



THE IDEA OF CREATING STRATEGY LUBLIN 2030



What is the city's strategy?

A city strategy is a document which outlines the vision of the city's development. It describes what progress the city needs to make within a specific time frame in order to become the best possible place to live, work, and study. A good strategy is an informed idea for making a city thrive. It explains what needs to be done or changed to put the idea into action. A city strategy document identifies the city's major strengths, defines its development policy, sets the goals, outlines a framework for action, and promotes consistency in administrative decisions. Also, it serves as a starting point for planning operational activities and programmes, and for preparing sectoral plans.

What is the concept behind Lublin 2030 Strategy?

Lublin's current development strategy will expire at the end of 2021. Hence, the city is facing the challenge of outlining a vision for its development for almost a decade. This vision should be legitimised by the awareness, understanding, and acceptance of the city's community. In order to achieve this, we have had as many Lublin's residents and users as possible contribute to the strategy. At the core of this process is social participation – manifested through dialogue, full equality of rights between members of the Lublin community in decision-making processes, and their empowerment as co-creators of the city's development concept. Through their involvement, Lublin's residents will become the actual co-authors of the strategy – the essential document setting the city's paths of development and a synthesis of ideas about its future. The role of Lublin's administration officials in this process is one of animators, responsible for its management, selecting the right methods and techniques to help all interested people contribute to the strategy regardless of any time, communication, competence, and physical constraints they may have

How is Lublin 2030 Strategy funded?

Developing a city strategy based on ambitious goals is a complex, multi-stage, and time-consuming process carried out by a large group of people and requiring expensive methods and tools. Lublin 2030 Strategy follows an existing concept devised as part of the “Let's think of Lublin together. We create intelligent participatory Lublin Strategy 2030” project, made possible through almost PLN 3 million in funding provided to the Lublin Municipality in the Human Smart Cities. Smart cities co-created by their residents competition held by the Ministry of Development Funds and Regional Policy. The project is co-funded by the European Union under the Cohesion Fund's 2014-2020 Technical Assistance Operational Programme and from Poland's state budget. The estimated project budget is PLN 3,325,257, including a 10 percent contribution (PLN 332,526) from the Lublin Municipality. The project will be implemented between 2019 and 2022.

LUBLIN 2030 STRATEGY DEVELOPMENT STAGES



Working out a generally accepted vision of the 2030 Lublin, and then fleshing it out as a formal strategic document, is a complex, multi-stage, and expensive process carried out by a large group of people and requiring carefully selected methods and tools. We will implement it in stages, producing specific outcomes through collective efforts by numerous people and communities.



PROCESS OF DEVELOPING LUBLIN 2030 STRATEGY

I. Introduce the concept of developing Lublin 2030 Strategy

II. Formulate a community vision of Lublin's future

III. Set out Lublin's paths of development



PROCESS OF DEVELOPING LUBLIN 2030 STRATEGY

IV. Review Lublin's paths of development

V. Produce the draft Lublin 2030 Strategy

VI. Put the Lublin 2030 Strategy draft under formal review



PROCESS OF DEVELOPING LUBLIN 2030 STRATEGY

VII. Hold public consultations of the draft Lublin 2030 Strategy with Lublin's community

VIII. Adopt the Lublin 2030 Strategy document

IX. Launch Lublin 2030 Strategy

I. Introduce the concept of developing Lublin 2030 Strategy (Q4 2018 – Q4 2019)

The first stage involves developing a general concept of the strategic process and its architecture, formulating a substantive framework, and defining the actions and measures required to follow through. An action plan is devised, forming the substantive basis for our application in the Human Smart Cities. Smart cities co-created by the inhabitants' competition organised by the then Ministry of Investment and Development (now the Ministry of Development Funds and Regional Policy) which earns us the funding. Our ambitious project called "Let's think of Lublin together. We create intelligent participatory Lublin Strategy 2030" receives funding.

At this stage, the Mayor of Lublin appoints the 2021-2030 Lublin Development Strategy Board, whose primary role is to define Lublin 2030 Strategy's guiding objectives and perform the substantive evaluation of the solutions devised at individual stages. Furthermore, a preliminary outline of strategic areas is formulated, including the related key concepts and issues, put under external review by three experts.

II. Formulate a community vision of Lublin's future (Q4 2019 – Q4 2020)

At the second stage, residents and members of numerous communities and stakeholder groups are asked to express their views about the city's future. Surveys are conducted to amass the largest possible resource of opinions and ideas about the city's needs and key administration challenges, making up a vision of Lublin's future. This stage will focus on the question: What should Lublin be like in 2030? Opinions are gathered through themed and community meetings as part of the Participatory Hangout (Kafejka Partycypacyjna) concept, as well as events in the form of mobile spots, open-access meetings in districts, and future-themed games and workshops carried out by Stowarzyszenie Lubelska Grupa Badawcza [the Lublin Research Group Association] – the project's community partner. Meetings with residents are meant to complement the quantitative and qualitative public surveys conducted by the Lublin City Office's Department of Strategy and Entrepreneurship, third-party commissioned studies and expert assessments, as well as consultations with experts on the scope of the strategy's subject areas. These participatory measures are expected to produce at least a dozen thousand opinions and comments.

III. Set out Lublin's paths of development (Q4 2020 – Q2 2021)

At the third stage, the data collected through participatory measures and public, economic, and spatial surveys are processed into reports and analysed. The conclusions form the basis for setting out Lublin's paths of development, representing the objectives of the Lublin 2030 Strategy project. Developed on a workshop basis, these insights serve to explain what progress Lublin needs to make by 2030, and to define what must be changed and done to achieve this goal. All the recommendations are structured uniformly to include visions, insights, objectives, and suggested courses of action. This work package is implemented by 120 persons selected through an open recruitment procedure, who form 12 Themed Working Groups (TGR). Each TGR comprises 10 experts and city "users", including a leader, Lublin's local government employees, members of the city's community, representatives of third-sector organisations, the business community, and tertiary institutions, all of whom are to participate in four themed workshops and two conferences. The paths of development set out by TGRs are summarised in a report and serve as the core objectives of the Lublin 2030 Strategy project.

IV. Review Lublin's paths of development (Q2 2021)

At the fourth stage, the solutions worked out by TGRs based on the visions of Lublin offered by its residents are reviewed in terms of legality, viability, suitability, and feasibility, including financial feasibility. First consultations on the directions of Lublin's development took place during the online conference "Lublin 2030 Strategy. Residents and experts on the directions of the city's development", which was available to all interested by event streaming. Further opinions are collected as part of mobile points, open meetings, discussions, and as part of a series of several meetings on selected issues related to the development of Lublin. At the same time consultations on the subject are also held with all the organisational units of the Lublin Municipality, the Lublin City Council, district councils, and all the Mayor of Lublin's advisory, opinion-making, and auxiliary bodies. The verification of Lublin's development directions creates an opportunity for residents and experts who were not included in the Thematic Working Groups and did not participate in previous participation activities to join the work on the Lublin 2030 Strategy.

V. Produce the draft Lublin 2030 Strategy (Q2-Q3 2021)

The fifth stage is about producing a draft version of the Lublin 2030 Strategy document. It will be based on Lublin's paths of development suggested by TGRs and consulted with the public, and on guidelines under applicable laws and regulations. The draft will be produced by an editorial team made up of the Lublin City Office employees, with support from a small group of external experts.

VI. Put the Lublin 2030 Strategy draft under formal review (Q3-Q4 2021)

At the sixth stage, the Lublin 2030 Strategy project is consulted on and discussed internally at the Lublin City Office. The law also requires the document to be assessed by, and discussed with, the Management Board of the Lubelskie Province, the Regional Director for Environmental Protection, the competent Director of the Regional Board of Gospodarki Wodnej Państwowego Gospodarstwa Wodnego Wody Polskie (Poland's principal water management authority), as well as neighbouring municipalities and their associations. Following revisions based on the opinions/comments provided at this stage, the Lublin 2030 Strategy draft is ready for a public presentation and public consultations.

VII. Hold public consultations of the draft Lublin 2030 Strategy with Lublin's community (Q4 2021)

At the seventh stage, the draft Lublin 2030 Strategy is made available to Lublin's residents for formal public consultations required under law. These involve consultations in the form of meetings/debates, among others, at which Lublin's residents can evaluate the Lublin 2030 Strategy draft, express their opinions about its contents and form, and formally suggest possible improvements to be included in the final version of the document.

VIII. Adopt the Lublin 2030 Strategy document (Q4 2021)

Following institutional arrangements and discussions, and once public feedback has been reviewed and the suggested legitimate improvements have been made, the Mayor of Lublin will put the final version of Lublin 2030 Strategy to a vote by the Lublin City Council, and the document will be formally adopted during one of its sessions.

IX. Launch Lublin 2030 Strategy (Q1-Q2 2022)

Once the Lublin City Council has adopted Lublin 2030 Strategy, the implementation stage can begin, an important part of which is to develop detailed sectoral strategies which expand on the core objectives described in the Lublin 2030 Strategy document. A major role in this process is played by an educational programme, which aims to promote Lublin's image based on the experiences gained, and conclusions drawn, from the three-year public participatory process of drafting Lublin's core document.

FINAL THEMED WORKING GROUP REPORT



How was the Final Themed Working Group Report produced?

The Final Themed Working Group (TGR) Report is the product of collective efforts by 12 expert teams comprising a total of 120 members. TGR members were selected through an open recruitment procedure in line with the principle of diversity and community representation. The core task of TGRs was to hold four moderated workshops to come up with strategic recommendations on Lublin's paths of development setting directions for the city's development in perspective to 2030.

A series of workshops were carried out using the Three Horizons Framework (revised for the purposes of drafting Lublin 2030 Strategy), designed to compare individual alternatives for the future as an extrapolation of the status quo and the desirable future, and to draw a roadmap to move from Alternative 1 to Alternative 2. This approach draws on other leading methodologies of group counterfactual thinking processes, including The Day After (RAND) and Futures Wheel (The Millennium Project). This approach perfectly captures the goals of TWGs' work – to gain insights into the existing situation in individual strategic areas, to formulate a vision towards 2030, and to identify the goals and areas of action to arrive at the desirable scenario.

What is the Final Themed Working Group Report?

Produced through the above-discussed processes, the document provides a broad picture of Lublin's future as seen by its residents and users through the lens of 12 strategic areas. This approach allows us to tap the immense creative potential carried by bottom-up participatory measures, empowering the city's residents to have an impact on its future. Accordingly, the Report offers detailed visions of Lublin's future, defines specific objectives, and provides comprehensive and highly specific solutions for meeting them.

However, we should mention here the originally defined status of the Final Themed Working Group Report produced by Themed Working Groups to offer recommendations on the Lublin Municipality's paths of development, and define its function in more detail. The Lublin 2030 Strategy development process assumes that the recommendations provided in the Final Report are, above all, an extremely important reference point and source of inspiration, rather than being a finished contribution to Lublin 2030 Strategy that is beyond revision. This means that TWGs' recommendations will be part of further participatory measures as work continues on Lublin 2030 Strategy.

PUBLIC CONSULTATIONS



How will public consultations with Lublin's residents be handled?

The Final Report's recommendations will be consulted with Lublin's residents. At this stage everyone interested will have an opportunity to express their views on the strategic recommendations provided by Themed Working Groups for individual strategic areas, including as visions and strategic objectives. Residents will also be invited to take part in online meetings or visit so-called "mobile spots" located in various locations across the city. Moreover, they will be asked to fill in consultation surveys available on www.2030.lublin.eu. This website also features the detailed schedule of consultation meetings and other essential information materials.

What will institutional and industry consultations look like?

The Final Report's recommendations will also be consulted with all the advisory and opinion-making bodies appointed by the Mayor of Lublin, as well as with the Lublin City Council, district councils and district management boards, and a range of groups, institutions, and organisations which cooperate with local government, and any entities which have an important stake in Lublin's development policy. These stakeholders will be asked to review TWGs' recommendations and provide their written opinions about them. In addition, consultation and industry meetings will be organised for most of the above-mentioned stakeholders to provide them with a more detailed explanation of the Report.

What will internal consultations and analyses look like?

The Final Report's recommendations will be analysed by all departments and offices of the Lublin City Office, as well as by the organisational units of the City of Lublin. This will include a determination of whether the recommendations are in line with:

- higher-order documents (i.e. EU, national, and regional documents);
- other strategies, programmes, and policies adopted by the Lublin Municipality to be implemented by 2030;
- applicable laws and regulations, in terms of whether the recommendations are legally and formally feasible;
- the Lublin Municipality's financial capacity, including the objectives set out in the City of Lublin's multiannual financial projections.

Written opinions on these subjects will be gathered in response to the request to analyse the recommendations provided by TGRs and to adopt a position on them.



TGR 1
ACADEMICITY

ASSESSMENT OF STRENGTHS AND WEAKNESSES

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Lublin's advantages in the area of academic excellence include the relatively attractive conditions for studying in the city, the extensive offer of faculties and infrastructure. During the discussion, attention was also drawn to the numerous links with other strategic areas: education and creative industries.

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Particularly frequent among the weaknesses were issues related to the low level of social capital, i.e. the insufficient level of cooperation in numerous dimensions: from cooperation between local universities, through international cooperation and the participation of scientists in interuniversity teams, as well as cooperation with businesses and educational institutions, to cooperation between the university and the city. The generally low level of social capital, manifested by the dominance of specific interests, was also mentioned among the considerable barriers to the development of the area.

Lublin 2030

DESIRABLE FUTURE

TGR 1 formulated a vision which should be accomplished by 2030. This includes a significant strengthening of the position of Lublin universities in Europe through, among other things, their enhanced cooperation and consolidation, the establishing of a vocational school of higher education and increasing the visibility of Lublin centres on the Shanghai list. Moreover, it assumes releasing R&D potential by eliminating the grey zone of cooperation between science and businesses, together with institutional solutions facilitating effective commercialisation. In the desirable future scenario, the number of foreign students at Lublin universities will increase over the next nine years, and new workplaces will be created both in the academic sector and in Lublin's priority industries. The University Career Centres will also coordinate the creation of an attractive and professional internship and apprenticeship offer for students. Lublin will be recognised as the capital of student culture, and Lublin universities will become leaders in innovative programmes based on digital technologies.

STRATEGIC OBJECTIVES

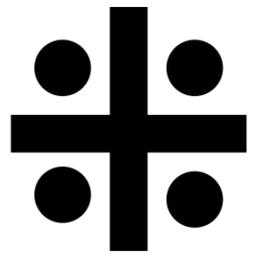
- The presence of academic units with a research university status in Lublin.
- Vocational education of a high level according to international standards.
- The implementation of a new model for the effective commercialisation of research.
- Internationalisation of education at the level of leading OECD countries.
- Lublin as the European Capital of Students: culture, sport, entrepreneurship.
- Academic Lublin involved in satisfying and open to residents' needs.
- Lublin is a globally recognised creative industry centre and an advanced ecosystem in the Teaching Design industry.
- Development of smart specialties as a science-business-government synergy effect.



PRIORITY AREAS OF ACTION

- Consolidation at the level of scientific disciplines.
- Establishing special-purpose companies to support spin-offs at each university.
- Establishing long-term support for “Study in Lublin” by the City Council and the Local Government Assembly.
- Unifying the scientific, local government and business community towards the idea of Exploratorium.
- Collaborative efforts by the city, universities, business and international partners to establish new study majors in Teaching Design and creative industries based on it, and to recruit new personnel to lead the newly created courses.





TGR 2
THE BEST NEIGHBOURHOOD

ASSESSMENT OF STRENGTHS AND WEAKNESSES

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The strengths of the city of Lublin in the strategic area of the best neighbourhood have been repeatedly mentioned as being related to the maintenance of the urban greenery, the rich cultural facilities and the value of the old housing estates.

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Particularly frequent among the weaknesses were issues related to the low involvement and civic activeness of residents. Lublin residents are reluctant to undertake bottom-up initiatives, have no sense of empowerment and do not feel jointly responsible for shared spaces. Communication problems between local government (including district government) and the local community were also frequently highlighted.

DESIRABLE FUTURE

Lublin 2030

TGR 2 formulated an elaborated vision which should be accomplished by 2030. It includes, amongst other things, enhancing the quality of life through the implementation of a responsible planning policy. The policy includes the creation of an innovative housing programme that will enable the development of accessible housing. Under this vision, the 2030 Lublin will accommodate new and functionally planned housing estates, well connected to other parts of the city and equipped with a comprehensive service infrastructure. Urban public spaces will be friendly for all residents, especially for families, the elderly and people with disabilities. Meeting places in the individual neighbourhoods, organised around the existing and newly identified local centres, will also function efficiently. They will significantly improve the quality of life of the residents and foster the development of bottom-up initiatives.

STRATEGIC OBJECTIVES

- Lublin Spatial Planning Standards, gathering the principles of planning-urban-landscape policy.
- Gathering, activity and self-help spaces, both accessible to and co-organised by district residents.
- Local co-shaping of the immediate neighbourhood by the residents.
- Accessible and up-to-date knowledge hub – accessibility and education.
- Developed and exploited potential of old neighbourhoods.
- Enforcement of spatial planning standards and urban/landscape policies.
- Introducing instruments for non-developer housing delivery.
- Empowering residents to get involved in active institutions for the promotion of “the best neighbourhood” (District Councils, Communities, Cooperatives).



PRIORITY AREAS OF ACTION

- Creating Places of Local Activity (Polish abbreviation: MAL).
- Initiating activities to stimulate residents' involvement.
- Creating a hub management centre.
- Creating a binding document of the Lublin Housing Policy incorporating solutions leading to increased housing availability.
- Launching a campaign to promote “the best neighbourhood”.





TGR 3 EDUCATION

ASSESSMENT OF STRENGTHS AND WEAKNESSES

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The strengths of Lublin's education are, above all, the high level of education represented by excellent examination results, the availability of places in educational institutions and the proximity of academic facilities.

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Particularly frequently mentioned weaknesses included insufficient human resources and competences among teachers in Lublin, an insufficient quality of school infrastructure and equipment, as well as a poor offer of extracurricular activities. There also appeared to be a problem similar to that identified by TGR 1, i.e. an insufficient level of collaboration with other actors (businesses, government, academia).



Lublin 2030

DESIRABLE FUTURE

TGR 3 formulated a vision which should be accomplished by 2030. This includes a significant increase in the level of education in Lublin schools through increasing the competences of the teaching personnel and diversifying a selection of extracurricular activities with a particular focus on the STEM area. In line with this vision, over the next nine years educational infrastructure will be developed and the equipment of educational institutions in Lublin will be significantly improved. The availability of extracurricular and continuing education will be improved, and so will cooperation between educational institutions and entities such as universities, cultural institutions and local businesses. Moreover, the 2030 Lublin will be able to boast the implementation of a municipal programme of education for tolerance, integration and human rights.

STRATEGIC OBJECTIVES

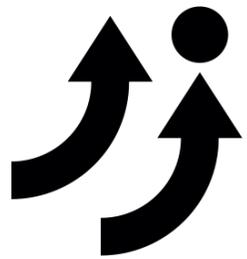
- Ensuring high quality and effectiveness of education in schools and educational institutions in Lublin.
- Providing quality education for social, civic and future competences.
- Ensuring a modern educational infrastructure responding to the needs of all residents.
- Developing infrastructural and programme conditions for the training of future competences, as well as social and civic skills, for all residents.
- Creating effective systems comprising cooperation of schools and educational institutions with universities, cultural institutions and business.
- Ensuring a high level of vocational counselling and education that corresponds to the needs of the changing labour market.
- Developing an urban education system for tolerance, integration and the promotion of human rights.
- Providing high quality adult education in Lublin, adapted to the needs of the changing labour market.



PRIORITY AREAS OF ACTION

- Creating a municipal centre for teacher training.
- Establishing an educational, rehabilitation and cultural centre.
- Establishing a Science and Experimental Centre.
- Developing a municipal programme for cooperation with businesses (including a programme for entrepreneurship education and counselling as well as vocational training).
- Establishing a municipal programme of cooperation with universities (including participation of university employees in classes for students and participation of students in university classes).





TGR 4
INNOVATIVE AND SUSTAINABLE
ECONOMY

ASSESSMENT OF STRENGTHS AND WEAKNESSES

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In the opinion of the group, the strengths of Lublin's economy include the city's relatively convenient location in terms of transport and trade routes. The group has also appreciated the main benefits derived from the city's academic character.

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Issues related to a low level of social capital were raised repeatedly among the weaknesses in this strategic area. This is reflected, inter alia, in the insufficient cooperation of enterprises with other entities (universities, the city and other enterprises), the growth of the shadow economy and poor ethical standards in business which arouse distrust both on the part of the residents of Lublin and entities from outside the region. The problem has been identified by other working groups as well. Members of TGR 4 also agreed that the development of the strategic area they represent is not served by the image of Lublin being associated with the university and culture instead of specific sectors of the economy.

Lublin 2030

DESIRABLE FUTURE

TGR 4 formulated a bold and ambitious vision which should be accomplished by 2030. Under this vision, thanks to the development of transport infrastructure, Lublin will benefit from its unique location on trade routes leading from north to south and from west to east. The city will have become an attractive location for investment and trade. It will be developing smart specialisations. The group's vision also assumes the intensification of cooperation between Lublin's businesses and science, as well as networking, and increased innovation and entrepreneurship in both macro and micro dimensions. Prosperity translates into a relatively low unemployment rate in the city and a rising standard of living for its residents. TGR 4 members have not forgotten about environmental issues either. In their vision, they have focused on green technologies and the development of electro-mobility.

STRATEGIC OBJECTIVES

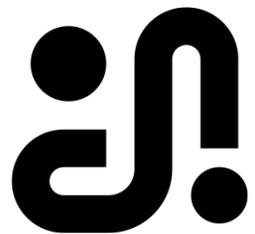
- Adapting the labour market to the needs of a smart and sustainable economy.
- Equitable labour market.
- Increasing the competitiveness and innovativeness of enterprises.
- Creating an effective micro-entrepreneurship support system.
- Increasing the share of private entities in the labour market structure.
- Establishing an institutional support system for the internationalisation of enterprises.
- Improving the attractiveness of the city's investment portfolio.
- Strengthening the innovativeness of enterprises in Lublin.
- Sustainable diversification of the economy based on intelligent specialisations.
- Creating conditions for the development of a network economy.



PRIORITY AREAS OF ACTION

- Involving employers to co-create and implement educational programmes.
- Establishing a unit responsible for the initiation, coordination and effectiveness of network connections.
- Developing and implementing a business model of an institution supporting the internationalisation of enterprises in accordance with European good practices.
- Adapting spatial plans to investment needs.
- Developing an incentives and financial support system for innovation creators.





TGR 5
CULTURE AND CREATIVE
INDUSTRIES

ASSESSMENT OF STRENGTHS AND WEAKNESSES

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The wide participation of Lublin residents in culture, and the strong position of the cultural and creative industries sectors in the city's development strategies, were included among the strengths of the "culture and creative industries" area. In this respect, Lublin clearly distinguishes itself on the map of the country, where culture is often marginalised.

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Particularly frequent among the weaknesses mentioned were issues related to the underfunding of the culture sector, low wages in this area and difficulties faced by young emerging artists. Moreover, it was emphasised that Lublin lacks cultural institutions which would act as centres in a given field (the Centre for Contemporary Culture, the Literature Centre, the Children's Art Centre, the Science Centre, etc.) and an art university. The insufficient level of cooperation between different operators, in this case within the creative industries sector and between cultural project developers and cultural institutions, and the creative industries sector, was once again highlighted. Nevertheless, members of TGR 5 acknowledged the increasing level of cooperation within the cultural sector.

Lublin 2030

DESIRABLE FUTURE

TGR 5 has formulated a vision which should be accomplished by 2030. In this best possible future, Lublin has an established vision of culture, on the basis of which it implements systemic solutions, ensuring that it is recognised as one of the three most important cultural centres in Poland. The culture of Lublin is a system influenced by a wide range of stakeholders, including not only the city hall, cultural institutions and NGOs, but also representatives of creative industries and businesses, working together to maximise benefits and to elaborate values relevant to the widest possible audience, which guarantees universal access to culture. The funding of culture is transparent, long-term and diversified, and the funds allocated to individual programmes or projects allow programme planning in a several years' perspective. Culture is a key tool for the development of Lublin and its uniqueness. The 2030 Lublin is expected to provide some of the best conditions for creative industries in Poland, to use its potential for educational and promotional purposes, and to make the city one of the three most important centres of the creative sector in the country.

STRATEGIC OBJECTIVES

- Modelling the leading role of culture and increasing its dynamics as a factor of development and competitiveness of Lublin, as a component of creating its identity, uniqueness, metropolitan functions and social bonds, and as a key indicator influencing the quality of life of its residents in the individual and community dimension.
- Developing a stable ecosystem of Lublin culture, considering the needs of creative circles, cultural institutions, employees and NGOs and responding to the needs of the audience and providing stable conditions for development.
- Ensuring cultural expenditure at 3% of the city budget.
- Establishing a long-term, diversified and transparent system of cultural funding.
- Positioning Lublin as one of the three leading centres of creative industries in Poland.
- Enhancing the existing and creating new mechanisms and tools to ensure the development and stable conditions of the whole cultural sector.



PRIORITY AREAS OF ACTION 1/3

- Strengthening under-represented cultural activities that are a marker of the city's metropolitanism, such as contemporary art and activities using new technologies, as a significant means of making cultural goods available at a distance, especially in the post-pandemic period. Making the cultural services accessible to various groups of recipients with difficulties, including those with disabilities and migrants, through translation into foreign languages, the Polish Sign Language, audio-description and plain texts, as well as their involvement in the preparation of cultural activities.
- Strengthening the existing and creating new entities popularising culture in Lublin, e.g. by founding the Children's Art Centre, the Centre for Contemporary Art, or the Lublin Science Centre.



PRIORITY AREAS OF ACTION 2/3

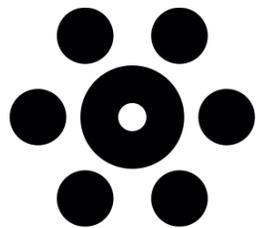
- Maintaining a balance between various cultural events, with a particular focus on the activities of a supra-local character in relation to local or district activities (establishing district cultural centres, the “Cultural Districts” programme, or the “Cultural Points”) and determining the directions for the development of cultural events and strategies to justify the provision of multi-annual funding.



PRIORITY AREAS OF ACTION 3/3

- Establishing the Lublin Observatory of Culture with an adequate budget and staff. Monitoring and reacting dynamically to the cultural offer proposed by other cities and centres; research aimed at identifying the “white spots” in the cultural offer of the city and unrepresented groups (people with disabilities, minorities, migrants). Developing support tools and a development vision (e.g. closing the current stage, evaluating the quality of the formulas developed, such as festivals, forms of support; responding to new factors, such as the ongoing pandemic).
- Increasing the funds allocated to competitions for NGOs, scholarships and creative industry players; matching the tasks in the competitions to the current needs of the cultural sector.





TGR 6 METROPOLIS

ASSESSMENT OF STRENGTHS AND WEAKNESSES

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The strengths of Lublin in the context of metropolitan development included the capital of existing links and relations with neighbouring municipalities and the city's extensive network of partnerships.

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The weaknesses are mostly constraints connected with the attitudes of social participants. These include concerns about the process of city expansion, insufficient social awareness of Lublin's role as a leader of the Lublin Metropolitan Area, an inadequate level of a long-term metropolitan thinking among the authorities and residents, and a lack of metropolitan thinking in terms of tourism and agro-tourism. The insufficient level of cooperation between individual entities (e.g. municipalities in the implementation of infrastructure investments) was also mentioned.

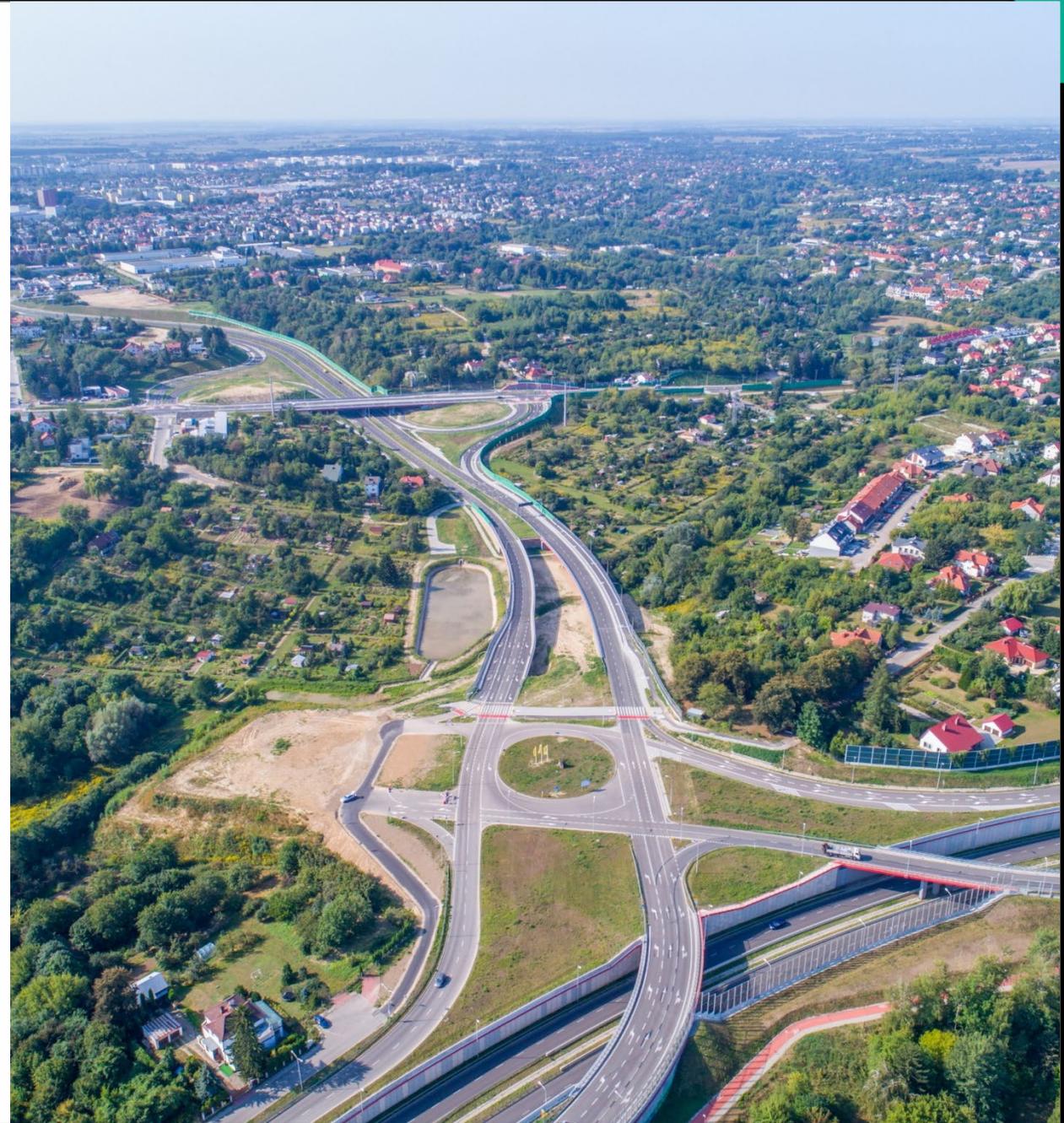
DESIRABLE FUTURE

Lublin 2030

TGR 6 formulated a vision which should be accomplished by 2030. It assumes that in the following years further neighbouring localities will be added to the administrative area of Lublin. This process will be supported by the residents of the city and the newly connected areas. The development and expansion of the city in the vision desired by the group is proceeding in a planned and sustainable manner. Moreover, Lublin will be expanding its network of co-operation with new partner cities and institutions, both at home and abroad. It will also strengthen its position as the leader of the Lublin Metropolitan Area, performing this function in an exemplary manner. The region will become a model leader of metropolitan areas on a national scale. It will perform high-class metropolitan functions of a national, European and international range. Lublin will serve as a seat for international institutions and hosts events at the national and international level. At the same time, it will act as a leading university centre at the national and international level, and a destination and departure point for domestic and foreign tourists. This will all make Lublin a city with high potential to attract external capital to the Lublin Metropolitan Area. In the TGR 6 vision, the city will have developed a recognisable brand. By using modern communication tools, an Internet platform “Interface Lublin” will have been built to exchange innovative ideas and to establish contacts. Lublin will be identified as a strong centre of culture, tourism, economy and academia. It will also be a cross-border centre for building contacts, competences, capital and services.

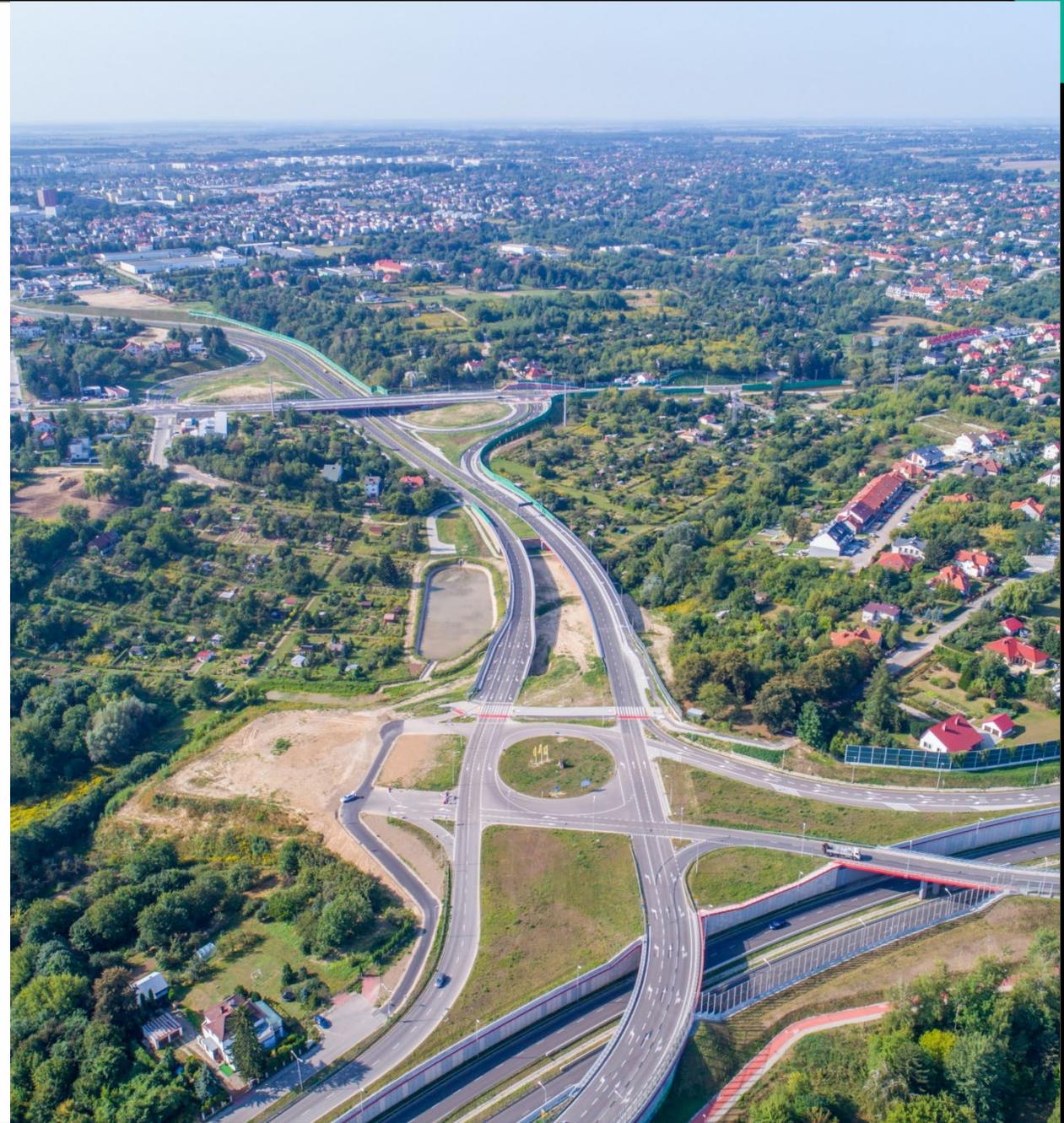
STRATEGIC OBJECTIVES

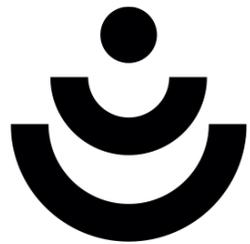
- Expanding Lublin boundaries to benefit the residents of the municipalities concerned, and enabling them to gain access to new green, investment and residential areas as well as the airport.
- Strengthening Lublin's international status by attracting new and developing the existing significant institutions, initiatives and events in the fields of administration, culture, NGOs, science and business.
- Reinforcing Lublin's role as the leader of the Lublin Metropolitan Area through the implementation of joint projects, development policies and solidarity-based management of the area, as well as building metropolitan awareness among residents and institutions.
- Strengthening Lublin's national and international recognition as a "city of inspiration".
- Increasing the importance of the Lublin metropolis as a potent centre of culture, science, entrepreneurship, administration in the country and in the international arena.



PRIORITY AREAS OF ACTION

- Initiating and implementing a voluntary inter-municipal merger process based on the benefit effect involving the municipalities concerned.
- Creating an urban network for international cooperation and supporting its leaders.
- Developing and implementing a common development policy on the basis of which joint ventures in the Lublin Metropolitan Area will be implemented.
- City budget financing/co-financing, as well as national and international promotion of prominent international institutions and events (in the fields of administration, culture, NGOs, science and business), including, among others, participation in rankings, competitions.
- Establishing, with the participation of various stakeholders, a programme to attract governmental institutions, universities and international companies to Lublin.





TGR 7
SOCIALLY SENSITIVE CITY

ASSESSMENT OF STRENGTHS AND WEAKNESSES

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In the area of social sensitivity, the city's strengths include the City Council's programmes for seniors and people with disabilities, as well as the increasing bottom-up activeness and operations of third-sector organisations.

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The main weaknesses highlighted were the lack of systematic policies and actions for the inclusion of disadvantaged groups. When such activities arise, they are incidental and limited in terms of time and/or territory. Several procedural and infrastructural deficiencies have been diagnosed for Lublin, which do not allow selected social groups to function without obstacles, including those with disabilities, the elderly, national minorities, LGBT + people and others.

DESIRABLE FUTURE

Lublin 2030

TGR 7 formulated a vision which should be accomplished by 2030. It includes, for example, the introduction of anti-discrimination and anti-violence education in the school curricula in cooperation with social partners. Homophobic and violent views are ruthlessly and effectively eliminated in this vision. The city is seen as accessible to all its residents through a universal and inclusive design and the translation of messages into the Polish Sign Language, as well as into Ukrainian and English. According to the vision of TGR 7, Lublin will be an open, tolerant and compassionate city. It will implement a model of intergenerational cooperation built on the foundation of the understanding of differences and mutual respect. Seniors will become mentors for younger generations able to listen and accept other points of view. Finally, the vision includes the promotion of health and preventive health care, and the priority of cyclist and pedestrian urban traffic.

STRATEGIC OBJECTIVES

- Anti-discrimination and anti-violence education in all schools in Lublin (for both teaching staff and pupils/students).
- Anti-discrimination and anti-violence education of local administration representatives.
- Accessible services and undertakings for different groups of residents, developed on the basis of public consultations.
- Establishing a policy of social sensitivity, cohesion and diversity.
- Developing an intergenerational and senior-oriented policy to increase the participation of seniors in social life.
- Enhancing participatory processes with an active involvement of minority groups.
- Developing health policy areas leading to a reduced incidence of diseases.



PRIORITY AREAS OF ACTION

- Implementing an anti-discrimination and anti-violence education programme.
- Implementing social clauses in the planned investments and designed undertakings (the inclusion of universal design principles in procurement procedures).
- Implementing a social sensitivity, cohesion and diversity policy plan.
- Developing and implementing a plan for the creation of spaces of intergeneration integration by NGOs.
- Developing health policy programmes responding the most prevalent diseases in the Lublin area.





TGR 8 GREEN CITY

ASSESSMENT OF STRENGTHS AND WEAKNESSES

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Lublin's strengths in the area of green city include its attractive natural location and the high quality of urban greenery. The fact that the number of attractive alternatives to traditional means of transport is constantly growing has also been noted.

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Particularly frequently mentioned weaknesses included the limited ecological awareness of Lublin residents, the relatively low share of energy from renewable sources and spatial planning. Regarding the latter, inadequate coverage of the city by zoning plans and unsuitable planning of urban greenery were particularly highlighted. Another weak point of Lublin was the issue of individual transport – the dependence on individual means of transport or unsatisfactory parking standards.

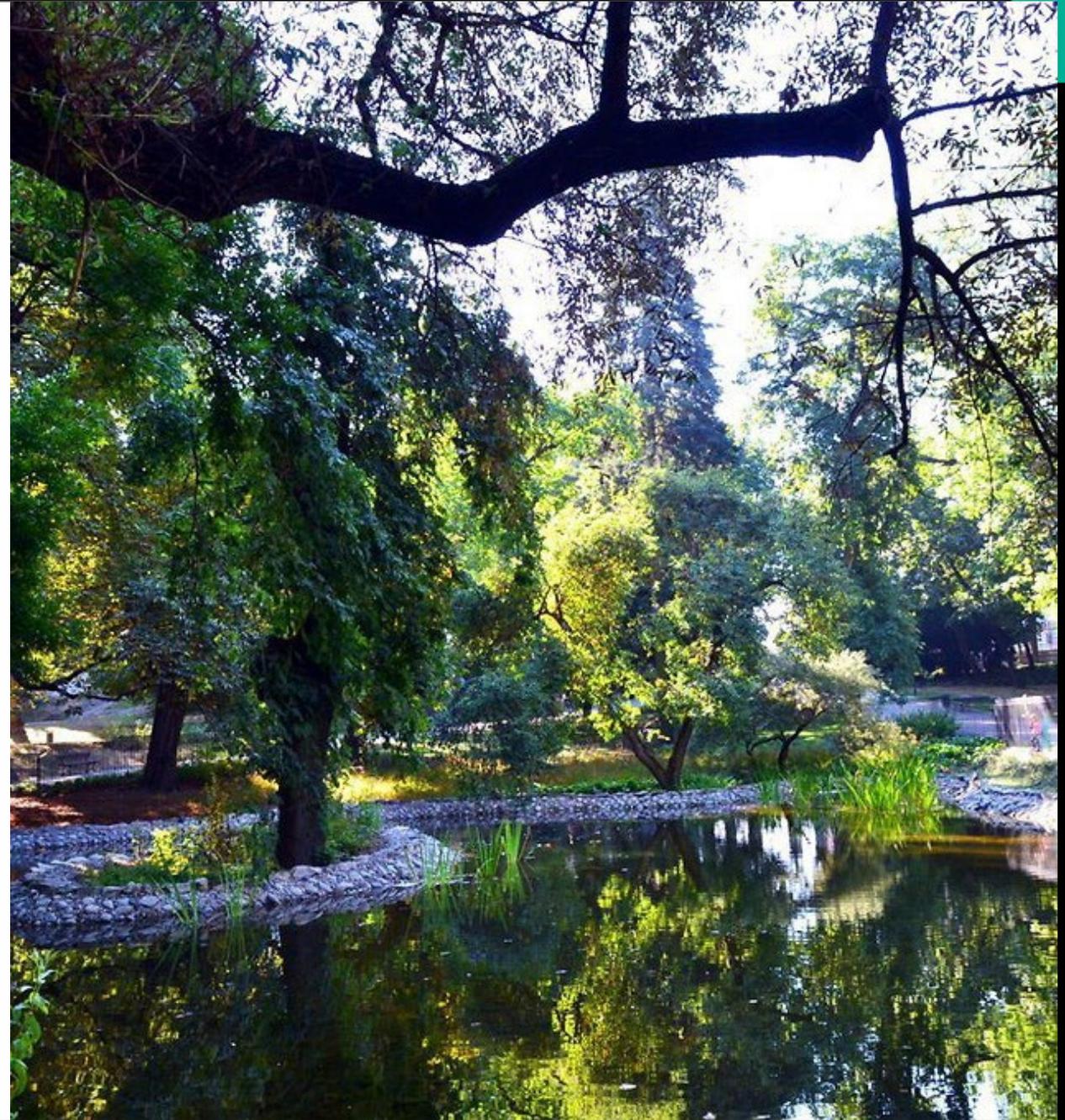
DESIRABLE FUTURE

Lublin 2030

TGR 8 has formulated a vision which should be accomplished by 2030. It includes prioritising environmental protection in the urban policy, resulting in an improved green space infrastructure, as well as the preservation of local biodiversity. In line with the ideological vision of the city's future, the space of green areas should increase in the next decade, mainly due to the bottom-up initiatives of the residents of Lublin. The future Lublin is a city that develops in a sustainable way, with an aesthetic appearance and orderly buildings; a city that has ultimately said goodbye to 'concreting' and has environmentally friendly architecture. Finally, it is a city that develops and uses renewable energy sources and promotes alternative transport, significantly reducing carbon dioxide emissions into the atmosphere.

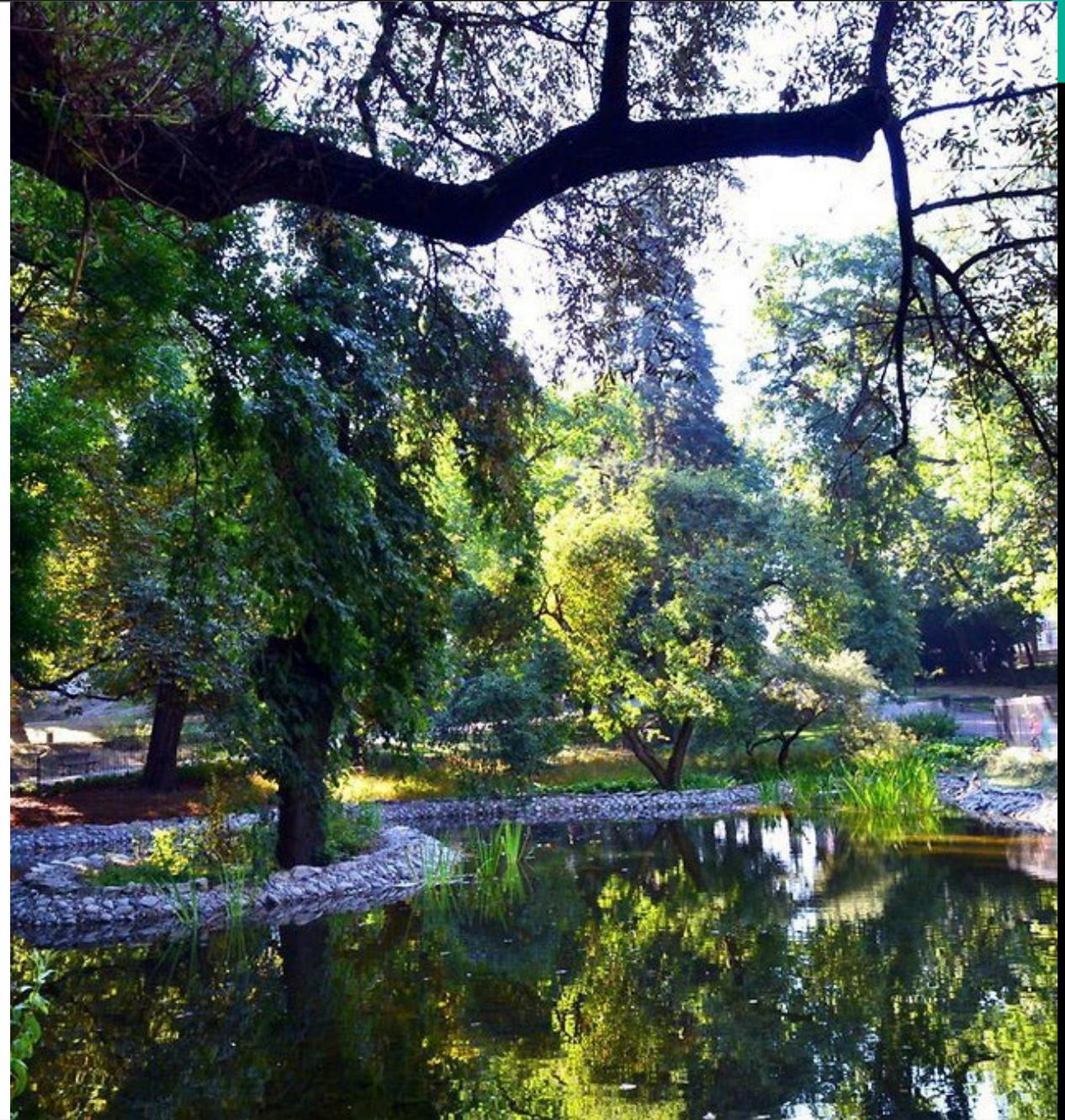
STRATEGIC OBJECTIVES

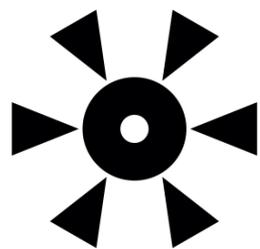
- Increasing the number of implemented environmental technologies.
- Enhancing environmental education.
- Optimising the urban transport system in terms of climate change.
- Increasing the share of RES solutions in relation to conventional energy sources.
- Reducing air emissions.
- Implementing a coherent greenery management system.
- Ensuring a full coverage of the city with a sustainable land use plan.
- Developing green and blue infrastructure investments in the city.
- Improving ecologically valuable areas within the city.
- Optimising water, sewage and waste management.



PRIORITY AREAS OF ACTION

- Conducting research and introducing new/innovative programmes fostering the deployment of green technologies.
- Preparing concepts and strategies for the acquisition of external and internal funds for air, soil and water protection.
- Environmental education and shaping eco-friendly attitudes.
- Developing sustainable transport networks (transport, public, alternative, pedestrian).
- Parallel efforts targeted at multiple regions of the city not included in the development plan.





TGR 9

PARTICIPATION AND JOINT GOVERNANCE

ASSESSMENT OF STRENGTHS AND WEAKNESSES

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The strengths in the strategic area of participation and joint governance included the extensive experience and knowledge of those involved in participation issues, several positive improvements that are taking place in this area, and the growing activation of youth (also in the consultation process for the Lublin 2030 Strategy).

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Particularly common among the weaknesses were issues related to the quality of participatory processes. It was noted that more emphasis is placed on performing the process than on the actual implementation of its outcomes. As a result, there are significant delays in the execution of civic budget projects, for instance. The group also criticised the communication of participatory processes and their transparency. The limited accessibility of the processes for people from groups at risk of exclusion was also mentioned.

DESIRABLE FUTURE

Lublin 2030

TGR 9 formulated a vision which should be accomplished by 2030. It provides for increasing in the effectiveness of participatory activities and extensive cooperation with residents when searching for the best solutions and executing them in the fields of infrastructure and services provided by urban institutions. In the desired future, an effective dialogue and communication will have been guaranteed in Lublin, with appropriate communication channels and language tailored to the different audiences. The vision involves increased accessibility of participation for all, including people with disabilities and migrants. It also stimulates civic activity and self-governance among various social groups. Finally, the full transparency of participatory processes and their outcomes is ensured. The City Hall endeavours to evaluate the activities undertaken on an ongoing basis and to make the results of this process public.

STRATEGIC OBJECTIVES 1/2

- Participation costs are mandatory operating costs for any urban policy or investment modifications.
- Lublin has a strategy for participatory actions and implements the resulting standards ensuring an effective dialogue.
- Lublin undertakes participatory activities, adapting them to the present needs of its residents, and responds flexibly to emerging trends in communication.
- Lublin adopts standards in ensuring that the interests of all stakeholders in the various participatory processes are taken into consideration.
- Lublin offers a network of Local Activity Places accessible to all residents, allowing them to undertake all kinds of local activities.



STRATEGIC OBJECTIVES 2/2

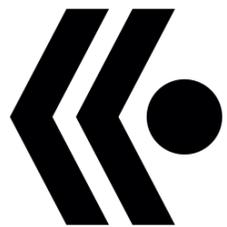
- Lublin monitors and evaluates the participatory processes implemented in the city on an ongoing manner, and improves the participation tools and procedures accordingly.
- Decision makers use participation to improve the quality of life in the city, integrating the knowledge and experiences of all stakeholders.
- Lublin implements conscious and systematic civic education (concerning, among other things, the knowledge about the city and opportunities to participate in city politics) for all groups of residents (including children, youth and minority groups).
- Lublin supports the local self-governance of its residents by delegating competences and public tasks together, with adequate resources, to local government auxiliary units, local cultural and educational institutions, informal groups and NGOs.
- The participatory processes undertaken in Lublin are transparent, open and easily accessible at each of their stages (from planning to implementation of results).



PRIORITY AREAS OF ACTION

- Aiming at including in the budget each amendment and investment related to implementing participatory processes (the preparation of a cost allocation formula for participatory processes).
- Defining, by the Municipal Council along with residents, standards and procedures for activities that respect the needs of all stakeholders in various participatory processes.
- Running at least one MAL in each district by the City Hall.
- Establishing an expert panel dedicated to participation issues with the involvement of residents, NGOs and other stakeholders, with the application of the Kaizen methodology to improve participation.
- Ensuring sufficient funds for the development and implementation of civic education programmes tailored to specific groups of male and female residents, identified through a needs assessment.





**TGR 10
SPORT**

ASSESSMENT OF STRENGTHS AND WEAKNESSES

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However, according to members of TGR 10, Lublin sport still has a number of significant advantages. These include an outstanding level of academic sport, the improving quality and accessibility of sports infrastructure and successful cooperation between clubs in the field of children and youth sport.

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Particularly common among the weaknesses was the issue of the uneven distribution of sports infrastructure in various districts of Lublin. The problem concerning the lack of training staff, both in the area of youth work and professional coaching staff, was also frequently raised. Another extremely important weakness in the sport area in Lublin seems to be the inadequate financing, both from the city budget and from sponsors.

DESIRABLE FUTURE

Lublin 2030

TGR 10 developed an extensive and ambitious vision which should be accomplished by 2030. It assumes the dynamic development of sports infrastructure, both school and community facilities, as well as large sports and entertainment halls. The vision also provides for a significant increase in the availability and quality of sports education with the participation of qualified coaching personnel. According to the desired vision, members of TGR 10 envisaged a further development of academic and competitive sport, as a result of which Lublin will be represented with much success at professional competitions both in the country and abroad.

STRATEGIC OBJECTIVES 1/3

- Investing in sports infrastructure for international sports events: constructing an athletics hall, a speedway stadium as a year-round multifunctional facility, and a sports and entertainment hall.
- Investing in general sports infrastructure – school and district facilities, and a water sports centre at Lake Zemborzyckie.
- Promoting high performance in children and youth sport by systematising and concluding agreements in the training divisions in disciplines for which they have not been concluded yet, and by improving the qualifications of the training staff.
- Establishing a motivation/aggregation system for increasing the number of children and youth participating in sports, as well as the number and quality of coaches and instructors conducting sport activities for children and youth, and for shaping attitudes to physical activity.



STRATEGIC OBJECTIVES 2/3

- Gradually increasing expenditure on sport to at least 4% of the city budget (not including expenditure on investments), considering long-term programmes (such as “Master”, “Master Junior”); establishing cooperation platforms for clubs to obtain external funds; using funds from the alcohol prevention fund.
- Establishing a development strategy for academic sport, which involves bringing and maintaining the best student-athletes in Lublin, and increasing the number of national and international academic sporting events, which will translate into the promotion of the city and strengthening its image.
- Establishing uniform criteria and rules for granting funds for professional sport, considering the participation of residents, and their cyclical and effective publication by means of available media sources, taking into account the information and education policy within the scope of the law in force (promotion, subsidy, other forms envisaged for companies with the participation of the Lublin Municipality).



STRATEGIC OBJECTIVES 3/3

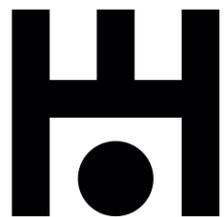
- Establishing, by the City of Lublin, an organisational unit responsible for obtaining external funds for sport in Lublin, accountable also for activities such as: the organisation of international sport events, the implementation of commissioned tasks, and the acquisition and distribution of funds from European programmes and State Treasury companies. Meanwhile, a close cooperation between the city and other non-governmental organisations continues in this area.
- Developing and implementing (with residents' input) attractive health-promoting programmes, reflecting the interests of different groups and encouraging residents to participate in various forms of physical activity, the so-called "sports of a lifetime".
- Organising mass events (with the participation of residents), including a marathon and accompanying races, at a level high enough to attract external participants and to activate as many Lublin residents as possible.



PRIORITY AREAS OF ACTION

- Launching investments in sports infrastructure for international sports events (constructing an athletics hall, a speedway stadium as a year-round multifunctional facility, and a sports and entertainment hall) using the city's own budget and external funding.
- Appointing organisers that guarantee a high quality level of mass events, including a marathon with accompanying races.
- Providing financial security and implementing a high performance system for children and young people in sports.
- Inspecting the current sports infrastructure (possibilities to use university and municipal sports facilities), securing training personnel, adapting the educational programme to the sports training programme (using existing programmes, e.g. the National Academic Team), securing resources, and promoting inter-university cooperation in the creation of ACSS.
- Developing a participatory tool to achieve the underlying objective.





TGR 11 TOURISM

ASSESSMENT OF STRENGTHS AND WEAKNESSES

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Among the strengths of Lublin tourism were the city's diverse history, multiculturalism, high quality regional products, an attractive offer of festivals along with a variety of catering and accommodation facilities. Positive changes that are occurring in the area of Lublin infrastructure, including the development of a city bike network and the high quality of public transport, were also recognised.

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Particularly common weaknesses included an insufficiently developed promotion of the city and limited tourist information. Members of TGR 11 highlighted the poor recognition of contemporary Lublin and the transformations taking place here. The image of Lublin dating 15-20 years before has become entrenched in public consciousness. People often mentioned infrastructure limitations – poor cycling infrastructure, a lack of P+R car parks or the shortage of parking spaces for coaches and camper vans. The unsatisfactory condition of the railway and bus stations as well as the absence of public toilets was also raised.

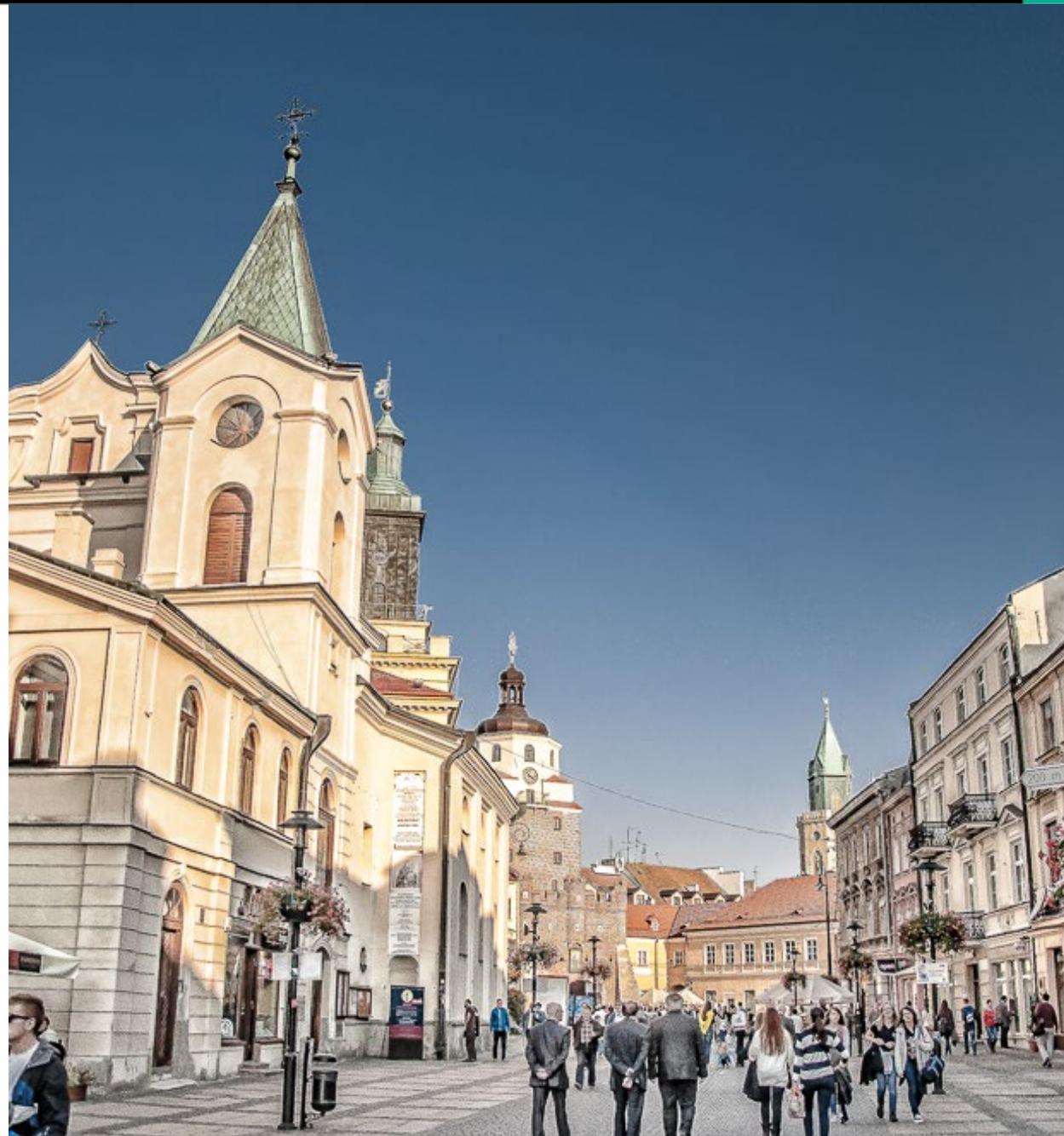
DESIRABLE FUTURE

Lublin 2030

TGR 11 formulated a vision which should be accomplished by 2030. In that vision, Lublin will be fully exploiting its tourism potential with strong support from the administration of the City Hall. Even the Tourism Department (currently: the Tourism Development Office) will have been established at the Office, with divisions dedicated to organisation, project coordination, tourism economy and marketing. The city will have allocated 0.5% of its budget to tourism and records revenue from this area. Profitable cultural and entertainment events are organised in sports facilities. Lublin will have developed the 3E tourism model (Entertainment, Excitement, Education), whereby tourist facilities not only educate but also provide their visitors with new and exciting experiences. In the group's vision, the development of infrastructure in and around the city will be conducive to tourist traffic. Cycling infrastructure will have been improved and a connection between Lublin and the Green Velo trail will have been established, along with new cycling paths and lanes. Lake Zemborzyckie will have been cleaned, and a recreational and conference base established. The hotel and catering sector will be developing rapidly, acting as an additional drive for tourist traffic.

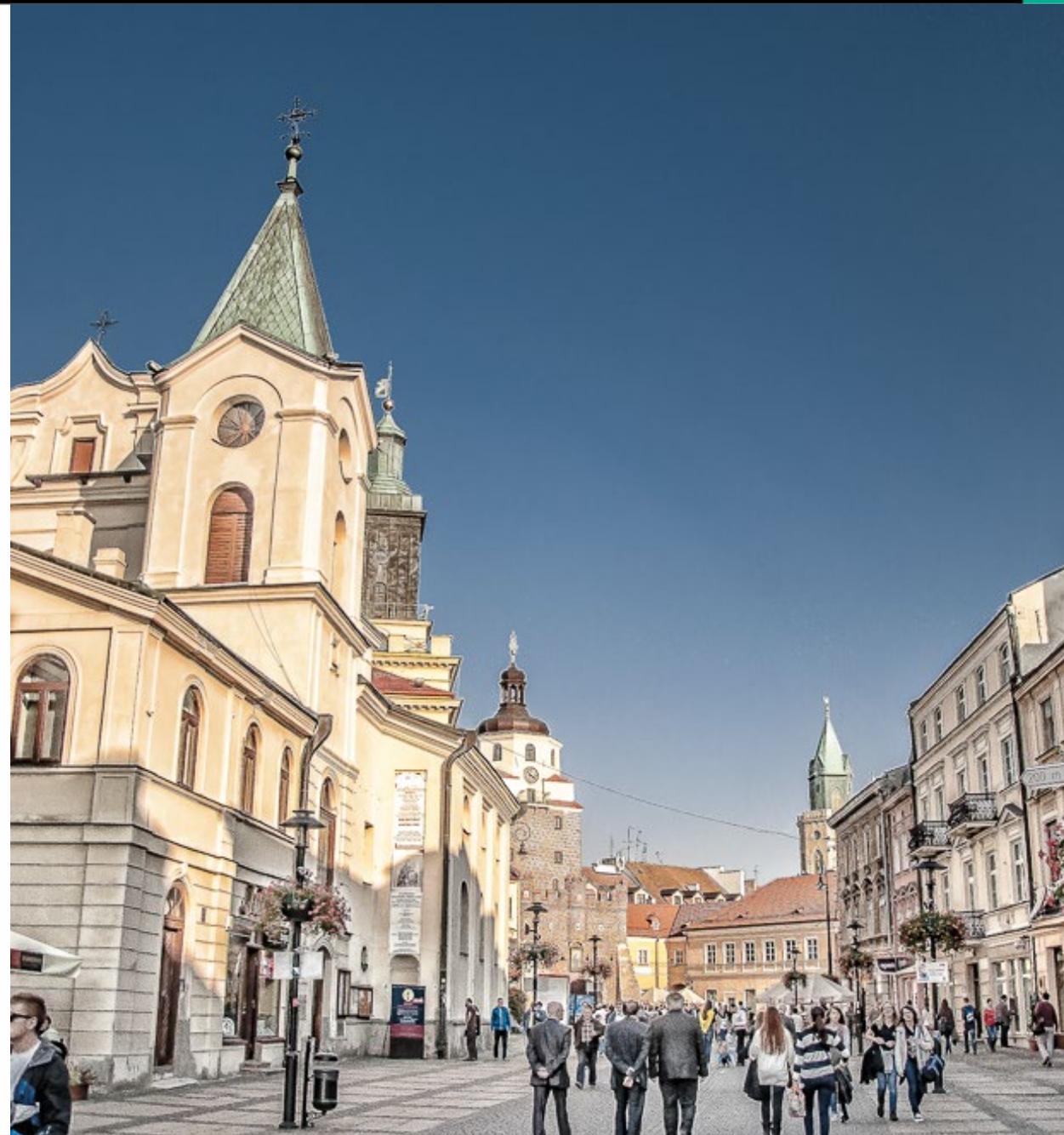
STRATEGIC OBJECTIVES

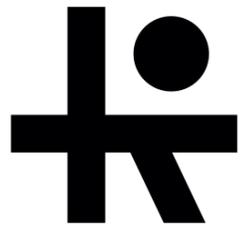
- Tourism promotion of the city with the potential of different segments of the tourism industry.
- Developing a methodology for collecting data on tourism receipts – the creation of a system for gathering statistical data from various tourism sectors.
- Completing and adapting tourist and recreational infrastructure in view of the city's aesthetic values.
- Developing a tourism and leisure offer for people with special needs.
- Allocating at least 0.5% of the city budget to tourism.
- Shaping the tourist image of the city with the participation of all tourism stakeholders.
- Centring the city's tourist package on a single portal.
- Holding regular industry meetings to develop mutual solutions.



PRIORITY AREAS OF ACTION

- Combining different forms of transport and creating services based on them, e.g. train and bus, train and golf cart, hiking and cycling rallies.
- Testing and evaluating the data collection system.
- Using external funding to adapt infrastructure to vulnerable people.
- Consolidating grant procedures in other fields (e.g. culture, sport) with the requirements of the tourism industry, with particular attention to practical and long-term dimensions of implemented actions.
- Permanent promotion of a centralised portal.





TGR 12

URBAN PLANNING AND MOBILITY

ASSESSMENT OF STRENGTHS AND WEAKNESSES

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The group identified relatively few strengths of the city in the area of urban planning and mobility. These included elements related to the city's historical and cultural heritage, progress in the development of public transport and aspects related to urban greenery.

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The weaknesses in this strategic area are mainly related to infrastructural inconsistencies and the lack of a holistic approach in planning. These include the absence of visual coherence and urban planning standards, the discrepancy in infrastructure adapted to new mobility, the discontinuity of public spaces, the existence of buildings spoiling the cityscape (buildings which do not match the function or aesthetics of their surroundings, and/or are neglected or littered), as well as the cluttering of the cityscape with advertisements and incoherent aesthetics of urban spaces.

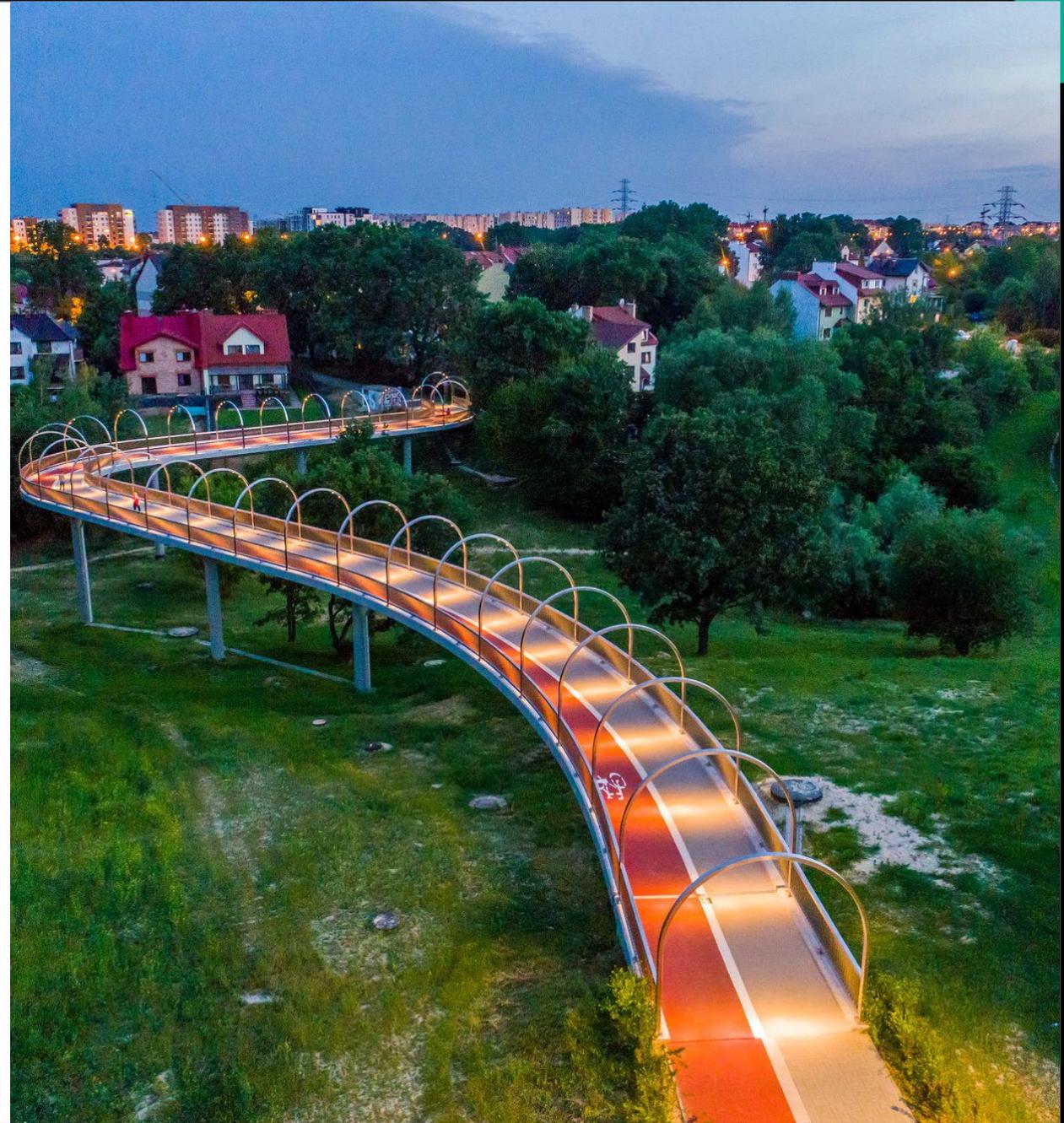
DESIRABLE FUTURE

Lublin 2030

TGR 12 formulated a vision which should be accomplished by 2030. It assumes the real involvement of Lublin residents in urban planning. The city will be developing with due respect for environmentally valuable areas. New housing complexes will be built in the areas that are well connected to the city centre and other districts. Because of the urban planning standards adopted by the local government, they will include the necessary infrastructure and optimal use of available space. In the desired vision of TGR 12, Lublin will have become a pedestrian-friendly city. Public transport systems will be easy, convenient and more efficient than individual car transport, resulting in many residents avoiding the use of cars. Parking facilities integrated with the public transport system will be built. Cycling paths will form a dense and coherent network covering the entire city, making cycling comfortable and safe. Environment will not be forgotten in the city. Lublin's climate change adaptation plan will be consistently implemented. The city's carbon footprint will be decreasing, and air quality will be excellent. The share of electric vehicles in public and private transport will be increasing. The cultural potential will also be developed and the aesthetics of common spaces will be preserved. The facilities on the list of contemporary culture assets will be effectively protected, and the list successively verified. Billboards and unsightly advertisements will be disappearing from the cityscape, and the panorama of the Old Town complex will be displayed without any elements disfiguring its background or foreground.

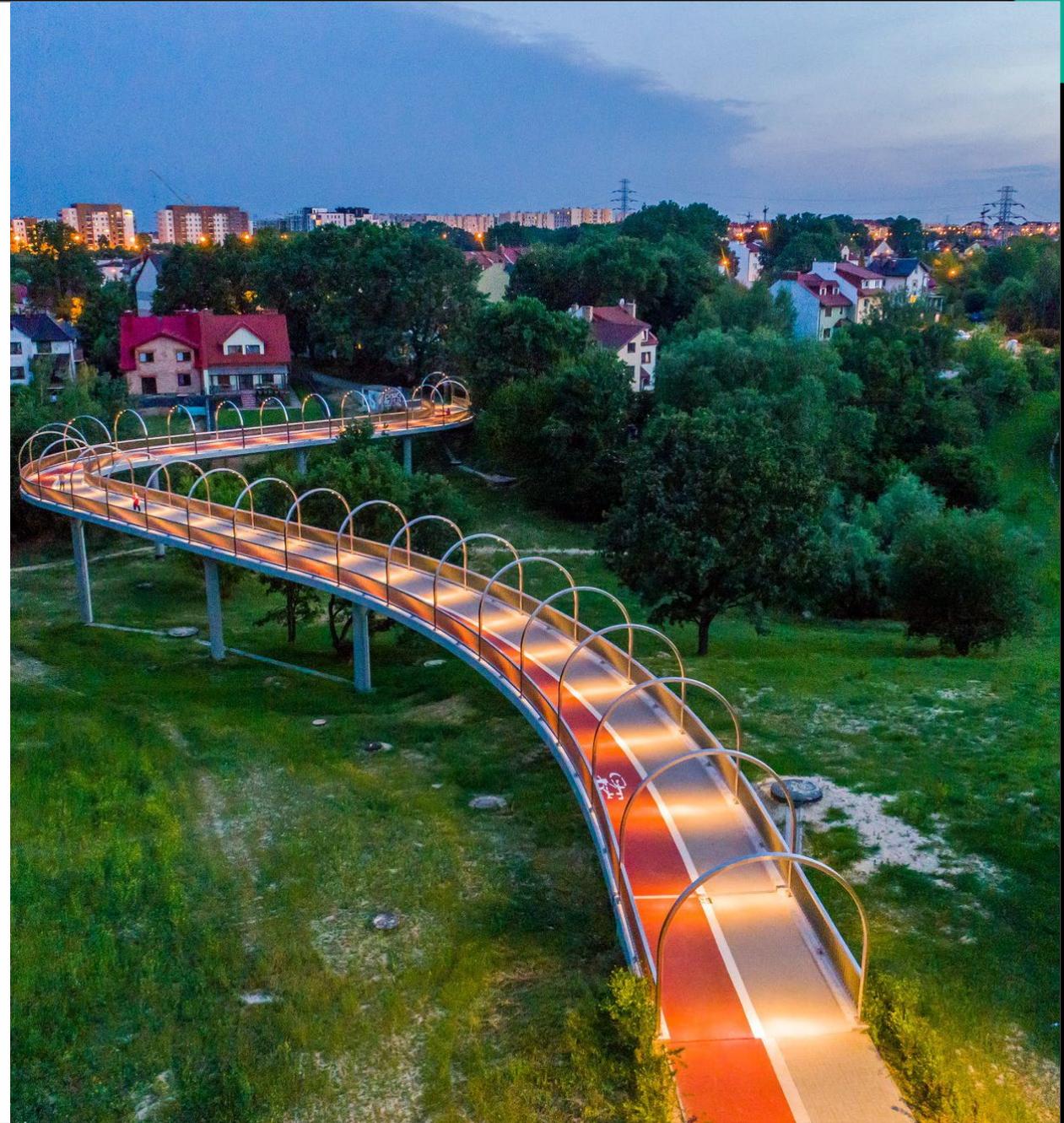
STRATEGIC OBJECTIVES 1/2

- Promoting residents' participation in the design and planning processes.
- Adopting the idea of compactness as the overriding concept for city development as a means of preventing overdevelopment. Strengthening the city's position as a metropolis in qualitative rather than quantitative terms.
- Integrating public and individual transport systems, introducing a new transport mode (trams) and focusing on ecological solutions.
- Preserving the authenticity and strong local identity by protecting the cultural landscape (especially the panorama of the Old Town), historic buildings and complexes, as well as culturally valuable contemporary spaces and buildings.
- Developing a sustainable system of urban greenery with the implementation and expansion of the ecological system of protected areas based on a valid study.



STRATEGIC OBJECTIVES 2/2

- Establishing different kinds and transformed meeting places in various parts of the city, providing conditions for people to enjoy public space.
- Ensuring that the City maintains and improves the ecological structure as well as the instruments that control the state of the environment, and ensuring public access to information regarding this matter.
- Improving the quality of public spaces and public facilities.
- Regulating activities connected with spatial development of the city, carried out by the Mayor of Lublin, the Marshal and the relevant offices.



PRIORITY AREAS OF ACTION

- Adopting municipal urban planning standards.
- Increasing the range of services and infrastructure available in disadvantaged areas.
- Launching a functional tramway transport system.
- Implementing formal, legal and financial tools for the protection of cultural landscape and intangible heritage of Lublin; using the existing analytical studies and preparing new detailed ones; implementing legal protection of the panorama of the Old Town in views from the east, with particular emphasis on the walking route along the Bystrzyca River from the mouth of the Czerniejówka River to Graf's Manor.
- Providing planning protection for green spaces and protected areas.

