

**RESOLUTION NO. XLIII/824/12
OF THE CITY COUNCIL IN LODZ
of 25 June 2012**

on adoption of the “Integrated Development Strategy for Lodz 2020+”.

Pursuant to Article 18 (2) point 6 of the Act of 8 March 1990 on municipality self-government (OJ of 2001 No. 142, item 1591, of 2002 No. 23, item 220, No. 62, item 558, No. 113, item 984, No. 153, item 1271 and No. 214, item 1806, of 2003 No. 80, item 717 and No. 162, item 1568, of 2004 No. 102, item 1055, No. 116, item 1203 and No. 167, item 1759, of 2005 No. 172, item 1441 and No. 175, item 1457, of 2006 No. 17, item 128 and No. 181, item 1337, of 2007 No. 48, item 327, No. 138, item 974 and No. 173, item 1218, of 2008 No. 180, item 1111 and No. 223, item 1458, of 2009 No. 52, item 420 and No. 157, item 1241, of 2010 No. 28, item 142 and 146, No. 40, item 230 and No. 106, item 675, of 2011 No. 21, item 113, No. 117 item 679, No. 134, item 777, No. 149, item 887 and No. 217, item 1281 and of 2012 item 567) and Article 12 point 4 in conjunction with Article 92 (1) point 1 of the Act of 5 June 1998 on county self-government (OJ of 2001 No. 142, item 1592, of 2002 No. 23, item 220, No. 62, item 558, No. 113, item 984, No. 153, item 1271, No. 200, item 1688 and No. 214, item 1806, of 2003 No. 162, item 1568, of 2004 No. 102, item 1055 and No. 167, item 1759, of 2007 No. 173, item 1218, of 2008 No. 180, item 1111 and No. 223, item 1458, of 2009 No. 92, item 753 and No. 157, item 1241, of 2010 No. 28, item 142 and 146, No. 40, item 230 and No. 106, item 675 and of 2011 No. 21, item 113, No. 149, item 887 and No. 217 item 1281) and Article 3 of the Act of 6 December 2006 on development policy principles (OJ of 2009 No. 84, item 712, No. 157 item 1241), the City Council in Lodz

resolves as follows:

§ 1. The “Integrated Development Strategy for Lodz 2020+”, hereinafter referred to as the Strategy, annexed to the present resolution, shall be adopted.

§ 2. Execution of the resolution shall be entrusted to the Mayor of the City of Lodz, who in the first quarter of each year shall submit information to the City Council in Lodz on the state of implementation of the Strategy.

§ 3. Having regarded works on monitoring changes in the environment and on implementing the Integrated Development Strategy for Lodz 2020+ as an integral part of the strategic management process, it is envisaged to review the Strategy on a minimum four-year basis, with the reservation that, where appropriate, this period may be shorter and the review may include particular scopes of the Strategy.

§ 4. The resolution shall enter into force on the date of its adoption.

**Chairman
of the City Council in Lodz**

Tomasz KACPRZAK

Annexe
to resolution No. XLIII/824/12
of the City Council in Lodz
of 25 June 2012.

INTEGRATED DEVELOPMENT STRATEGY FOR LODZ 2020+



The City of Lodz Office

Department of the Mayor
City Strategy Office

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PREAMBLE

We, the people of Lodz, aware of the intellectual and material heritage of our City, determined to build a responsible future, spare no effort to sustain dynamic growth of the metropolis.

Since its origin Lodz has been a multicultural melting-pot. Representatives of a number of nations and religions made here a unique, on a European scale, mixture of styles and outlooks on life which determined the nature of the City. A clash of different viewpoints and cultural interaction contributed to the character of Lodz as an innovative and avant-garde centre at the root of which lie freedom, power of dreams, entrepreneurship and creativity. This heritage is our common capital that we protect and increase.

Today, Lodz - a city located in the centre of Poland and Europe - is characterised by dynamic development of infrastructure and thriving academic environment. Additionally, in the near future it will be able to pride itself on a network of innovative industries and business lines.

Exploitation of the potential aims at satisfying our needs effectively. This is possible by developing high-quality social capital. Only we ourselves – the people of Lodz – can attain this goal by entering the road to sustainable growth and by making use of our dynamism and creativity.

It is people that build a foundation for any thorough reconstruction of the City, therefore deepened social relations based on co-participation and mutual confidence are of the greatest importance.

We wish Lodz used its opportunities effectively, became a point of reference on political, economic and cultural maps, a travel destination and ultimately a new home.

CHALLENGES

The Integrated Development Strategy for Lodz 2020+ sets out long-term development challenges that we are facing. It aims at answering the questions where we are heading and what we wish to achieve, having a certain wealth of experience and particular possibilities. The Strategy is a common instrument for communication between the City Authorities and residents. It responds to our expectations, informs about directions of development, helps to increase public awareness, enables the people of Lodz to plan their future in which they will live better lives. The Strategy also serves as a tool for careful programming of investments in the City thanks to which they will be prepared and implemented in a way that will bring maximum benefits for the community. In addition, it comprehensively describes various activities aimed at introducing positive changes which our City needs and expects.

The most significant challenges that Lodz is facing today are as follows:

Improvement of the quality of life of residents

Reversal of adverse demographic trends

Creation of a sustainable transport network in Lodz and the agglomeration

Strengthening of social bonds, fostering of citizens' participation and building of self-government community

Efficient management of the City

Regeneration of urban space

VISION

A friendly, innovative and dynamic City of sustainable development with competitive living, working and investing conditions, exploiting its historical, infrastructural and creative potential.

The pace and quality of the implementation process of the Integrated Development Strategy for Lodz 2020+ will have a determinative influence on whether the challenges that we are facing will be successfully met. If they are adequate, Lodz will manage to reverse adverse trends and achieve success. Today, “Rapidly and well” means “More rapidly and better” than in competitive cities.

Lodz is capable of attracting new residents by wisely exploiting the existing and new infrastructural potential, relying on the historic heritage, natural resources and mainly on creativity and activity of the people of Lodz. Work on increasing the level of social and cultural capital as well as fostering of sustainable development including economic, social and environmental spheres will be the most significant tasks for the Lodz community over the coming years.

PRINCIPLES

Activities of the City in regard to implementation of the Strategy will be subject to the following horizontal principles governing the entire Strategy:

- **sustainable development** – means working towards improvement of the quality of life of residents, towards sustainable economic growth and towards responsible exploitation of environmental resources taking account of economic, social and environmental effects for present and future generations;
- **smart growth** – means an innovative, creative approach to problems, implementation of innovative organisational and technological solutions in the urban economy and exploitation of modern data-processing techniques during provision of public services;
- **subsidiarity** – means solving local problems at source, assignment of particular tasks to local communities, non-governmental organisations and entrepreneurs if they are capable of accomplishing them. It aims at lending support in fields which lower institutions are unable to cope with on their own. The principle also means taking actions through public private partnerships and public social partnerships;
- **effectiveness and economy** – means working towards maximisation of effects of actions while minimising expenditures. The City should enhance effectiveness on a permanent basis through responsible management of limited resources. Within the same appropriations the City should achieve better results or the same results spending smaller amounts;
- **concentration** – means focusing on the most significant challenges in particular space of the City. This entails the necessity to establish a hierarchy of priorities.

PILLARS AND FOUNDATION

The Integrated Development Strategy for Lodz 2020+ is based on three pillars determining priority areas of operation and on a stable foundation:

PILLAR: ECONOMY AND INFRASTRUCTURE

Lodz open to the world – improvement of the quality of life of Lodz citizens thanks to full economic exploitation of the infrastructural potential arising from the central position on the maps of the region, Poland and Europe and from its leading role in the Lodz agglomeration.

PILLAR: SOCIETY AND CULTURE

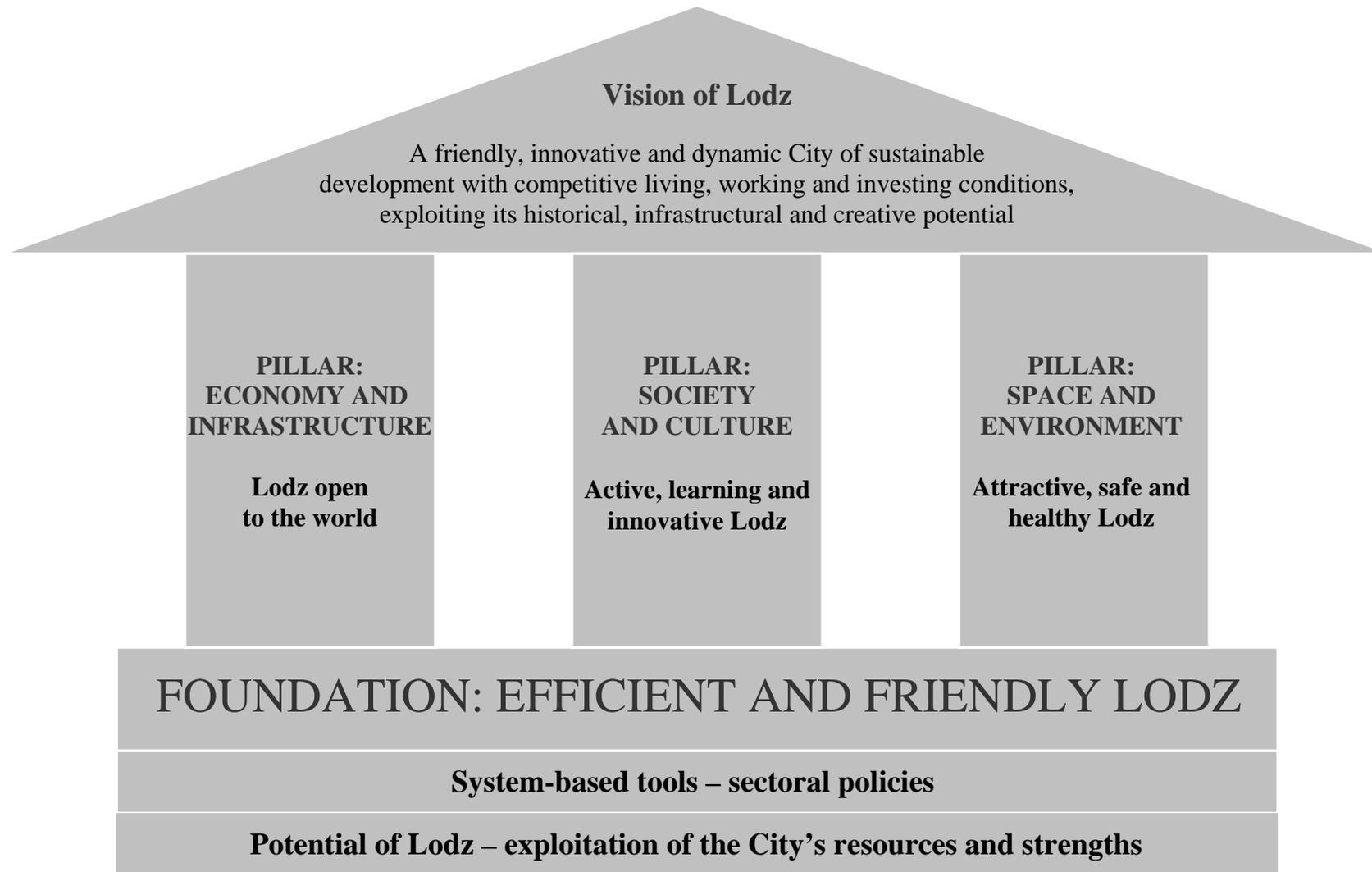
Active, learning and innovative Lodz – increase of the level of social and cultural capital thanks to development of education, enhancement of active citizenship and increase of the social participation level.

PILLAR: SPACE AND ENVIRONMENT

Attractive, safe and healthy Lodz – improvement of the quality of life of residents by enhancing attractiveness of the public space, by regenerating crucial areas of the City, by exploiting potential of the environment and through development of sustainable urban transport.

FOUNDATION

Efficient and friendly Lodz – introduction of new standards of public services, full exploitation of the City's assets, rationalisation of management of municipal property.



PILLAR: ECONOMY AND INFRASTRUCTURE

Strategic objectives

I. New Centre of Lodz – *realisation of the vision including creation of a modern area of social and economic activity with very good accessibility.*

Full exploitation of social and economic potential of the lands around a new railway station will be possible through:

- creation of a multimodal transport hub integrating international, national, regional and local transport and through development of urban public transport;
- creation of multifunctional, available, safe and attractive for residents and tourists public spaces which would be functionally, urbanistically and socially integrated with the historic centre of Lodz that is under regeneration and through connection of the urban fabric of the New Centre of Lodz with the axis of Piotrkowska street;
- brownfield redevelopment and regeneration of railway areas;
- creation of an economic activity area;
- reinforcement of metropolitan and cultural functions and by enclosing the New Centre of Lodz with residential buildings;
- preservation of significant elements of the urban fabric constituting the identity and history of this area;
- creation of social centres and conditions for operation of Lodz non-governmental organisations which carry out social integration and inclusion activities.

2. Functional Lodz metropolis which fully exploits its potential arising from the central position in Europe and Poland – *to create a competitive, functionally coherent Lodz agglomeration. To take on the opportunities related to a transport infrastructure linking the agglomeration with European transport routes, a system of smooth-running internal public transport, investment areas adapted to needs of various entrepreneurs. To obtain benefits from concentration of intellectual and cultural potential of the agglomeration. To support business lines which have the best market prospects.*

The objective will be attained by:

- engaging in construction of a competitive in Europe polycentric network of metropolitan cities (capitals of regions), linked by means of modern road and railway infrastructures, with access to planned and developing Polish airports, paying particular regard to development of the Lodz airport and communications with the capital of Poland;
- building a transport and communication system, common to cities and municipalities of the Lodz metropolis;
- ensuring good access to a ring of motorways and express roads which is being constructed around Lodz and which will enable competitive investment activity;
- stimulating development of modern railway connections opening up Lodz to the flow of capital, know-how and well-qualified human resources between agglomerations;
- supporting a modern multimodal transport system with a necessary aviation infrastructure and elements of the cargo port;
- building a network of metropolitan services, common to cities and municipalities of the Lodz agglomeration, through integration of activities within the Lodz metropolis, including improvement of procedures enabling creation and support of new jobs in the agglomeration, by enhancing the quality of life of residents, by counteracting economic and social problems associated with depopulation.

3. Enterprising, creative and innovative Lodz – *development in the Lodz agglomeration of economy based on knowledge, innovation and creative ideas, exploiting the scientific and entrepreneurial potential of Lodz.*

Entrepreneurship will be developed by:

- supporting modern industries generating high-quality jobs, widely understood research and development sector and by increasing the impact of these branches on growth of other sectors of the economy of Lodz;
- working towards common recruitment of investors from preferred, the most prospective business lines. The BPO, Household Appliances and IT sectors, trade fair and exhibition activity as well as tourism (mainly business, scientific and educational tourism) will remain the fundamental industries to Lodz, apart from logistics and transport. In addition, the City will actively recruit investors from business lines with the best market prospects, taking particular account of modern textile industry;
- supporting growth of creative industries, including in particular the sectors of fashion, design and film production;
- co-participating in efforts made by Lodz higher education institutions and enterprises to convert Lodz into a centre of scientific events and higher education of international significance;
- increasing the scale of operations of higher education institutions and entrepreneurs aimed at building research and development centres and specialised incubators of the latest technologies, associated with the economic characteristics of the City and region (including in particular mechatronics, biotechnology and nanotechnology), within the construction of academic Lodz;
- supporting development of cluster structures and investment in modern textile industry, eco-business (innovative environmental protection projects), pharmaceutical and medical industries, and organic food processing;
- stimulating an increase in the number of economic initiatives in the sectors of micro-enterprises and SMEs, particularly start-ups and social economy undertakings. For instance, through establishment of a system of tax reliefs and rent incentives.

PILLAR: SOCIETY AND CULTURE

Strategic objectives:

1. City - common good – *building of high-quality social capital and development of Lodz citizens' participation.*

The objective will be attained through mechanisms of social participation based on mutual confidence and cooperation, creation of efficient communication channels with residents, including consultations, support of social self-organisation for attainment of significant local objectives enabling residents to actively engage in co-deciding the future of the City.

The objective will be attained by:

- creating effective mechanisms open to initiatives of residents i.e. through continuous improvement and extension of the programme offer fulfilled in cooperation with non-governmental organisations which build civil society;
- promoting volunteer work and non-governmental initiatives aimed at solving social problems;
- supporting operations of social organisations aimed at liquidating poverty and exclusion areas in Lodz, including education and social inclusion activities addressed in particular to the youngest, and operations aimed at activating the disabled;
- educating the youngest citizens of Lodz for the purpose of developing social capital;
- creating system-based solutions aimed at activating and improving the quality of life of elderly people as well as improving the position and prospects of female citizens in Lodz;
- broadly engaging auxiliary units in activities of the City, including by supporting local initiatives taken by housing estate councils aimed at increasing the scope of residents' participation in making decisions on the form of the urban space around them;
- introducing elements of participatory budget as an instrument enabling residents to co-determine the form of local investments.

2. Culture at the heart – *increasing residents' participation in culture through effective exploitation of cultural and creative potential of Lodz.*

The objective will be attained by:

- generalising access to culture and culture-forming activities aimed at increasing residents' participation in culture and at enhancing exploitation of the City's cultural potential (including resources of the institutions of culture);
- entering into cooperation between educational centres, social and cultural institutions, non-governmental organisations, artists and independent cultural organisers;
- supporting citizenship and cultural education;
- developing cultural and creative capital constituting attractiveness of the City as a place of residence for new inhabitants;
- professionalising management of culture i.e. effective development of cultural functions which are within the competence of the City and which serve the entire Lodz metropolis in cooperation with the regional self-government;
- associating culture-forming activities with social revitalisation processes and programmes for equalising opportunities of the youngest people of Lodz paying regard to cultural activation of the generation 60+;
- converting the film, avant-garde and industrial heritage of Lodz into a symbolic resource, essential to the identity of residents of Lodz and supporting its promotion.

3. Learning Lodz – *establishment of an academic as well as research and development centre of high importance, educating and upgrading staff for investors in modern business lines, fundamental to development of Lodz, including support of vocational education and a sustainable increase in resources of talented residents of the City.*

The objective will be attained through:

- occupational activation of Lodz citizens and by providing employers with adequately prepared staff;
- alteration and improvement of the quality of services provided by the education system in Lodz;
- reconstruction of the system of vocational schools taking into account needs of the labour market in Lodz;
- comprehensive aid in integration of higher education in Lodz;
- support of development of strategic for Lodz and competitive on a national scale fields of study at higher education schools in Lodz;
- development of the lifelong learning system for all age groups;
- increase of women’s labour market participation and counteraction of depopulation by providing Lodz families with full access to nurseries and kindergartens;
- recruitment of unique experts for the City, people who are creative, significant to the future of the agglomeration, who build social capital, who are sought after by employers (in conjunction with the programme for regeneration of the centre of Lodz and with active management of housing stock);
- assurance of the widely understood high quality of life to students and graduates of Lodz schools and higher education institutions through consistent development of the “Young in Lodz” programme (support of graduates of Lodz schools and higher education institutions in entering on the labour market and in development).

PILLAR: SPACE AND ENVIRONMENT

Strategic objectives:

1. Regeneration of the city centre – *improvement of Lodz citizens' quality of life through enhancement of attractiveness of the central areas of the City, through reconstruction of the historic urban fabric with conferment of new functions on it.*

The regeneration process will particularly include:

- re-establishment of the importance of the historic centre of Lodz by merging fundamental, the most valuable historic areas into one urbanistically, economically and socially renovated area with a clear legal status, attractive to residents and investors, forming a significant instrument of an active urban policy;
- support of integrated and comprehensive regeneration of central districts of Lodz through provisions in a sectoral housing policy enabling rapid improvement of the situation of the housing sector, municipal stock and public spaces with exploitation of external aid funds and public private partnership;
- social and economic activation of residents aimed at social inclusion and liquidation of poverty areas on regenerated lands;
- undertakings generating modern jobs and building social and cultural capital of the Lodz metropolis in areas that are fundamental to regeneration;
- privatisation of municipal stock and rationalisation of management taking also into account the social aspect;
- improvement of the security of residents and cleanliness of the City.

2. Green, well-ordered Lodz – *improvement of the quality of life of Lodz citizens and enhancement of attractiveness of the City by exploiting potential of the environment, by preserving and ordering the biologically active space and areas intended for recreation and for establishing a healthy lifestyle.*

The objective will be attained:

- by exploiting services of ecosystems and potential of the environment in a skilful way, providing Lodz with a stable foundation for its further sustainable development as a compact city;
- by enhancing the quality of the environment (air, water, green areas). “Green Lodz” does not only mean a City that develops in a sustainable manner, but mainly a centre that is urbanistically and spatially arranged, actively reducing the “spill-over” of the urban fabric, adapted to an anticipated demographic situation;
- by minimising the negative impact on the environment in spatial, health, housing, education, transport policies, in economic and promotional activities and in the public procurement system;
- by taking on the opportunities related to creation of the “Blue-Green Network”, integrated into one functional, easily accessible, well connected with transport routes, coherent network of urban and metropolitan green areas including sports facilities, public recreation and relaxation areas as well as protected natural areas;
- by developing sustainable urban transport, in particular rail transport, and by providing facilitation in green transport;
- through widespread application of technologies and solutions in the urban economy for protection of the environment;
- by optimising energy expenditure as a result of thermal efficiency improvement of urban buildings, including liquidation of low emission sources, and by applying intelligent solutions in management of urban systems;
- through effective enforcement of environmental law;
- by carrying out operations and campaigns related to environmental education and by promoting an environmentally responsible approach.

3. City of sustainable transport – *improvement of the quality of life and economic attractiveness of the City through development of a friendly and sustainable system of public transport, integrated on a scale of the Lodz Metropolitan Area.*

The objective will be attained:

- by upgrading and developing a sustainable and effective system of public transport in the Lodz agglomeration supporting metropolitan functions of Lodz, complementary to regional systems of public transport;
- through preferential treatment of public transport;
- by traffic calming in the centre of the City through system-based solutions, including construction of car parks and creation of a progressive system of pay-and-display parking, supported by intelligent management of traffic and further gradual development of a network of bicycle lanes;
- through modernisation of vehicular traffic roads, removing transit from the centre of Lodz and channelling the connection of crucial areas of the City and agglomeration with European transport routes.

4. Safe City – *increase in the level of security, improvement of public order, cleanliness and aesthetic characteristics of the City.*

The objective will be attained through:

- creation of a system for effective reduction of the number of petty offences related to public order and disrespect for common property;
- widespread education aimed at raising awareness of responsibility for the common space and at building a positive image of Lodz amongst residents to encourage them to identify themselves with the City.

FOUNDATION – EFFICIENT AND FRIENDLY LODZ

A stable foundation i.e. exploitation of the City's potential and strengths is a prerequisite to put Lodz on a rapid growth path. According to the Strategy's principles, construction of an optimally managed i.e. an economical and effective City should be the major objective in the process of building the pillars and achieving the vision. This entails proper exploitation of the City's resources and allocation of reserves to address the challenges and implement the development projects. Effectiveness, understood as a degree of satisfaction of residents' expectations and identified needs, mainly means rationalisation of management of the City's property and resources, economical management and improvement of the quality of public services.

Strategic objective:

Well-managed, economical and cost-effective Lodz – *rationalisation of management of property and resources, improvement of the quality of public services provided.*

The objective will be attained through:

- rapid implementation of high standards for provision of public services, taking into consideration a system aimed at informing the people of Lodz in a clear way about all events that take place in the City;
- modification of the management of the municipality's property by rationalising the structure and optimising the operation;
- strategic decisions in the field of privatisation of public property, which will be preceded by a multi-variant analysis of costs and benefits, and will be subject to public consultation.

POTENTIAL OF LODZ

The most significant assets of Lodz which build our City's potential include:

- central position in Poland, Europe and in the agglomeration with a population of over a million;
- infrastructural investments carried out in Lodz and the agglomeration;
- diverse, substantial investment areas that are available in the City and the agglomeration;
- competitive costs of carrying out business activities;
- complete, modernised base of essential facilities of the municipal infrastructure (related to waste management as well as water supply and sewerage);
- presence of well-known brands in the City, from the sectors of Household Appliances, BPO, IT, and from modern textile industry;
- innovative industry that is developing in the agglomeration (textile, chemical, pharmaceutical industries), mainly within the sectors of micro-enterprises and SMEs;
- numerous higher education institutions, both public and private, as well as research institutes generating efficient and experienced staff;
- historic role of Leon Schiller National Higher School of Film, Television and Theatre in Lodz (PWSFTviT) in Polish cultural heritage;
- post-industrial heritage – tradition, identity, unique architecture and urban arrangement;
- experience in regeneration of post-industrial structures for education, trade and entertainment purposes, including the largest in Europe “Manufaktura”;
- attractive green and recreation areas.

IMPLEMENTATION

SYSTEM-BASED TOOLS – SECTORAL POLICIES

The Integrated Development Strategy for Lodz 2020+ is the first element of the implementation process referring to strategic management. The following stages will include development of the complementary sectoral policies and operational programmes laid down in the Strategy, with indicators and activities enabling achievement of the objectives. The operational programmes and policies will include timetables for implementation and a financial plan correlated with the City's budget.

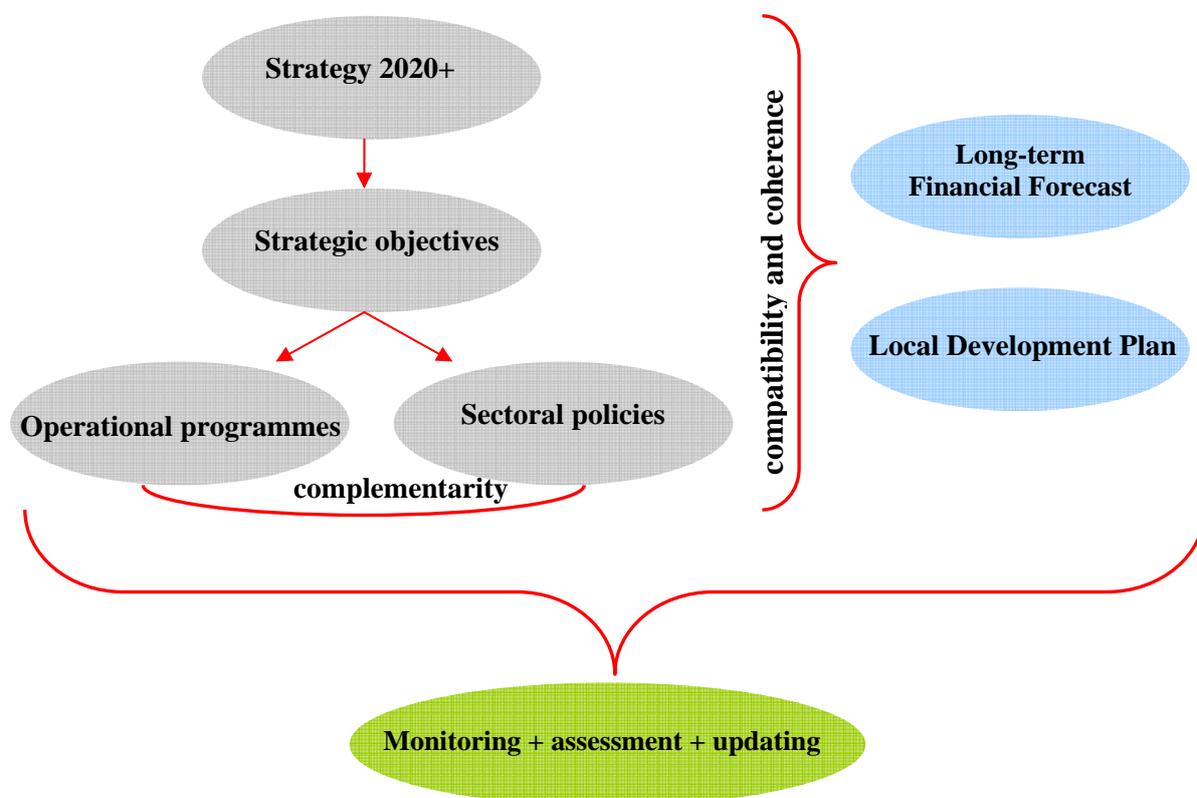
The sectoral policies will integrate the Strategy with operational management and will determine standards for provision of public services in Lodz. They will particularly refer to education, culture, health, sport, housing, municipal services management, social inclusion, space and transport. Each of them will be preceded by a diagnosis including issues focused on a given sector and SWOT analysis. This will enable precise determination of operational objectives, including formulation of programmes that are necessary for its implementation.

All the objectives of the Integrated Development Strategy for Lodz 2020+ will be attained through sectoral policies, including in particular:

- housing policy with active management of social and municipal housing stock, ultimately also privatisation of some flats, as well as activities related to the restructuring of residents' debt and protective programmes for the poorest tenants (e.g. working off arrears of rent), flats with a protected status for the disabled;
- municipal services management policy ensuring full security as regards supply of municipal utilities to citizens of Lodz, meeting the increasing sustainable development requirements and complying with environmental provisions that become increasingly stricter. Its implementation also aims at improving the aesthetic characteristics and cleanliness of the City;
- spatial policy forming the City's space according to contemporary demographic, economic and environmental challenges. This policy will meet the growing requirements as regards the quality of life in the City and will simultaneously prevent uncontrolled urban sprawl;
- transport and communication development policy which will coordinate different means of transport in the agglomeration, will improve safety of transport users, respecting the principles for sustainable transport, paying particular regard to green transport;

- culture development policy seeking inspiration in the identity and tradition, enabling support of inter alia the best film projects, works of contemporary art, fashion, “Industrial Revolution heritage”, building social capital, attracting the broadest range of consumers of culture, and which will determine the latest models of organisation of the cultural sector;
- education policy which will adapt the educational structure to contemporary social and economic as well as scientific requirements for the entire life and will flexibly respond to needs of the Lodz labour market, taking into account vocational education, rising up to demographic challenges and encouraging patriotic and civic attitudes;
- sport policy aimed at popularising sport amongst all citizens of Lodz, at increasing the level of sporting achievements and at ensuring development of sports and recreation infrastructure;
- social inclusion policy including an area aimed at equalising social opportunities and creating conditions for counteracting marginalisation of the most disadvantaged. This policy will be implemented in cooperation with non-governmental organisations;
- health policy enabling effective prophylaxis and better access to medical care and social assistance.

SYSTEM OF MANAGEMENT OF THE INTEGRATED DEVELOPMENT STRATEGY FOR LODZ 2020+



Implementation of a particular sectoral policy will be regularly monitored on the basis of specific indicators determined for operational purposes. In addition, indication of potential risks to its implementation will help to fully prepare for putting the system into practice.

The monitoring combined with a verifying system for evaluation of sectoral policies will be carried out on an annual basis. Also the investment part of the Long-term Financial Forecast and the Local Development Programme will be updated within the scope laid down by the Strategy.