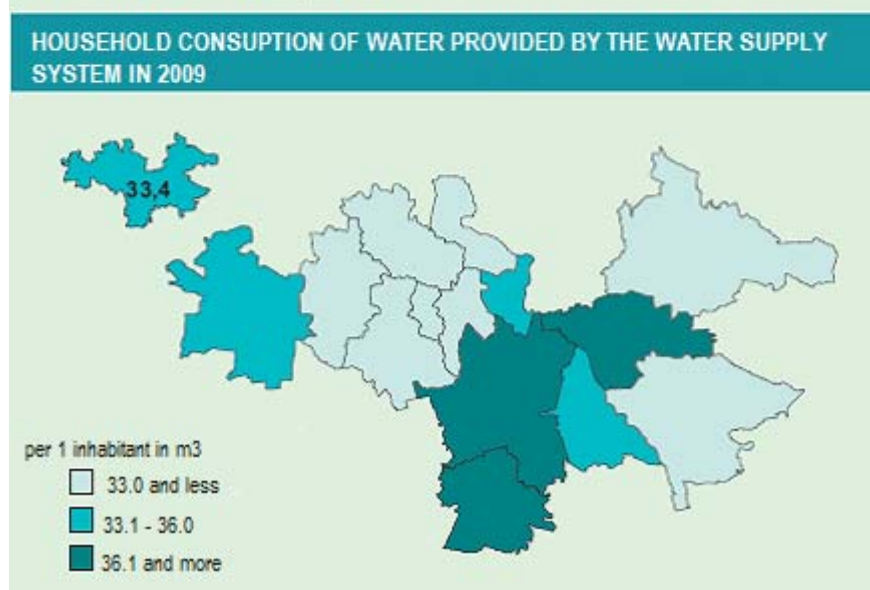
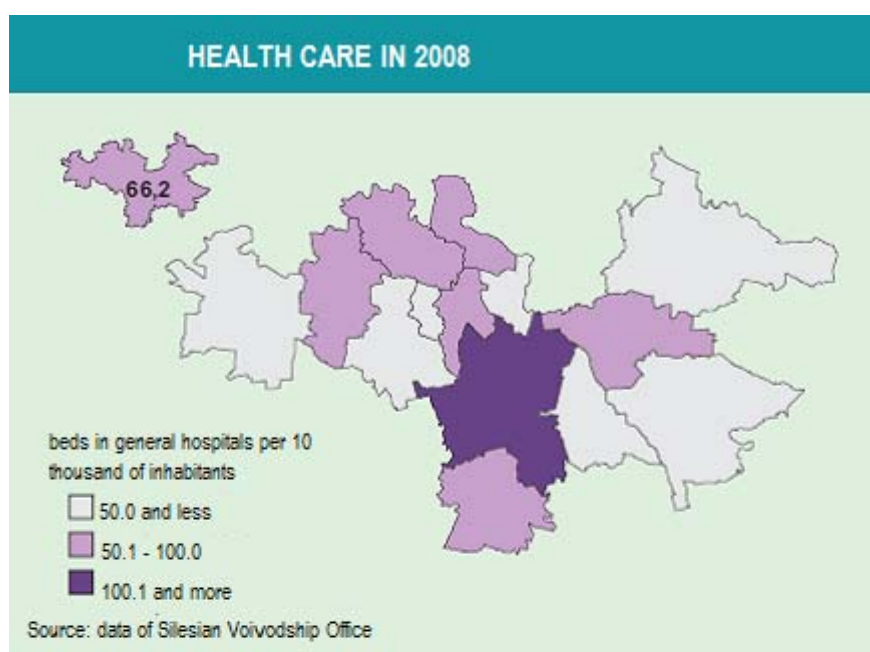
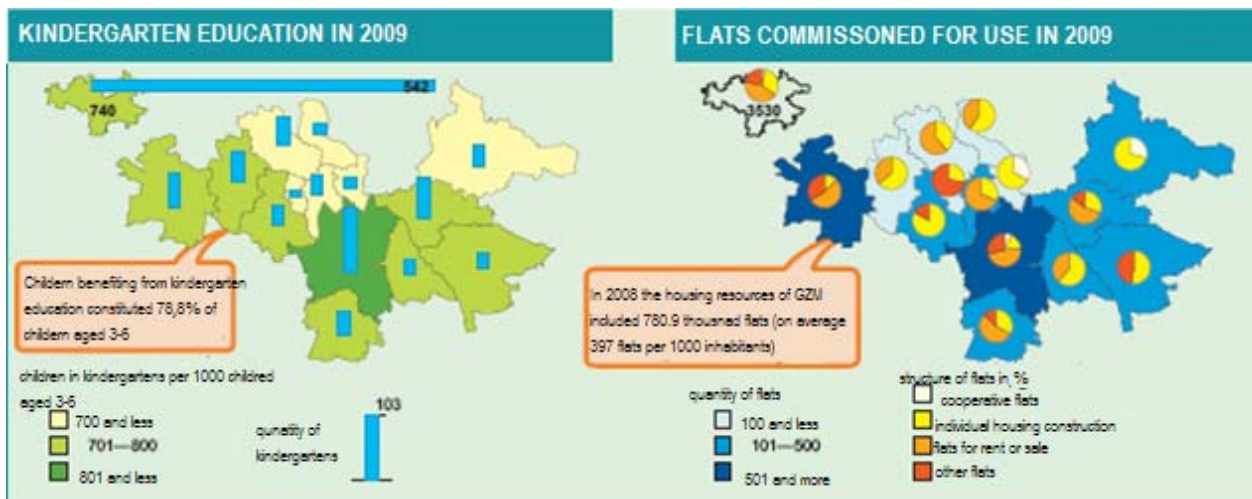
Territorial unit	Selected data concerning labour market in 2009									
	Employed	Unemployed registered at the DEA	Including total % of women	Registered unemployment rate in %	Participation of registered unemployed in the total number of individuals unproductive age	Including the following amount of women	Registered unemployed remaining without employment for period longer than 1 year	The total number of registered unemployed remaining without employment for the period longer than 1 year in the percentage of professionally active population	The total percentage of registered unemployed remaining without employment for period longer than 1 year	Job offers
Region	1 174 996	168 425	53,4	9,2	5,6	6,1	33 748	1,9	20,0	3 886
Gliwice	69 303	6 310	52,7	6,6	4,9	5,3	1 076	1,1	17,1	469
Bytom	33 510	9 315	56,4	16,7	7,9	9,2	2 317	4,2	24,9	121
Chorzów	25 971	4 627	53,7	11,1	6,5	7,3	666	1,6	14,4	56
Dąbrowa Górnicza	37 096	6 131	50,3	10,7	7,0	7,3	814	1,4	13,3	97
Jaworzno	20 208	3 377	57,3	11,0	5,4	6,4	788	2,6	23,3	35
Katowice	154 837	6 618	53,9	3,3	3,3	3,7	669	0,3	10,1	331
Mysłowice	21 392	2 489	62,8	8,6	5,0	6,4	540	1,9	21,7	3
Piekary Śląskie	12 221	2 422	58,1	13,2	6,3	7,6	680	3,7	28,1	245
Ruda Śląska	36 256	3 441	57,6	7,1	3,7	4,4	270	0,6	7,8	94
Siemianowice Śląskie	12 681	2 790	54,8	13,1	6,0	6,8	221	1,0	7,9	134
Sosnowiec	50 468	10 224	51,3	12,3	6,9	7,3	2 173	2,6	21,3	328
Świętochłowice	8 058	1 995	55,1	14,2	5,7	6,5	248	1,8	12,4	297
Tychy	48 868	3 222	54,7	5,2	3,6	4,1	413	0,7	12,8	251
Zabrze	40 789	7 206	55,7	11,9	5,8	6,6	1 658	2,7	23,0	257

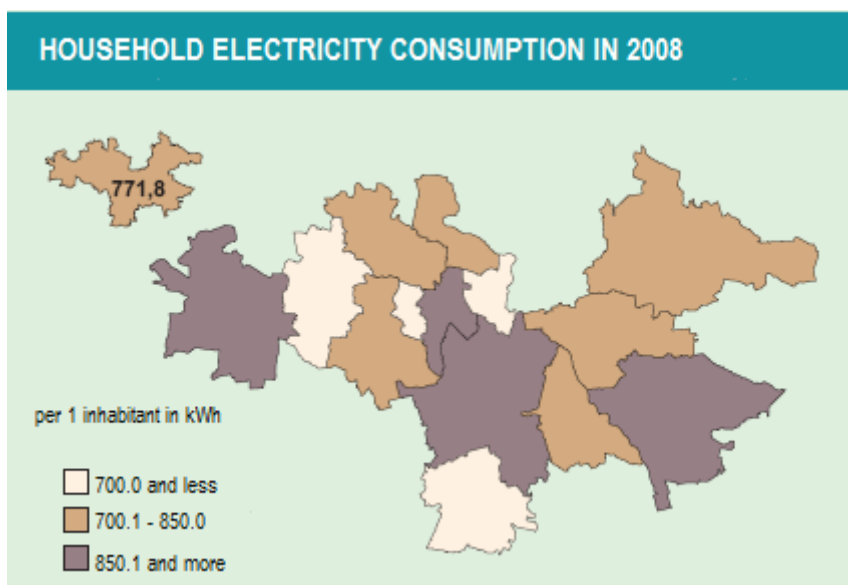






UMA – Upper Silesian Metropolitan Association





Appendix 2

PROJECT CHARTER

Municipal Office in Gliwice

“REVISED VERION OF THE CEITY OF GLIEWICE DEVELOPMENT STARTEGY UNTIL 2022”

PROJECT CHARTER TEMPLATE

We kindly request you to draft a project charter for each priority project from the perspective of the realisation of strategic objectives of the city. We specifically ask you to **prepare project charters for the projects you wish to become involved in either personally or through your institution**. Please fill in the enclosed project charter according to the provided template (if possible in digital form).

Data of project petitioner:

First name and surname:

Name of the institution:

Address, telephone, email:

PROJECT CHARTER

1. **Name of the project** (*understandable, clear, may contained specialist vocabulary*):
2. **“Commercial” name of the project** (*catchy, appealing to main implementers and beneficiaries*):
3. **Localisation of the project** (*appoint a specific localisation e.g. estate, district, municipal, regional project / or if possible state the proposed address/*):
4. **Leading entity for the realisation of the project** (*main entity managing the realisation of the project: name of the institution, address, telephone, e-mail, possibly name and surname*):
5. **Partners realising the project** (*who may cooperate in the realisation of the project*):

Entity	Role in project realisation

6. **Strategic objective** (**main realised strategic objectives** selected from the strategic objectives list included in the Strategy)

7. **Project objective** (*new value created as the result of the realisation of the project for the city*):

8. **Detailed objectives** (*measurable effects determining the level of project realisation formulated in measurable, quantitative manner, rooted in time*):

Detailed objective/indicator	Estimated level of realisation (quantity and unit)	Estimated time necessary for obtaining the objective

9. **Main beneficiaries of the project** (*who will benefit from the realisation of the project and what kind of benefits are to be expected*):

Beneficiary	Type and extend of obtained benefits

10. **Scope of the project** (*for complex projects please provide information on what is included in the project ?main modules, subprojects, tasks/*):

11. **Institutional structure of the project** (*select proper form and fill in the necessary information*):

A realisation of the project within existing institutions (provide names):

B establishing a new institution (state what):

C lack of institutional formalisation.

12. **Adjustment of the project to the resources and situation of the city** (level of exploitation of city's advantages, elimination of its weaknesses, adjusting to the conditions of the city's surrounding, solving important problems of the city) – please provide a short description:

Strengths of the city exploited by the project	
Weaknesses of the city reduced by the project	
Opportunities in the surrounding exploited by the project	

Threats in the surrounding reduced by the project	
---	--

13. **Resources necessary for the commencing of the project** – please provide an estimate of resources necessary for the implementation of the project (quantity and quality) according to your best knowledge :

Type and scale of resources necessary for the commencing of the project	Possible source of obtaining necessary resources
Finance:	
Human resources:	
Buildings/Offices:	
Equipment:	
Others (provide details):	

14. **Resources necessary for the functioning of the project** – please provide an estimate (of quantity and type) according to your best knowledge:

Type and scale of resources necessary for the commencing of the project	Possible source of obtaining necessary resources
Finance:	
Human resources:	
Buildings/Offices:	
Equipment:	
Others (provide details):	

15. **Time horizon of the project** (*time necessary to fully Begin the project, time of obtaining first visible effects, time in which the project will be attractive for the beneficiaries*) - please provide a short description:

Date of completion of the form:

Appendix 3a

PROJECT REALISATION PLAN FOR THE FINANCIAL YEAR ...

Name of the project:				
Short description of the project				
PLANNED EXPENDITURES				
Total amount of financial expenditure planned for the project realisation:				
<i>including the commune's funds:</i>				
The amount of financial expenditure planned for the project realisation in the financial year:				
<i>including the commune's funds:</i>				
THE AMOUNT OF PLANNED FINANCIAL SUPPORT FROM SOURCES OTHER THAN COMMUNE'S SOURCES (including: credits, earmarked subsidies, EU funds, international financing funds)				
<i>Source</i>	<i>Level of obtained support</i>			
PLANNED SCOPE OF SOCIAL PARTICIPATION (BUSINESS, INSTITUTIONS, CITIZENS ORGANISATIONS, INHABITANTS) IN PROJECT REALISATION (financial and non-financial)				
<i>Entity</i>	<i>Type and extend of entity involvement</i>			
TANGIBLE ASSETS AND FINANCE SCHEDULE WITH PLANNED RESULTS OF PROJECT IMPLEMENTATION (financial and non-financial)				
No	Name of task	Planned cost	Type of result	Quantity ex pressing the result
Planned level of project realisation in % at the end of the financial year				

Signature of the coordinator:

Date:

Signature of division head:

Date:

Appendix 3b

REPORT ON THE PROJECT REALISATION IN THE FINANCIAL YEAR

Name of the project:					
EXPENDITURE					
Total amount of financial expenditure incurred so far onto the realisation of the project:					
<i>including the commune's funds in the amount of:</i>					
Amount of financial expenditure incurred onto the realization of the project in the financial year:					
<i>including the commune's funds in the amount of:</i>					
The amount of incurred expenditure in relation to the project realisation plan (appendix 3a for the project formulated for the given financial year)- mark with an 'X'		Compliant with the plan	Higher than planned	Lower than planned	
The amount of the commune's own funds engaged in the project in relation to the project realisation plan (appendix 3a for the project formulated for the given financial year)- mark with an 'X'		Compliant with the plan	Higher than planned	Lower than planned	
Explanation of possible reasons for the deviations in relation to the project realisation plan:					
THE AMOUNT OF PLANNED FINANCIAL SUPPORT FROM SOURCES OTHER THAN COMMUNE'S SOURCES (including: credits, earmarked subsidies, EU funds, international financing funds)					
<i>Source</i>			<i>Level of obtained support</i>		
PLANNED SCOPE OF SOCIAL PARTICIPATION (BUSINESS, INSTITUTIONS, CITIZENS ORGANISATIONS, INHABITANTS) IN PROJECT REALISATION (financial and non-financial)					
<i>Entity</i>		<i>Type and extend of entity involvement</i>			
RESULTS OF PROJECT IMPLEMENTATION (financial and non-financial)					
No	Name of task	Planned cost	Type of result		Quantity expressing the result
The amount of obtained results in relation the project realisation plan (appendix 3a for the project formulated for the given financial year)- mark with an 'X'			Compliant with the plan	Higher than planned	Lower than planned
Explanation of possible reasons for the deviations in relation to the project realisation plan:					
Level of project realisation in % at the end of the financial year:					

Signature of the coordinator:

Date:

Signature of division head:

Date:

Appendix 3c

PROJECT REALISATION RISK ASSESSMENT CARD

Remarks	Methods of handling unacceptable risk i.e. estimated as considerable risk (including the term of realisation and the person responsible in case of undertaking preventive measures)	Level of risk (acceptable, unacceptable)	Effect of occurrence of risk (to be selected from the list: severe, moderate, minimal)	Probability (to be selected from the list: certain or nearly certain, probable, highly improbable)	Implemented activities reducing the level of risk (those already functioning)	Effect of risk (exact description)	Cause of risk	Identified risk	Objective of task/project	Name of task/project	No

Coordinator's signature:

Date:

Division head signature:

Date:

Appendix 4

CORRELATION OF CITY DEVELOPMENT STRATEGY WITH THE NATIONAL AND REGIONAL STRATEGIES

CORRELATION OF THE CITY OF GLIWICE PRIORITIES WITH THE PRIORITIES OF SILESIA REGION DEVELOPMENT STRATEGY „ŚLĄSKIE 2020” (“SILESIA 2020”)

DEVELOPMENT PRIORITIES OF THE CITY OF GLIWICE	PRIORITIES OF DEVELOPMENT STRATEGY FOR SILESIA REGION „ŚLĄSKIE 2020”
1. Creation of modern economic structures.	A. Silesia region as the region of new economy creating and effectively absorbing technologies C. Silesia region as an important partner in the creation of culture, science and European space
2. Improvement of the quality of life in the city.	B. Silesia region as the region of common accessibility of high standard regional public services
3. Development of metropolitan functions.	A. Silesia region as the region of new economy creating and effectively absorbing technologies B. Silesia region as the region of common accessibility of high standard regional public services C. Silesia region as an important partner in the creation of culture, science and European space
4. Increase in the attractiveness of urban space.	B. Silesia region as the region of common accessibility of high standard regional public services
5. Creation of civil society.	A. Silesia region as the region of new economy creating and effectively absorbing technologies B. Silesia region as the region of common accessibility of high standard regional public services C. Silesia region as an important partner in the creation of culture, science and European space

Source: Own preparation on the basis of: Development Strategy for Silesia Region „Śląskie 2020”, Silesian Voivodship Marshal Office, Katowice 2010.

CORRELATION OF DEVELOPMENT OBJECTIVES OF THE CITY OF GLIWICE WITH THE STRATEGIC OBJECTIVES AND DIRECTIONS OF ACTIVITY OF THE DEVELOPMENT STRATEGY FOR SILESIA REGION „ŚLĄSKIE 2020”

DEVELOPMENT OBJECTIVES OF THE CITY OF GLIWICE	STRATEGIC OBJECTIVES OF THE DEVELOPMENT STRATEGY OF SILESIA REGION „ŚLĄSKIE 2020”	DIRECTION OF ACTIVITIES FOR STRATEGIC OBJECTIVES OF DEVELOPMENT STRATEGY FOR SILESIA REGION „ŚLĄSKIE 2020”
Objectives for priority 1: <i>Creation of modern economic structure.</i>		
1.1. High attractiveness of the city for the location of innovative investments. → <i>individualised investor service, offer of investment areas, creation of Office and services centre, qualifications of inhabitants.</i>	A.2 Well-developed infrastructure of the new economy	A.2.1 Improvement of investment conditions in the region A.2.2 Financial and organisational support for business A.2.3 Development of IT and telecommunication A.2.4 Expansion and modernisation of energetic and energy transmission systems
	A.3 Innovative and competitive economy	A.3.1 Supporting the implementation of new technologies and development of R&D A.3.2 Supporting the processes of restructuring and economic adaptation
1.2. Beneficial conditions for the creation of business and research network and for the generation of high technology industries clusters. → <i>business entity service, business related entities, participation of educational bodies, universities and research and development centres in the economic development, intensification of the cooperation of business entities.</i>	A.2 Well-developed infrastructure of the new economy	A.2.3 Development of IT and telecommunication
	A.3 Innovative and competitive economy	A.3.1 Supporting the implementation of new technologies and development of R&D
1.3. Logistic functions developing on the basis of convenient communicational location. → <i>Exploitation of the crossing of motorways, railroads and the port for the logistic and multimodal transport functions.</i>	C.1 High importance of the metropolis, cities and region in Europe	C.1.2 Extension and integration of transport system.
1.4. High level of business activity of the inhabitants entailing the generation of workplaces and the improvement of quality of life in	A.1. High level of education and skills of inhabitants	A.1.3 Improvement of the employment rate and professional activity of inhabitants

the city. → <i>supporting the functioning of small and medium-size businesses</i>	A.2 Well-developed infrastructure of the new economy	A.2.2 Financial and organisational support for business
Objectives for priority 2: <i>Improvement of the quality of life in the city</i>		
2.1. High quality of life positively distinguishing Gliwice among the cities of Upper Silesian Agglomeration corresponding to the quality of life in European cities. → <i>material living conditions, accessibility of social services,</i>	B.1 Inhabitant of the region healthy and safe	B.1.1 Improvement of accessibility of high quality medical services B.1.2 Popularisation and promotion of active and healthy lifestyle B.1.4 Providing public safety
	B.3 Attractive living conditions and high quality space	B.3.1 Proper planning and utilisation of city centres and degraded districts B.3.2 Improvement of living conditions
2.2. City friendly for the inhabitants with limited possibilities of independent development. → <i>participation in the city development available to all social groups, removal of barriers for the elderly and disabled, limiting pathology and marginalisation</i>	B.1 Inhabitant of the region healthy and safe	B.1.3 Improvement of the effectiveness of social policy
2.3. Economic and settlement development non-colliding with the demands of eco-development. → <i>ecological awareness of the city users, creating opportunities for pro-ecological behaviour, ecological criteria in decision making process.</i>	B.2 High quality of environment	B.2.1 Creation of the system of generation and utilisation of water resources B.2.2 improvement of air quality B.2.3 Noise protection B.2.4 Ordering and implementation of waste disposal system B.2.5 Revitalisation of degraded areas B.2.6 Maintenance and recreation of bio- and geo-diversity B.2.7 Development of permanently sustainable and multi-functional forest management

Objectives for priority 3: Development of the metropolitan functions		
<p>3.1. City constituting an important scientific and academic centre in the country. → <i>development of science, educational processes at the highest level, cooperation of science and business.</i></p>	A.1. High level of education and skills of inhabitants	A.1.1 Improvement of education quality A.1.2 development of the competences and services of information society
	A.2 Well-developed infrastructure of the new economy	A.2.3 Development of IT and telecommunication
	C.3 Powerful scientific and cultural centre	C.3.1 Creation of conditions for the development of science and strengthening the potential of universities and research centres
<p>3.2. High level of the cultural, entertainment and recreational offer of the city. → <i>development of artistic social groups, wide offer of free time activities.</i></p>	B.1 Inhabitant of the region healthy and safe	B.1.2 Popularisation and promotion of active and healthy lifestyle
	C.1 High importance of the metropolis, cities and region in Europe	C.1. 3 Organisation of and participation in international events
	C.3 Powerful scientific and cultural centre	C.3. 2 Intensification of inhabitants participation in culture and the strengthening of artistic social groups C.3.3 Extension and modernisation of cultural infrastructure of the region
<p>3.3 Metropolitan tourism developing in the city thanks to the exploitation of tangible and intangible heritage of the city's culture and history. → <i>resources, infrastructure, events.</i></p>	B.3 Attractive living conditions and high quality space	B.3.6 Increasing the touristic attractiveness of the region
	C.1 High importance of the metropolis, cities and region in Europe	Supporting the development of metropolitan areas.
<p>3.4. City inspiring for local, regional and international cooperation. → <i>participation in the strengthening of Upper Silesian Agglomeration, supporting and initiating interregional projects, creation of a new unity with the adjacent, smaller communes.</i></p>	C.1 High importance of the metropolis, cities and region in Europe	C.1.1 Supporting the development of metropolitan areas C.1. 3 Organisation of and participation in international events
	C.2 High position of the region in the process of European development creation	C.2.1 Development of interregional, cross-national and cross-border cooperation C.2.2 Intensification of intraregional cooperation C.2.3 Creation of the positive image of the region

<p>Objectives for priority 4: <i>Increase in the attractiveness of urban space</i></p>		
<p>4.1. High attractiveness of public spaces in the city with respect to the order, aesthetics and range and quality of accessible services. → <i>monuments maintenance, new objects, small architecture, organised green spaces, elimination of civilisation difficulties.</i></p>	<p>B.2 High quality of environment</p>	<p>B.2.1 Creation of the system of generation and utilisation of water resources B.2.2 Improvement of air quality B.2.3 Noise protection B.2.4 Ordering and implementation of waste disposal system B.2.5 Revitalisation of degraded areas B.2.6 Maintenance and recreation of bio- and geo-diversity B.2.7 Development of permanently sustainable and multi-functional forest management</p>
<p>4.2. Rational space management and intensification of its use thanks to properly prepared technical infrastructure. → <i>prepared areas for housing development and investment, resolution of transport problems, reduction of the phenomena of extensive exploitation of city space, revitalisation of space and objects.</i></p>	<p>B.3 Attractive living conditions and high quality space</p>	<p>B.3.1 Proper planning and utilisation of city centres and degraded districts B.3. 4 Development and modernisation of public transport in the urban areas</p> <p>B.3.1 Proper planning and utilisation of city centres and degraded districts B.3.2 Improvement of living conditions. B.3.3 Extension and modernisation of municipal infrastructure. B.3. 4 Development and modernisation of public transport in the urban areas</p>

Objectives for priority 5: <i>Creation of civil society</i>		
<p>5.1. High level of inhabitants' interest in improving their qualifications and the city providing its inhabitants with opportunities to build their careers. → <i>development of education system, promoting responsible attitudes of inhabitants.</i></p>	<p>A.1. High level of education and skills of inhabitants</p>	<p>A.1.1 Improvement of education quality</p> <p>A.1.3 Improvement of the employment rate and professional activity of inhabitants</p>
	<p>C.3 Powerful scientific and cultural centre</p>	<p>C.3.1 Creation of conditions for the development of science and strengthening the potential of universities and research centres</p>
<p>5.2. City providing possibilities of professional activities to all social life entities. → <i>co-deciding on the directions of city development, participation in the realisation of local projects, social activity, charity activities, caring for the historical heritage.</i></p>	<p>B.1 Inhabitant of the region healthy and safe</p>	<p>B.1.5 Intensification of social activity</p>
	<p>C.3 Powerful scientific and cultural centre</p>	<p>C.3. 2 Intensification of inhabitants participation in culture and the strengthening of artistic social groups</p>

Source: Own preparation on the basis of: Development Strategy for Silesia Region „Śląskie 2020”, Silesian Voivodship Marshal Office, Katowice 2005.

CORRELATION OF THE DEVELOPMENT PRIORITIES FOR THE CITY OF GLIWICE AND THE SELECTED PRIORITIES OF NATIONAL DEVELOPMENT STRATEGY IN THE PERIOD BETWEEN 2007 AND 2020

DEVELOPMENT PRIORITIES OF THE CITY OF GLIWICE	SELECTED PRIORITIES OF THE NATIONAL DEVELOPMENT STRATEGY IN THE PERIOD 2007 - 2015
<p>1. Creation of modern economic structures.</p>	<p>Increase in the competitiveness and innovativeness of economy</p> <ul style="list-style-type: none"> • Creation of stable macroeconomic foundations for the economic development. • Development of entrepreneurship. • Increasing the accessibility of external sources of investment financing. • Improvement of the technological level of economy through the increase of expenditure on research and development as well as innovations. • Development of information society. • Protection of competitiveness. • Export abroad and cooperation with other states • Development of services sector. • Restructuring and privatisation of industry sectors <p>Increase of employment and improvement of its quality</p> <ul style="list-style-type: none"> • Creations of conditions enhancing entrepreneurship and reduction of employers' burden. • Popularisation of flexible forms of employment and the increase in labour resources mobility. • Initiatives for the sake of equality of chances in labour market. • Adjustment of the educational offer to the needs of the labour market. • Development of social dialogue institutions and strengthening the negotiation relation system between employees and employers. • Improvement of occupational safety and working conditions. • Increase of the effectiveness of the institutional service of labour market. • National migration policy
<p>2. Improvement of the quality of life in the city.</p>	<p>Improvement of the condition of the technical and social infrastructure (social infrastructure)</p> <ul style="list-style-type: none"> • Educational infrastructure. • Health care system and social infrastructure. • Culture, tourism and sport infrastructure.
<p>3. Development of metropolitan functions.</p>	<p>Regional development and improvement of territorial cohesion</p> <ul style="list-style-type: none"> • Decentralisation of development processes (...) • Development of metropolitan areas.
<p>4. Increase in the attractiveness of urban space.</p>	<p>Improvement of the condition of technical and social infrastructure (technical infrastructure)</p> <ul style="list-style-type: none"> • Transport infrastructure. • Housing infrastructure.

	<ul style="list-style-type: none">• ICT infrastructure.• Power industry infrastructure.• Environmental protection infrastructure. <p>Regional development and improvement of territorial cohesion</p> <ul style="list-style-type: none">• Guarantee of spatial order.
5. Creation of civil society.	<p>Creation of integrated social community and its safety</p> <ul style="list-style-type: none">• Creation of effective public authorities deserving the trust of society and counteracting corruption.• Supporting self-organisation of local social groups.• Promotion of social integration policy, including the pro-family policy particularly in the scope of economic, caring and educational functions.• Guaranteeing national safety and safety feeling.• Internal safety and public order.

Source: Own preparation based on: National Development Strategy for 2007 – 2015, Ministry of Regional Development, Warszawa, November 2006.

CORELATION OF THE DEVELOPMENT DIRECTIONS AND OBJECTIVES OF THE REGIONAL INNOVATION STRATEGY OF SILESIA REGION FOR THE PERIOD BETWEEN 2003 AND 2013 WITH THE SELECTED DEVELOPMENT OBJECTIVES OF THE CITY OF GLIWICE

DEVELOPMENT DIRECTIONS AND OBJECTIVES OF THE REGIONAL INNOVATION STRATEGY OF SILESIA REGION FOR THE PERIOD 2003-2013			SELECTED DEVELOPMENT OBJECTIVES OF THE CITY OF GLIWICE
Directions	Strategic objectives	Detailed objectives	
Increase in the number of highly innovative companies in the total amount of small and medium size companies	Increase of the level of trust among companies through the improvement of business climate	<ul style="list-style-type: none"> • Increase of the accessibility of useful information to the small and medium sized companies • Ordering the financing system of the innovative activities of small and medium sized companies • Increasing the influence onto the administrative, legal and economic surrounding • Implementation of the best practices as the inspiration for the small and medium sized companies to undertake innovative activities 	<p>CS 1.1. High attractiveness of the city for the location of innovative investments.</p> <p>CS 1.2. Beneficial conditions for the creation of business and research network and for the generation of high technology industries clusters.</p>
	Supporting perfection in small and medium size companies	<ul style="list-style-type: none"> • Strengthening the strategic approach within the small and medium sized companies • Promoting innovative culture in the small and medium sized companies • Support for the effective use by the small and medium sized companies of market potential in the unified European market • Support for the ICT technology implementation in the small and medium sized companies 	
Increase of the exploitation of research and development potential	Strengthening perfection in R&D sector	<ul style="list-style-type: none"> • Supporting innovation culture in R&D sector • Supporting market reorientation • Increase of the participation in international cooperation networks 	<p>CS 1.2. Beneficial conditions for the creation of business and research network and for the generation of high technology industries clusters.</p> <p>CS 3.1. City constituting an important scientific and academic centre in the country.</p>
	Introduction of technologies essential for the economic development into the R&D sector	<ul style="list-style-type: none"> • Supporting the specialisation of R&D sector operating within traditional sectors • Supporting the creation of new specialisation in the activities of R&D • Promoting best practices as the trademark of the region 	
Providing effective Regional Innovation System based on mutual trust, creativity and perfection	Development of partnership cooperation for the sake of innovations	<ul style="list-style-type: none"> • Development of sector cooperation with the participation of small and medium sized companies • Creation of flexible network structure for the sake of innovation • Supporting the market trends forecasting process 	<p>CS 1.1. High attractiveness of the city for the location of innovative investments.</p> <p>CS 1.2. Beneficial conditions for the creation of business and research network and for the generation of high technology industries clusters.</p> <p>CS 3.4. City inspiring for local, regional and international cooperation.</p>
	Support for the creation of new innovative products and companies	<ul style="list-style-type: none"> • Promoting the utility design and patterns • Increase of the use of industrial property law • Supporting innovative culture in the education system • Supporting the establishment of innovative companies • Facilitation of technology transfer 	

Source: Own preparation based on: Regional Innovation Strategy of Silesia Region for the Period 2003-2013, Katowice, 2003.

Appendix 6

LIST OF PARTICIPANTS OF THE WORKSHOPS ON THE REVISION OF CITY DEVELOPMENT STRATEGY IN 2007

No	Name	Represented institution
1.	Adamkiewicz Mieszko	Gliwice City Council Councillor
2.	Antosz Halina	Municipal Office, Environmental Protection Department
3.	Badura Beata	Museum in Gliwice
4.	Banaszewska Sylwia	Municipal Office, Culture, Sport and City Promotion Department
5.	Bester Edmund	Silesian Logistics Centre PLC
6.	Białowas Henryk	Municipal Utility Services Administration w Gliwice
7.	Bonk Beata	Social Welfare Centre in Gliwice
8.	Brol Witold	Municipal Office, Ownership Supervision Department
9.	Chojnacki Wojciech	Remondis Gliwice Ltd.
10.	Curyło Leszek	Gliwice City Council Councillor
11.	Czekaj Marzena	Municipal Office, City development Bureau
12.	Czyż Marcin	Silesian Technical University
13.	Dąbrowska Irena	Municipal Office, Economic Enterprises and Public Utility Services Department
14.	Dragon Dominik	Gliwice City Council Councillor
15.	Dulias Przemysław	Sundry Crafts and Entrepreneurship Guild
16.	Dykacz Lesław	Gliwice City Council Councillor
17.	Franek Anna	Gliwice Centre of Adaptation and Rehabilitation
18.	Frankiewicz Zygmunt	President of the City of Gliwice
19.	Fundament Gabriela	Housing Management Office w Gliwice
20.	Gałążewska Monika	Municipal Office, Education Department
21.	Gamrot Katarzyna	Municipal Office, Economic Enterprises and Public Utility Services Department
22.	Gillner Andrzej	Gliwice Centre of Non-governmental Organisations
23.	Gruca Marzena	Student
24.	Golis Tomasz	Sundry Crafts and Entrepreneurship Guild
25.	Górny Stella	Municipal Office, HR and Training Department
26.	Grabowiecki Tadeusz	The Chairman of City Development and Investments Commission
27.	Gajdziński Leszek	Municipal Office, Investment and Renovation Department
28.	Gralka Ewa	Municipal Buildings Administration and Social Housing Society Ltd.

29.	Gruszecka Anna	Technopark Gliwice Ltd.
30.	Harazim Bożena	Municipal Office, Education Department
31.	Hopfinger Joanna	Housing Management Office w Gliwice
32.	Jagiela Radosław	Municipal Buildings Administration and Social Housing Society Ltd.
33.	Jarczewski Andrzej	Gliwice City Council Councillor
34.	Jajszczok Katarzyna	Municipal Office, Culture, Sport and City Promotion Department
35.	Jaśniok Michał	Gliwice City Council Councillor
36.	Jeżyk Beata	Municipal Office, Health and Social Issues Department
37.	Kaźmierczak Jan	The Chairman of Gliwice City Council
38.	Knebloch Małgorzata	Municipal Office, Spatial Management Department
39.	Knyps Alicja	Municipal Office, Tax Department
40.	Kołodziej Konrad Ks.	Diocesan Curia
41.	Kopczyński Paweł	Municipal Office, City Development Bureau
42.	Kornicki Wiesław	Waste Storage and Disposal Company Ltd. Gliwice
43.	Korzeniowska Małgorzata	Office of the Registrar of Vital Statistics
44.	Kos Piotr	Gliwice City Council Councillor
45.	Kotra Jacek	Technopark Gliwice Ltd.
46.	Koza Violetta	Municipal Office, City Development Bureau
47.	Król Adam	Habitat for humanity
48.	Krusze Piotr	Municipal Water and Sewerage Company in Gliwice
49.	Krztoń Grażyna	Municipal Office, Ownership Supervision Department
50.	Kubiński Michał	Municipal Road Administration
51.	Kuwalek Magdalena	Municipal Office, Accounting Department
52.	Kuźniewicz Marek	District Employment Agency in Gliwice
53.	Lazar Grażyna	City Public Library in Gliwice
54.	Łapiński Janusz	Gliwice City Council Councillor
55.	Łoik Jerzy	Katowice Special Economic Zone PLC. Gliwice Subzone
56.	Malarska Beata	Municipal Office, Real Estate Management Department
57.	Matusiak Irena	District Employment Agency in Gliwice
58.	Mikołaj Joanna	Municipal Water and Sewerage Company in Gliwice
59.	Neumann Adam	Municipal Office – Vice-President of the City
60.	Nowak Andrzej	City Guards in Gliwice
61.	Nowatkowska-Banaszak Joanna	Municipal Office, HR and Training Department

62.	Pająk Jan	Gliwice City Council Councillor
63.	Paprocka Irena	Orphanage no 3
64.	Pasternak Krzysztof	Municipal Headquarters of Police in Gliwice
65.	Piłyk Krystyna	Municipal Office, Investment and Renovation Department
66.	Pokorska Ewa	Municipal Office, Architecture and Housing Department
67.	Przybyła Katarzyna	Municipal Office, Customer Service Bureau
68.	Przypaśniak Joanna	Municipal Office, Culture, Sport and City Promotion Department
69.	Pszonak Marek	Gliwice City Council Councillor
70.	Rzepka Katarzyna	Municipal Office, President of the City and City Council Bureau
71.	Setnik Agnieszka	Municipal Office, Environmental Protection Department
72.	Seweryn Małgorzata	Municipal Office, Spatial Management Department
73.	Słonka-Markiewicz Jolanta	Orphanage no 2
74.	Sochańska Barbara	Municipal Office, Investment and Renovation Department
75.	Sowa Krystyna	Gliwice City Council Councillor
76.	Sroka Jan	Emergency rescue Centre in Gliwice
77.	Sznajder Jan	St. Brother Albert's Help Association
78.	Szyborski Andrzej	Local Development Agency Ltd. in Gliwice
79.	Świstak Jerzy	Municipal Utility Services Administration w Gliwice
80.	Tomal Andrzej	Municipal Utility Services Administration w Gliwice
81.	Urbaniak Lidia	Gliwice Centre of Adaptation and Rehabilitation
82.	Woźniak Lucyna	Health Department of the Municipal Office
83.	Wieczorek Grzegorz	Municipal Road Administration in Gliwice
84.	Wieczorek Jarosław	Gliwice City Council Councillor
85.	Więckowska Urszula	Gliwice City Council Councillor
86.	Wydrzychiewicz Wojciech	Silesian Technical University Chancellor
87.	Zaleski Marek	Municipal Office, Independent Department of Civil Defence
88.	Zarzycka Irena	Municipal Buildings Administration and Social Housing Society Ltd.
89.	Zarzycki Andrzej	Sundry Crafts and Entrepreneurship Guild
90.	Zarzycki Piotr	Municipal Road Administration in Gliwice
91.	Zbrożek Krzysztof	Municipal Office, IT Department




Appendix 7






OVERVIEW OF THE LOCATION OF INVESTMENT PROJECT IN THE CITY







Załącznik 6. Orientacyjne rozmieszczenie projektów inwestycyjnych w mieście.













LEGEND TO THE OVERVIEW OF THE LOCATION OF INVESTEMENT PROJECTS IN THE CITY (TO APPENDIX 6).





Name of project/activity	SYMBOL PROJECT ON THE MAP / COORDINATING INSTITUTION
Operational programme 1: ENTREPRENEURIAL GLIWICE	
<p>1.1. „New Gliwice plus” Industrial Zone:</p> <p>1.1.1. phase I: Spatial and functional study of the post-industrial and industrial areas (technical revitalisation) in Ligota Zabrska district</p> <p>1.1.2. phase II Creation of „New Gliwice Plus” Industrial Zone</p>	
<p>1.2. CGŚ – Upper Silesia City - preparation of area appropriate to house the City (highest class offices)</p>	Municipal Office Gliwice (MO Gliwice)
<p>1.3. Logistic Centre in Gliwice:</p> <p>1.3.1. Pole Wschód Logistic Centre – revitalisation of post-industrial areas of Sośnica Mine for the sake of the logistic centre in Gliwice – Sośnica,</p> <p>1.3.2. Modernisation and extension of the logistic centre in the Port of Gliwice</p> <p>1.3.3. Revitalisation of PKP (Polish Public Railway) land (classification yards, Gliwice Port, Gliwice, Gliwice Sośnica) into logistic centre</p>	
<p>1.4. My free time – my capital – intensification of trainings for the unemployed in the scope of basic aspects of performing own business activity</p>	District Employment Agency (DEA)
<p>1.5. Relief for business – system of preferences in the area of taxes, local fees and granting public help to businesses, flexible tax policy in terms of the construction of modern economic structures</p>	MO Gliwice
<p>1.6. IT industries cluster – institutional and infrastructural concentration of scientific, research and business social groups within the frames of the construction of modern economic structures</p>	Silesian Technical University
<p>1.7. Privatisation of municipal companies to modernise them and improve their economic effectiveness</p>	MO Gliwice
<p>1.8. Social offensive – social activity supporting system</p> <p>1.8.1. Appointment of Local Leaders Council – organisation of entities (business and citizen sector) consulting the changes in strategy and promoting the strategy in the local community</p> <p>1.8.3. Social Activity Centres (CAS) – network of social activation centres</p> <p>1.8.4. Local Activists Academy</p>	MO Gliwice 
<p>1.9. Civil EduAction – development of civil education in schools and development of voluntary service</p>	Gliwice Centre of Non-governmental Organisations (GCNGO)
<p>1.10. Creation of new forms of cooperation and co-activity of the local government along the rules of public-private partnership</p>	MO Gliwice
Operational programme 2: GOOD SCHOOL – BETTER JOB	
<p>2.1. A school in Gliwice – high qualifications</p>	MO Gliwice
<p>2.1.1. Gliwice multimedia school – creation of education support system with the use of the most up-to-date ICT techniques</p>	MO Gliwice

<p>2.1.2. Rationalisation and modernisation of the schooling and educational network in response to the needs and aspirations of inhabitants</p>	
<p>2.1.3. <i>Gliwickie Educational Forum</i> – creation of civil forum influencing the realisation of educational tasks in Gliwice</p>	<p>MO Gliwice</p>
<p>2.2. Broadening of the educational offer at the university level</p>	<p>Gliwice Higher Entrepreneurial College (GHEC)</p>
<p>Operational programme 3: GLIWICE AFTER WORKING HOURS</p>	
<p>3.1. <i>Halls and stadiums of Gliwice</i> – development of competitive sports facilities and professional events:</p> <p>3.1.1. Restructuring and extension of the stadium located in Okrzei Street in Gliwice.</p> <p>3.1.2. Construction of the concert and sports hall “Podium”</p>	
<p>3.1.4. Construction of Sports and Culture Centre in Gliwice - Łabędy</p>	
<p>3.2. <i>Inhabitants of Gliwice on the move</i> – development of sports and recreation infrastructure for the needs of inhabitants:</p> <p>3.2.1. equipping the districts of the city with basic sports and recreation infrastructure (football pitches, sport halls, swimming pools)</p> <p>3.2.2. extension of bicycle routes</p>	
<p>3.4. <i>Trails of Gliwice</i> - creation of theme tourist trails (walking, cycling, automobile trails) connecting the attractions of the city</p>	<p>MO Gliwice</p>
<p>3.4.1. engineering monuments trail</p>	

<p>3.4.2. sacral monuments trail</p> <p>3.4.3. Gliwice necropoles trail</p> <p>3.4.4. educational trails e.g. in regional education</p>	  <p>MO Gliwice</p>
<p>3.5. <i>Leisure time – time of choice</i> – adjusting cultural, sports and recreational offer of the city to the needs and preferences of its inhabitants</p>	<p>MO Gliwice</p>
<p>3.6. <i>With culture through the city</i></p> <p>3.6.2. Art exchange - Gliwice as the location for creation, presentation and sale of widely understood art and the organiser of periodic art reviews, music and art workshops</p>	
<p>3.7. <i>Gallery of the Earth</i> – extension of the City Greenhouse combined with the renovation of the existing buildings of the Greenhouse</p>	
<p>3.8. <i>Ecumenical Festival of Sacral Music</i></p>	<p>MO Gliwice</p>
<p>3.9. Promotion of active and healthy lifestyle</p>	<p>MO Gliwice</p>
<p>Operational programme 4: SAFE GLIWICE</p>	
<p>4.1. <i>Integrated Regional Rescue System (IRRS)</i></p> <p>4.1.1. Extension of the integrated emergency services, public order and public administration bodies response system</p> <p>4.1.2. Creation of the hospital emergency department</p>	<p>CRG 2b Bolesława Śmiałego street</p> 
<p>4.1.3. Air Emergency Service</p>	
<p>4.2. Video monitoring of the city – modernisation and extension of video monitoring system</p>	<p>Silesian Metropolitan Network Ltd.</p>

4.3. Realisation of the „Safe Gliwice” programme	MO Gliwice
Operational programme 5: GLIWICE – SUPPORTING THOSE IN NEED	
5.1. <i>Infrastructure for those in need</i>	MO Gliwice
5.1.1. Providing social housing according to existing needs	
5.1.2. St. Brother Albert’s House in Gliwice – house for homeless (in the understanding of the Act of the 8th of December 2006 on the financial support for the creation of social housing, supervised flats, direct access hostels and houses for the homeless)	
5.1.3. Creation of municipal housing	GOAR, SKPON, Family Issues Commission of the City Council in Gliwice
5.1.1. Early intervention in the scope of prevention of disability development in children (increased efficiency of rehabilitation system)	”
5.1.2. Activation of the disabled	”
5.1.3. A disabled – comprehensive support – improvement of the methods of helping the disabled	”
5.1.4. Closer to those in need - improvement of social care system	Social Welfare Centre (SWC)
5.1.5. Turning around – preventing social exclusion	”
5.1.6. Happy family –secure future – creation of family functioning support system	”
5.2. Extension of palliative and hospice care system	MO Gliwice
Operational programme 6: FRIENDLY ADMINISTRATION	
6.1. <i>Efficient administration</i> - perfecting local government administration management methods on the basis of international standards	MO Gliwice
6.2. Implementation of the IT City Management System	”
6.4. City information policy	”
6.4.1. Multimedia website of the city	”
6.4.2. Extension of the Municipal Information Service	”
Operational programme 7: GLIWICE – NEW IMAGE	
7.1. <i>Gliwice welcome to</i> – a uniform information and promotion system in first contact points for those arriving in the city (railway stations, main roads, airport, internet)	
7.2. Recultivation and spatial management of green areas of the city	
7.3. New Old Town– functional activation of the City Centre	

<p>7.4. New Old Town- revitalisation of the Old Town and Zwycięstwa Street</p> <p>7.4.1. Reconstruction of the street surfaces of Old Town</p> <p>7.4.2. „Into the future with the past” – successive protection of monuments</p> <p>7.4.3. Protection, promotion and popularisation of monuments of art and culture</p>	
<p>7.7. Emphasis on existing tourist attractions</p>	
<p>7.8. Restoration of City Theatre Ruins</p>	
<p>7.9. Restoration of Broadcasting Radio Station - Gliwice.eu</p>	
<p>7.10. Realisation of projects indicated in the spatial revitalisation programmes</p>	<p>MO Gliwice</p>
<p>7.11. Use of industrial and storage areas in the southern outskirts of the city</p>	<p>MO Gliwice</p>
<p>7.12. Use of areas located in the centre of Gliwice in the immediate vicinity of the railway station</p>	<p>MO Gliwice</p>
<p>Operational programme 8: ALL ROADS LEAD TO GLIWICE</p>	
<p>8.1. <i>The city's ring roads:</i></p> <p>8.1.1. Western and Southern Ring Road of the city – construction of the road with street section of G 2/2 class to be burdened with KR 5 traffic in the south-western part of the city.</p> <p>8.1.2. Ring Road of the City Centre – construction of the road with street section of G 2/2 class to be burdened with KR 5 traffic</p> <p>8.1.3. Ring Road of Ostropa District - connection of A4 motorway with the Western ring road of the city in Gliwice.</p>	
<p>8.2. Monitoring of the inclusion of city roads into the Cross-City Road Route (DTŚ).</p>	<p>MO Gliwice</p>
<p>8.3. Extension of transport system of the city of Gliwice</p>	<p>MO Gliwice</p>
<p>8.4. Modern Public Transport</p>	<p>Municipal Transport Company (PKM)</p>
<p>8.5. Construction of parking spaces in the city</p>	

<p>8.6. Construction of a runway with artificial surface with accompanying infrastructure</p>	
<p>Operational programme 9: GLIWICE –IN HARMONY WITH NATURE</p>	
<p>9.1. Infrastructure for people and nature:</p>	
<p>9.1.1. New quality in water and sewerage management: 9.1.1.1. Improvement of drinking water quality to match the level of EU standards and the rationalisation of water consumption, 9.1.1.2. Modernisation of sewerage management in Gliwice, 9.1.1.3. Completion of sewage system in the external districts of the city so far not equipped with the said system, 9.1.1.4. Modernisation of water and sewerage management in Gliwice – stage II</p>	
<p>9.1.2. Creation of the efficient system of purification and discharge of rainwater</p>	
<p>9.1.3 Improvement of waste management: - construction of waste grading unit , - construction of composting facility, - closure of the I chamber of landfill site,</p>	
<p>9.2. New energy for the city: use of heat energy from biogas power plant</p>	
<p>9.3. Limitation of low-stack emission sources of air pollution: thermal modernisation of municipal objects</p>	<p>MO Gliwice</p>
<p>9.4. Revitalisation of the Klodnica river</p>	
<p>9.5. Ecological education</p>	<p>MO Gliwice</p>
<p>9.6. Preparation of the Acoustic Map of Gliwice</p>	<p>MO Gliwice</p>
<p>Operational programme 10: LIVE IN GLIWICE</p>	
<p>10.1. Preparation of attractive areas for housing (both for multi- and single family housing) and service/office buildings construction.</p>	
<p>10.2. Construction of tenancy flats within the activity of Social Building Society.</p>	<p>MO Gliwice</p>