#Warsaw2030

STRATEGY
The #Warsaw2030 Strategy has been developed through the concerted effort of Warsaw residents, entrepreneurs, representatives of various organisations, and the City of Warsaw authorities.

Warsaw, 10 May 2018
Dear Reader,

In recent years, Warsaw has undergone major changes which could not have been possible without the keen involvement of its residents, the acquisition of substantial EU resources, and work performed by the City's officials. We have a wonderful city, which is both historic and modern. As the whole world moves forward, the capital city of Poland cannot fall behind. Together with residents, experts, social organisations, and entrepreneurs, we have created a document which outlines the development directions for the upcoming years. Our aim is to make Warsaw the home to active residents, a truly friendly place and an open metropolis. This is our common goal - no matter how long we have been living in Warsaw, and regardless of our financial status, health, age, gender, sexual orientation, political views, origin, citizenship, and religion.

It is we, the residents, who make Warsaw strong, create its current image, and decide on its shape in 2030. Personally, I would like to see Warsaw as a happy city which has succeeded in fully tapping its potential!

Hanna Gronkiewicz-Waltz
Mayor of Warsaw
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INTRODUCTION
RESIDENTS AS THE DRIVING FORCE

While constantly re-shaping its image, Warsaw offers a wide array of opportunities. It invariably draws on its traditions of fighting for both freedom and decision-making autonomy. By proving that changes are feasible, Warsaw provides its residents and visitors with a strong impulse to act. This makes Warsaw a unique city, a good place to live, visit, and explore, and a source of inspiration to undertake various activities and pursue them creatively.

In order to ensure the high living standards of current and future residents, and to effectively act as the capital of Poland, Warsaw must undergo a continual and well-coordinated development process.

The #Warsaw2030 Strategy defines the City's development policy until 2030. Its primary focus is on these spheres of life that are likely to have the strongest development impact. However, other activities oriented toward the ongoing functioning of the City and the statutory duties of the local government will not be neglected, as they provide grounds for further development.

The Strategy is a general document which outlines a vision of Warsaw in the year 2030, and the objectives that will lead to fulfilling that vision. Specific solutions and tasks are defined in programmes which function as executive documents for the strategy.

The Strategy is the result of two years' work, which included discussions regarding the future of Warsaw as a place to live, study, work, spend free time, and pursue development opportunities. The Strategy was developed based on a participatory and expert model which engaged the local community, experts and institutions responsible for its future implementation. This model made it possible to plan further development of Warsaw in consideration of internal and external conditions, as well as in line with the actual expectations and ambitions of the City's residents.

While setting the objectives, the focus was on exploiting the City's potential and meeting the challenges faced. Attention was paid to demographic projections, concerning not only the period until 2030 but also the subsequent years.

The Strategy makes references to the foundations laid in previous strategies and sector-specific policies, including the Social Strategy of Warsaw, the Innovation Warsaw 2020 programme aimed at supporting entrepreneurship, the Environmental Protection Programme for the City of Warsaw, the Strategy for Sustainable Development of Warsaw Transport System, and the Integrated Revitalisation Programme of the City of Warsaw. It is meant to serve as the follow-up to the development processes that have already been launched. The Strategy takes into consideration external conditions, particularly the need to compete for resources with other European metropolises, and changes occurring within cultural and technological domains. It also takes into account the key assumptions of the national policies and priorities identified in national policies, and in the Urban Agenda for the European Union, or the New Urban Agenda of the United Nations.

Consequently, the future of Warsaw has been planned according to sustainable development and smart city concepts.
The strategic objectives for Warsaw between now and 2030 focus on people as both creators and users. No matter how long residents have been living in Warsaw, and regardless of their financial status, health, age, gender, sexual orientation, political views, origin, citizenship, and religion, it is the residents who act as the driving force of the City.

The residents shape Warsaw's image, both ideologically and materially. Those who come to Warsaw for work- or education-related purposes, or to spend their free time in the City's space, also leave a footprint, which is why the Strategy emphasizes the involvement of all residents in the social, cultural, political, and economic sense. The Strategy's major attributes include respect for and openness to other people, social solidarity, the sense of responsibility for one's actions and choices, and the development of one's own potential through continuous learning. The cultural, social, and occupational competencies of residents, and their shared sense of community, will jointly pave the way for further development of the City.

It is essential to strike a balance between the local and metropolitan functions of Warsaw, and to take measures aimed at ensuring a high quality of life in various domains in order to adequately respond to the needs of both residents and other users. This calls not only for creating spatial order with respect for the diversity of individual areas, and the cultural and natural heritage, but also for ensuring an effective resource management model.

The implementation of the objectives assumed by Warsaw requires keen engagement of, and cooperation between, the Warsaw local government, various types of organisations and institutions operating in the City, as well as the residents themselves. The daily choices and decisions we all make are likely to contribute to Warsaw's image in 2030!
STRATEGY DEVELOPMENT PROCESS

Work on an updated version of the Strategy was launched as a follow up to the mid-term evaluation of the Development Strategy for the City of Warsaw for 2020. The Strategy implementation process was revised, new development conditions were identified, and the solutions regarding strategy implementation, monitoring, and informational measures used so far were re-assessed. The post-evaluation recommendations influenced the scope and shape of work on the revised version.

The two-year work process involved residents, entrepreneurs, NGOs, business support institutions, representatives of the City’s authorities from various political fractions, the City Office specialists, experts and other entities interested in Warsaw's development. The opinions and suggestions gathered served as the starting point for defining individual provisions of the document.

Work was conducted in seven stages:
- determining a vision of Warsaw in 2030, i.e. the condition of the City post-Strategy implementation;
- identifying, through diagnostic analyses, the challenges faced by the City and the potential that facilitates the vision;
- setting strategic and operational objectives, the implementation of which would result in achieving the envisioned condition, i.e. defining the expected outcomes;
- defining the strategy implementation, monitoring, and evaluation methods which ensure both fast and efficient realisation of the City's development policy;
- drafting the Strategy document based on previously developed elements;
- submitting the draft version of the Strategy for social consultations and ex ante evaluation by external experts, and introducing the necessary changes; and
- making formal arrangements regarding the draft of the Warsaw City Council’s resolution on the adoption of the strategy, and introducing the necessary changes to that document.

Various data collection and analysis methods, as well as modes of engaging the local community and other stakeholders, were employed at different stages of the strategy development process.

A detailed scope of work on the Strategy is shown in Appendix 1.
Strategy working scheme

- statistical data analysis
- strategy monitoring data analysis
- interviews with the managing staff of the City of Warsaw
- questionnaire for the staff of the City of Warsaw
- existing data analysis
- higher-level documents analysis
- foreign strategies analysis
- analysis of documents programming the development of Warsaw
- analyses of objective correlations
- ex ante analysis
- environmental impact assessment procedure

EVALUATION mid-term of the Strategy by 2020
VISION of Warsaw in 2030
DIAGNOSIS of challenges and potentials
OBJECTIVES strategic and operational
DRAFT VERSION 1 of the #Warsaw2030 Strategy
VERIFICATION project
DRAFT VERSION 2 of the #Warsaw2030 Strategy

Opinion polls among:
- residents
- entrepreneurs
- NGOs
- business support institutions

- debates
- conferences
- questionnaire
- meetings with advisory groups
- competitions for children and young people
- activities of working groups
- opinion polls among residents
- conferences
- seminars
- the Warsaw Brainstorming
- activities of working groups
- debates, meetings and seminars
- meetings in districts
- the Warsaw Brainstorming
- workshops
- the Wednesday with the Strategy duty
- meetings with advisory groups
- focused group interviews
- electronic submission of remarks
- activities of working groups
- Social consultations:
  - kick-off meeting
  - meetings devoted to strategic objectives
  - meetings in districts
  - consultation points
  - electronic submission of remarks
  - submission of remarks in paper format
  - workshops for young people
  - consultation panels
A VISION OF WARSAW

THIS VISION PRESENTS WARSAW IN 2030
FROM THREE DIFFERENT PERSPECTIVES:

ACTIVE RESIDENTS
Warsaw means us - its residents. While following our own paths, developing interests, fulfilling dreams and professional ambitions, we are jointly involved in the life of, and feel deeply responsible for, the City.

FRIENDLY SPACE
Warsaw facilitates an atmosphere of freedom and safety, making everyone feels at home. Diversified space, reflecting a skilful combination of tradition and modernity, urban and natural environment, as well as small town charm and big city atmosphere, fosters comfortable living and various forms of activity.

OPEN METROPOLIS
Warsaw is open to the world, always willing to face new challenges and inspire others. Owing to its diversity and focus on cooperation, it is a unique place to develop and pursue ideas. It also forms a major junction within the European metropolitan network.
WARSAW'S POTENTIAL AND CHALLENGES FACED

In order to fulfil the vision for Warsaw in 2030, it is necessary to adequately focus all implementation measures so as to fully utilize the City's potential and respond to emerging challenges. We have briefly outlined Warsaw's potentials and the challenges it faces, which were identified based on the Strategic Diagnosis found in Appendix 2. The City's potential and its challenges both impact various elements of the vision for Warsaw in 2030 (active residents, friendly space and open metropolis).
WARSAW'S POTENTIAL

- Nearly 2 million residents, most of them satisfied with their life in Warsaw
- The largest labour market in Poland
- High level of education in most schools and nurseries
- The leading universities in Poland and academic attractiveness
- Numerous cultural institutions and diversified cultural opportunities
- Numerous NGOs partnering with the local government in the implementation of urban policies
- The Vistula River area - its social functions and importance for the natural environment
- Urban green areas covering vast parts of the City
- High level of safety
- Diversified urban space
- Urban space available for development
- Effective cooperation between local government bodies within the Warsaw Metropolitan Area
- The capital city status resulting in accumulation of institutions of national importance
- Increased cultural and ideological diversity, with different lifestyles represented by residents and visitors
- Numerous spots and institutions engaged in the organisation of international events
- The economic growth centre of international importance
- Convenient transport connections, both national and international
- Relatively well-developed R&D sector
- The opinion shared by many Poles that Warsaw is a good place to live and start a professional career
- Positive opinions about Warsaw expressed by foreign tourists and businesses
- Cooperation, both with twin cities and within international organisations

CHALLENGES TO BE FACED

- Relatively weak interest in the City's affairs on the part of its residents who need to be encouraged to cooperate for the benefit of the City and the local community
- Low level of participation in culture compared to the available cultural offer
- Unfavourable demographic changes, e.g. ageing
- Fear of otherness, coupled with limited openness to change and diversity
- The supply of dwellings being maladjusted to residents' needs and financial prospects
- Air pollution frequently exceeding the adopted standards e.g. smog
- Low level of the use of renewable energy sources
- The underdeveloped integrating function of the Vistula
- Varying access to technical infrastructure, social services, and leisure time opportunities in different City districts
- Underdeveloped spatial order, e.g. in the composition and aesthetic sense, and in terms of the functional and spatial structure
- Traffic congestion
- Growing needs regarding access to, and quality of urban transport, cycling lanes, and pedestrian paths
- Significant differences between individual City districts in terms of the presence of economic entities and, accordingly, employment prospects
- Unsatisfactory internationalisation level of Warsaw universities
- Continually weak relationship between Warsaw universities, business sector, and local administration

Impact on the three elements of the vision

- Active residents
- Friendly space
- Open metropolis
STRATEGIC AND OPERATIONAL OBJECTIVES

The practical fulfilment of the vision of Warsaw will be achieved through four strategic objectives, along with thirteen specific operational objectives. These correspond to the integrated approach shaping Warsaw’s development policy in the social, economic, as well as spatial and functional dimensions. While reflecting the sustainable development and smart city concepts, the objectives take into account key assumptions of the national and regional policies, and the priorities identified in the international agendas, discussed in more detail in Appendix 3.

The strategic objectives arise directly from the City’s vision. Their contribution to fulfilling the vision is differential.

The operational objectives, in turn, specify in greater detail the mode of accomplishing each of the strategic objectives. However, they do not provide for any specific tasks or projects. Specific solutions and projects are defined in programmes which function as executive documents for the strategy.

The operational objectives are interrelated so that the implementation of one objective would impact the accomplishment of the others. They are also likely to jointly contribute to fulfilling the overall vision.
Strategic objectives:

1. Responsible community
   - 1.1. We care about each other
   - 1.2. We decide about our city together

2. Convenient locality
   - 2.1. We have access to a diversified dwelling portfolio
   - 2.2. We spend time actively in our neighbourhood
   - 2.3. We use services close to one’s home
   - 2.4. We act in the business-friendly environment

3. Functional space
   - 3.1. We benefit from an attractive public space
   - 3.2. We live in a clean, natural environment
   - 3.3. We use a convenient transport system

4. Creative environment
   - 4.1. We develop our creative potential
   - 4.2. We generate innovations
   - 4.3. We attract talents and leaders
   - 4.4. We inspire the world

Impact on the three elements of the vision:
- Active residents
- Friendly space
- Open metropolis
STRATEGIC OBJECTIVE 1
RESPONSIBLE COMMUNITY

The actual level of Warsaw's development reflects the daily activities conducted, and choices made, by its residents, both directly and indirectly - by hand of the decisions passed by the elected City's authorities. Varsovians are both the creators and users of the City, and their actions influence its current and future shape. To ensure the sustainable development of Warsaw, it is necessary for them to be aware of this interrelation, and to recognise their individual and collective responsibility. This, in turn, calls for developing civic and social competencies, among both the residents and local officials. Being attentive to other people, paying respect to the City's historical, cultural and natural heritage, as well as a willingness to properly drive one's own life and to dynamically change the local landscape will provide grounds for building a responsible community. It should be characterised by formal and informal actions for the benefit of the City and the local community, and also by openness, self-awareness and responsibility at the regional, national and global level.

This strategic objective will be pursued through the following two operational objectives:

1.1. We care about each other
1.2. We decide about our city together

The following measure will be used to verify the accomplishment:

A responsible community index
OPERATIONAL OBJECTIVE 1.1. WE CARE ABOUT EACH OTHER

How we are going to achieve this? We are going to encourage residents to be more involved in the local community, to become open, and to care for other people and the surrounding areas.

Creating a community of residents means building social bonds, i.e. interpersonal relationships and ties between individuals. To shape an attitude of caring, it is necessary to display mutual respect for and openness to other people, regardless of their origin, citizenship, religion, financial status, health, age, gender, sexual orientation, and political views. This attitude will eventually contribute to reduced anonymity, limited social exclusion, and better resident integration.

Initiatives promoting and strengthening openness, respect, and attention to other people’s needs, implemented by cultural and educational undertakings, will contribute to shaping the sense of community. Apart from changes in attitude, resident integration will be fostered by various measures aimed at establishing, building, and developing relationships between neighbours. This process will be supported through local animator networks and partnerships. Residents will be engaged in community life and encouraged to take action for its benefit. They will also acquire and develop social competence by taking part in various events held in Local Activity Centres. In addition, emphasis will be placed on strengthening the local identity, and the sense of communion with the place of residence and the whole of Warsaw. Memories of previous generations of Varsoviens, local history, and cultural and natural heritage will be cultivated. Institutions, organisations, and entrepreneurs acting locally will be encouraged to demonstrate an open attitude toward the surrounding areas and local communities.
To accomplish this objective, the City of Warsaw needs to employ systemic measures, such as:

- increasing the efficiency of cultural heritage protection in both financial and non-financial terms,
- establishing far-reaching partnerships, e.g. with NGOs, institutions, and businesses operating in specific areas, as well as with formal and non-formal resident groups, and supporting such groups and their bottom-up initiatives,
- increasing the efficiency of natural heritage protection,
- providing formal and informal resident groups with access to local government resources, with respect to their initiatives.

Other operational objectives will contribute to the accomplishment of this objective. Namely, the engagement of residents in the process of making joint decisions regarding the City (Objective 1.2.) and diversified leisure time opportunities (Objective 2.2.) will foster the creation of social relations.

This objective will also contribute to the accomplishment of another operational objective. Namely, through promoting pro-social attitudes among residents, it will promote the idea of protecting the natural environment (Objective 3.2.). Increased acceptance for the widely understood diversity and respect for people will facilitate conditions for developing the creative potential of residents (Objective 4.1.), while social openness will contribute to attracting talents and leaders to the City (Objective 4.3.).

The following measure will be used to verify the accomplishment:

The share of socially involved residents
OPERATIONAL OBJECTIVE 1.2.
WE DECIDE ABOUT OUR CITY TOGETHER

How we are going to achieve this? We are going to promote residents' interest in Warsaw's affairs through their tangible impact on the decisions regarding the City's functioning.

In order to build a responsible community, expressing a keen interest in the City's affairs and displaying real engagement, residents need to have a tangible decision-making impact. The strengthening of local democracy will lead to increased civic awareness at the regional, national, and EU levels.

The development of a joint management model will require changes in the way the city structures function including internal information flow, knowledge and relationships management improvement, and strengthen the sense of mission among the City's officials. Local government actions are likely to become more transparent through an open information policy regarding the measures undertaken and the actual decision-making conditions. More use will be made of the knowledge regarding residents' needs, possible ways to satisfy them, and the course and effects of the previous activities undertaken. The principles of cooperation between residents, NGOs, and business support institutions on the one hand, and the administration bodies on the other, will be well-structured, and the joint decision-making tools will be better developed. Intensified civic education measures, information dissemination on the local government and city functioning, and increased residents' interest in the City's affairs will be of utmost importance. The opportunities for continually gaining civic experience, through student, co-operative, employee and NGO governance models, will be improved. Finally, attention will be paid to developing dialogue skills and to overcoming stereotypes.
To accomplish this objective, the City of Warsaw needs to employ systemic measures, such as:

• integrating the City's digitalisation measures,
• utilising, as the source of inspiration, the solutions employed by other entities operating in the State administration, enterprise, and NGO sectors.

Other operational objectives will contribute to the accomplishment of this objective. Namely, the promotion of pro-social attitudes among residents (Objective 1.1.), increasing their creative potential (Objective 4.1.), and better access to local activity centres (Objective 2.2.) will foster joint actions and engagement in the City’s affairs.

This objective will also contribute to the accomplishment of other operational objectives. Namely, the introduction of a joint decision-making model will influence the quality of activities conducted as part of other objectives assumed in the Strategy by facilitating the participation of both residents and other stakeholders in the planning and implementation of community-based undertakings.

The following measure will be used to verify the accomplishment:

The share of residents engaged in the City's affairs

40%
2030 r.

31% 2017 r.
STRATEGIC OBJECTIVE 2
CONVENIENT LOCALITY

To ensure the comfort of living and freedom of activity in a big city, it is necessary to strike a balance between the large-city and capital functions, and the daily living environment. In this context, it appears essential to combine the underlying urban functions with residential functions attributed to housing estates or districts. The idea is to let residents satisfy their everyday needs, i.e. to provide them with basic services, jobs, and free time opportunities in their local areas. This requires creating a compact city with polycentric and hierarchical functional and spatial structures comprised of a network of district and sub-district centres rendering a range of services. Emphasis should thus be placed on levelling off the development differences between individual districts, and on revitalisation degraded areas. Through introducing changes that preserve the district-specific character, Warsaw will become a compact metropolis, full of resident-friendly and activity-fostering spaces. This will not only make Warsaw attractive to its residents, but also encourage others to settle down and invest in the City.

This strategic objective will be pursued through the following four operational objectives:

2.1. We have access to a diversified dwelling portfolio
2.2. We spend time actively in our neighbourhood
2.3. We use services close to one’s home
2.4. We act in the business-friendly environment

The following measure will be used to verify the accomplishment:

Convenient local infrastructure index
OPERATIONAL OBJECTIVE 2.1.
WE HAVE ACCESS TO A DIVERSIFIED DWELLING PORTFOLIO

How we are going to achieve this? We are going to diversify our dwelling portfolio to make it better adjusted to residents' needs and financial capacity. A dwelling is a universal need, the satisfaction of which impacts other aspects of human life, such as social relationships and the use of opportunities offered in the City. As a socially diverse metropolis, and a place of permanent or temporary residence for people from different regions of the country and the world, Warsaw requires a diversified dwelling portfolio, meeting the needs of people with different levels of income and expectations. The availability of dwellings is expected to grow through increasing the supply of municipal facilities. Social construction will also be supported, together with various housing market initiatives oriented toward long-term and secure rentals. Alternative and innovative methods of satisfying the residential needs of people with different levels of income and expectations will be promoted. The idea of constructing buildings and residential estates matching the local landscape, ensuring high-quality shared spaces and recognising the needs of various age groups will be disseminated to ultimately foster social diversity. Support will be provided to construction projects oriented toward the rational use of natural resources, conserving the natural environment and exerting a limited environmental impact.

To accomplish this objective, the City of Warsaw needs to employ systemic measures, such as:

- recognising the quality-related requirements of future residential buildings in the spatial planning process,
- complying with universal design principles,
- making the municipal real estate management compliant with the City's spatial policy.
This objective will contribute to the accomplishment of other operational objectives. Namely, through increasing the quality and adjusting the designed residential estates to the needs of various age groups, it will contribute to strengthening bonds between residents (Objective 1.1.). Construction oriented toward the rational use of natural resources will contribute to improving the quality of the natural environment (Objective 3.2.), while a diversified dwelling portfolio will encourage talented people and leaders to settle down in the City (Objective 4.3.).

The following measure will be used to verify the accomplishment:

The share of residents positively assessing the opportunities to buy or rent a flat at an affordable price
OPERATIONAL OBJECTIVE 2.2.
WE SPEND TIME ACTIVELY IN OUR NEIGHBOURHOOD

How we are going to achieve this? We are going to increase access to attractive and friendly spaces intended for cultural, educational, sports, recreational, and other forms of leisure activities, close to one's place of residence.

An improved quality of life requires access to diversified leisure time opportunities close to one's place of residence, and the satisfaction of basic needs of various resident groups, including personal development (spiritual and physical). These activities will improve both physical and mental health of the residents, providing them with energy essential to enjoy an active lifestyle. They will also contribute to developing residents potential and gaining new skills. Finally, it will foster the establishment of interpersonal contacts, neighbour integration and cooperation, and the inclusion of newcomers to the local community.

Activity centres will be operated so as to provide, on an ongoing basis, diversified opportunities to develop personal interests through participation in culture and learning, as well as through sports and recreation. The idea is not only to develop the current activity spaces but also to establish new ones. The offer of the activity centres will be prepared with the participation of the society, ensuring easy accessibility for everyone, recognising the needs of various target groups. Public institutions will become more receptive to local residents, and form part of the local environment. It is also necessary to effectively familiarise residents with the existing leisure time opportunities, and to make residents more interested and willing to utilize those opportunities.

To accomplish this objective, the City of Warsaw needs to employ systemic measures, such as:

• providing formal and non-formal resident groups with access to local-government resources, in view of their initiatives,
• integrating the City's digitalisation measures,
• complying with universal design principles,
• making the municipal real estate management compliant with the City's spatial policy.

Other operational objectives will contribute to the accomplishment of this objective. Namely, the strengthening of social relations between residents (Objective 1.1.) and increasing their creative potential (Objective 4.1.) will inspire more interest in self-organisation, and in co-creating activity centres, making their offer more diverse. The multi-functional infrastructure, which will be developed through extended access to basic services (Objective 2.3), will contribute to increasing the availability of activity-fostering spaces close to places of residence.

This objective will also contribute to the accomplishment of other operational objectives. Namely, facilitating contacts, by means of activity centres located close to one's place of residence, will contribute to strengthening bonds between neighbours (Objective 1.1.). The development of personal interests will contribute to engagement in the joint management of the City (Objective 1.2.), and also to an increase in the creative potential of residents (Objective 4.1.).

The following measure will be used to verify the accomplishment:

The share of residents using leisure time and development opportunities in their district of residence
OPERATIONAL OBJECTIVE 2.3.
WE USE SERVICES CLOSE TO ONE’S HOME

How we are going to achieve this? We are going to develop a network of district centres to provide basic services close to one’s place of residence.

Public and commercial services satisfying the basic needs of residents should be available close to their homes. The provision of such services within district and sub-district centres will enable the efficient fulfilment of urban functions and the creation of spaces that will foster interpersonal contacts.

Access to basic services will be improved by adjusting them to the changing population number and demographic structure. Efforts will be made to ensure various forms of child care (intended for children below the age of 3) and education at the nursery, primary and secondary school levels. Access to both basic and preventative healthcare as well as social assistance services will be improved, including support for people with disabilities and for seniors. The use of local administration services will be facilitated, and the municipal infrastructure will become multi-functional and capable of adjusting to the changing needs. The portfolio of public services will also be developed in terms of quality, so as to meet residents' expectations, including a wider use of e-services.

To accomplish this objective, the City of Warsaw needs to employ systemic measures, such as:
• ensuring that the spatial planning model combines residential and service functions,
• ensuring the minimum public service provision standards consistent for the whole City,
• integrating the City’s digitisation measures,
• making the municipal real estate management compliant with the City’s spatial policy,
• tapping NGOs’ potential,
• cooperating with communes located within the Warsaw Metropolitan Area.

Another operational objective will contribute to the accomplishment of this objective. Namely, improved business development conditions in individual districts (Objective 2.4.) will result in diversifying the local range of services.

This objective will also contribute to the accomplishment of other operational objectives. Namely, increased access to local services will reduce the need to commute to other regions of the City, which will give residents more free time to strengthen social relations (thus facilitating the accomplishment of Operational Objective 1.1.) and engage in the activities aimed at changing the City (Objective 1.2.). A short distance to service providers will contribute to reducing car traffic which will, in turn, improve the quality of the natural environment (Objective 3.2.). In addition, multi-functional infrastructure will lead to increased availability of space for undertaking various forms of activity close to one’s home (Objective 2.2.).

The following measure will be used to verify the accomplishment:

The index of people using basic services close to their place of residence

![Image showing percentage change from 2017 to 2030]
OPERATIONAL OBJECTIVE 2.4.
WE ACT IN A BUSINESS-FRIENDLY ENVIRONMENT

How we are going to achieve this? We are going to develop a support system for people establishing their own businesses and foster the development of companies operating in various districts in order to more efficiently use the district resources and stimulate local labour markets.

Daily activities connected with professional careers pursued by residents require the availability of jobs and opportunities to conduct one's own business. It is essential to ensure favourable development conditions for existing businesses, and to encourage the establishment of new ones, especially in the SME sector. In terms of the creation of jobs, NGOs and social economy entities are also important.

The creation of favourable business development conditions calls for systemic solutions tailored to the potential and specificity of individual districts. Access to information, business-related knowledge and advisory services is planned to be improved. Business incubation and networking conditions are planned to be created, e.g. by utilising municipal non-residential premises.

Measures to promote investment areas will be undertaken, and support will be provided to various initiatives aimed at establishing and expanding cooperation between entrepreneurs and partners from the business, education, science, and culture sectors. Finally, the idea of corporate social responsibility will be promoted.

To accomplish this objective, the City of Warsaw needs to employ systemic measures, such as:

- ensuring that the spatial planning model combines residential and service functions (in consideration of the facilities conducting production activities not causing nuisance to their surroundings),
- coordinating the support to businesses on the municipal level, in order to ensure high standards and complementary services within local support systems,
• integrating the City's digitisation measures,
• making the municipal real estate management compliant with the City's spatial policy.

Other operational objectives will contribute to the accomplishment of this objective. Namely, the increased creative potential of residents (Objective 4.1) will contribute to increasing the number of people interested in setting their own business, whereas the creation of favourable conditions for business development and implementation of innovative ideas (Objective 4.2) will complement the entrepreneur support measures undertaken on the district level.

This objective will also contribute to the accomplishment of other operational objectives. Namely, a shorter distance between the place of work and the place of residence will give Varsovians more time for other activities that will, in turn, foster social relations (hence facilitating the implementation of Objective 1.1), and encouraging them to take measures benefitting the City (Objective 1.2). The local business development will result in decreased car traffic which will, in turn, contribute to better air quality and reduced noise (thus facilitating the implementation of Objective 3.2). The establishment of new businesses will contribute to diversifying the range of local services (Objective 2.3.).

The following measure will be used to verify the accomplishment:

The share of companies positively assessing the business development conditions
STRATEGIC OBJECTIVE 3.
FUNCTIONAL SPACE

Satisfying the needs of people moving around the city, both commuting to work, school or university, and visiting Warsaw, requires high-quality and properly arranged space. The functional and spatial structure should, therefore, be built in line with the principles of polycentrism and hierarchisation. It appears equally important to increase development density of any unfinished urban arrangements, and to avoid the effect of urban sprawl. For this reason, the spatial structure of Warsaw will ultimately comprise the city centre, and a network of district and sub-district centres. This will make it necessary to establish multi-dimensional connections between all elements, and to take into account their relation to the metropolitan area and spaces located outside its borders. The adequate development of the transport system, public spaces, and the natural environment will be indispensable for ensuring opportunities to move around the City in a fast, comfortable, and safe manner.

This strategic objective will be pursued through the following three operational objectives:

3.1. We benefit from an attractive public space
3.2. We live in a clean, natural environment
3.3. We use a convenient transport system

The following measure will be used to verify the accomplishment:

Functional space index

69%
2030 r.

44%
2017 r.
OPERATIONAL OBJECTIVE 3.1.
WE BENEFIT FROM AN ATTRACTIVE PUBLIC SPACE

How we are going to achieve this? We are going to improve the usefulness and aesthetic qualities of public spaces in the City and arrange them into a coherent and attractive network.

Public spaces are components of the functional and spatial urban structure. This is where residents move around, make social contacts, and spend free time. The quality and accessibility of public spaces contribute to the overall image of the City, as assessed by both residents and visitors. Public spaces also serve the purpose of conveying certain values and messages addressed to all those who stay within their borders. They jointly act as the showpiece of both the City and the whole country, given that Warsaw performs a representative function.

Public spaces will be arranged into a coherent and hierarchical network covering the city centre, district and sub-district centres and other major elements, such as the Vistula embankments, historic urban centres and main transport routes. This will require transforming the existing spaces and creating new ones. In order to ensure the usefulness of public spaces, it will prove necessary to develop a range of services, high-quality landscaping, green infrastructure and a transparent information system. Moreover, the safety of users’ needs to be ensured, and any architectural and spatial barriers to free movement should be eliminated. The significance and attractiveness of public spaces can also be increased by ensuring their high aesthetic values, and by using them for cultural events, and for displaying the natural and cultural heritage resources and landscape elements.

To accomplish this objective, the City of Warsaw needs to employ systemic measures, such as:

- recognising the quality-related requirements of public spaces in the spatial planning process,
• complying with universal design principles,
• increasing the efficiency of tangible and intangible cultural heritage protection,
• making the municipal real estate management compliant with the City’s spatial policy,
• coordinating different types of activities within key public spaces, e.g. in the so-called Vistula District or the city centre.

Another operational objective will contribute to the accomplishment of this objective. Namely, the establishing of a convenient transport system (Objective 3.3.) will provide access to new public spaces.

This objective will also contribute to the accomplishment of other operational objectives. Namely, the increased availability of attractive public spaces will contribute to a more efficient use and functioning of district and sub-district centres, developed as part of Strategic Objective 2 (Convenient local infrastructure). Residents' activeness, resulting from the use of well-arranged public spaces, will contribute to strengthening social relations (Objective 1.1.). A coherent system of attractive public spaces will encourage residents to more frequently move around the City on foot or by bike (Objective 3.3.), and the establishment of green areas will improve the natural environment quality (Objective 3.2.). Attractive public spaces will form an element used in supporting the development and implementation of innovative ideas (Objective 4.2.), and an advantage attracting talented people and leaders to the City (Objective 4.3.).

The following measures will be used to verify the accomplishment:

The share of residents satisfied with the public space quality in the city centre

46% 2030 r.

The share of residents satisfied with the public space quality in individual districts

52% 2030 r.
We live in a clean, natural environment

How we are going to achieve this? We are going to improve air and water quality, reduce noise, and take more care of natural heritage.

Warsaw's natural environment forms part of the national and European natural system, constituting a major natural asset with a great impact on the character of the City. It also acts as an important factor influencing residents' health and living comfort.

The natural environment quality will be improved by reducing pollutants and greenhouse gas emissions, e.g. by popularising renewable energy sources and energy-efficient solutions. Measures will be taken to protect the climate and prepare the City for climate changes. Ground and water will be protected against pollution and degradation, while waste management will be made more efficient, in line with the idea of a circular economy. Efforts will be made to improve noise quality standards. Environmentally friendly attitudes will be promoted among residents, along with the efficient and rational use of resources. Also, the condition of the natural system in Warsaw will also be improved by extending the green areas in the City and enhancing their quality, and by popularising various forms of their development. Finally, knowledge on natural heritage, including the Vistula river valley, will be disseminated.

To accomplish this objective, the City of Warsaw needs to employ systemic measures, such as:

- cooperating with communes located within the Warsaw Metropolitan Area,
- improving the efficiency of protecting the existing animate and inanimate nature, natural system integrity and biodiversity of habitats, as well as ventilation corridors,
- making the municipal real estate management compliant with the City's spatial policy,
• establishing far-reaching partnerships with NGOs, institutions and businesses, as well as with formal and non-formal resident groups, and supporting the initiatives brought forward by these groups.

Other operational objectives will contribute to the accomplishment of this objective. Namely, the establishment of a convenient transport system (Objective 3.3.) will lead to reduced exhaust emissions. The use of new technologies in housing construction (Objective 2.1.) will foster the rational use of natural resources and reduced pollutant emissions. The popularisation of pro-social attitudes (Objective 1.1.) will lead to an increased care for the natural environment which forms our common good.

This objective will also contribute to the accomplishment of other operational objectives. Namely, better air and noise quality will improve the conditions for practising outdoor sports and recreation, which will foster pro-social attitudes among residents (Objective 1.1.), as well as make the use of activity spaces more efficient (Objective 2.2.). A high quality natural environment will also contribute to increased pedestrian and cycle traffic (Objective 3.3.), while attracting talented people and leaders to Warsaw (Objective 4.3.).

The following measure will be used to verify the accomplishment:

Natural environment quality index
OPERATIONAL OBJECTIVE 3.3.
WE USE A CONVENIENT TRANSPORT SYSTEM

How we are going to achieve this? We are going to facilitate transport in the City by recognising the needs of all traffic users.

Given the size and diverse spatial development of Warsaw, it appears essential to efficiently connect various parts of the City, and to ensure convenient modes of transport, both in local areas (and between individual districts) and within the entire metropolitan area. It is, therefore, necessary to promote the mobility of residents and other users in consideration of the specific character of individual districts and their communities.

By increasing transport efficiency, the transport system will become more user friendly. Collective transport will be improved, which will contribute to maintaining its high share in resident transport. A network of public transport stops and routes will be extended, especially in rail transport. Integrated transfer stations will be built, and new smart transport solutions will be implemented, making it easy to move around the City. Shared mobility solutions will be popularised. In addition, a coherent bicycle transport model and a network of pedestrian routes will be developed, e.g. by eliminating architectural and spatial barriers. Road traffic safety will be improved, with special attention being paid to pedestrian and cycle traffic. Certain solutions will be introduced to reduce car traffic in the downtown area, and in other areas characterised by high air pollution levels. To this end, educational activities will be conducted with the aim of popularising other means of transport. While changing residents’ transport habits and releasing public spaces from car traffic, it will prove necessary to adjust roads and streets to new functions.
The degree of road network hierarchisation will increase, and the parking, freight transport, delivery and tourist traffic service regulations will become more structured. Finally, the use of alternative motors and fuels, both in personal vehicles and public transport, will be promoted.

To accomplish this objective, the City of Warsaw needs to employ systemic solutions, such as:
- cooperating with communes located within the Warsaw Metropolitan Area,
- integrating the City’s digitisation measures,
- making the municipal real estate management compliant with the City’s spatial policy.

The accomplishment of this objective will be facilitated by Strategic Objective 2 (Convenient local infrastructure), which will contribute to shortening the daily distances covered by residents. Attractive public spaces (Objective 3.1.) and a clean natural environment (Objective 3.2.) will promote the use of more sustainable means of transport (other than cars).

This objective will also contribute to the accomplishment of other operational objectives. Namely, the reduced role of individual car transport in the City will contribute to a better quality of the natural environment (Objective 3.2.), while released spaces and integrated transfer stations will increase the availability of high-quality public spaces (Objective 3.1.). Finally, a convenient transport system will constitute an advantage, attracting talented people and leaders to the City (Objective 4.3.).

The following measure will be used to verify the accomplishment:

Urban transport quality satisfaction index

[Diagram showing percentage and year]
STRATEGIC OBJECTIVE 4.
CREATIVE ENVIRONMENT

In order to inspire other cities and provide the conditions for fostering creativity and development of innovative solutions and ideas, Warsaw needs to skilfully exploit its potential, and the creative tension and resourcefulness of its residents. This requires developing an efficiently functioning innovation system, ensuring the conditions conducive to the creation, development and implementation of new ideas in the social, cultural, scientific and economic domains, as well as making Warsaw creators open to the world, and attracting new talents. The development and strengthening of Warsaw's position in the international arena, as a city displaying creative potential, can be achieved through inspiring both residents and organisations to undertake innovative activities, explore new opportunities and take up challenges.

This strategic objective will be pursued through the following four operational objectives:

4.1. We develop our creative potential
4.2. We generate innovations
4.3. We attract talents and leaders
4.4. We inspire the world

The following measure will be used to verify the accomplishment:
Creative environment index

67% 2030 r.
51% 2016 r.
OPERATIONAL OBJECTIVE 4.1.
WE DEVELOP OUR CREATIVE POTENTIAL

How we are going to achieve this? We are going to develop the creative-thinking and problem-solving abilities of residents, and encourage them to acquire knowledge, do experiments and fulfil their ambitions through creative processes in the scientific, business, cultural and social domains.

Warsaw is a city of well-educated people. In order to become a major European centre of creativity and development of innovative solutions and ideas, it needs people who are not afraid to act, display high curiosity about the world, and possess exceptional abilities. They will foster the development of entrepreneurship, as well as business, scientific, artistic and social activities. The residents who continually improve their skills will act as the driving force for both Warsaw and organisations established within the City.

The creative potential of residents will increase along with developing cooperation and creative-thinking abilities, and with disseminating the ideas of openness to the unknown, readiness for changes and willingness to experiment. The potential will be strengthened by presenting new ways of looking at the world, and encouraging critical reflection. The dissemination of formal, non-formal and informal education, and the popularisation of, and increase in, cultural participation, will jointly contribute to the development of residents' competences in various age groups.

To this end, it appears necessary to adequately shape the opportunities offered by cultural and scientific institutions, and to use the NGOs' potential. Support will be provided for the acquisition of competencies required for jobs of the future. The acquisition of knowledge and skills through practical actions will be popularised, which requires introducing changes to the educational methods employed by Warsaw schools, and making universities and other institutions more open to residents. In order to promote a life-long learning model in the society, support should mainly be oriented toward children and young people.
To accomplish this objective, the City of Warsaw needs to employ systemic solutions, such as:

- integrating the City’s digitisation measures,
- strengthening cooperation between entities representing the scientific, cultural and business domains, the public sector and local communities.

Other operational objectives will contribute to the accomplishment of this objective. Namely, the source of inspiration for residents will be provided through attracting talents and leaders (Objective 4.3), increasing the availability of high-quality public spaces (Objective 3.1), and ensuring the conditions that foster activity close to their place of residence (Objective 2.2). In addition, the provision of basic services closer to residents’ homes (Objective 2.3) will give them more time to acquire knowledge and skills.

This objective will contribute to the accomplishment of other operational objectives. Namely, the creative potential of residents will act as a magnet for talents and leaders, both from the country and abroad (Objective 4.3), while also influencing the development of businesses (Objectives 2.4 and 4.2). The increased creative potential of residents will translate into ideas and solutions that are worth introducing on an international scale (Objective 4.4). The accomplishment of this objective will also contribute to other objectives, as residents will create solutions useful for the implementation of the Strategy provisions, especially within the joint decision-making model (Objective 1.2).

The following measure will be used to verify the accomplishment:
The share of residents developing their competences

![Graph](image-url)
OPERATIONAL OBJECTIVE 4.2.
WE GENERATE INNOVATIONS

How we are going to achieve this? We are going to ensure the conditions for creating, testing and developing business, scientific, artistic and social ideas, based on cooperation between various organisations and institutions.

The creation and development of ideas requires flexible support mechanisms, facilitating the exchange of views, experimentation and testing of new solutions in various domains of the socio-economic life, with implementation and calibration constituting the next stages in this process.

Creators and innovators will be provided with information and advisory support which will make it easier for them to verify and develop ideas. The most promising undertakings will be promoted and rewarded. Access will be ensured to places facilitating the incubation, testing, development and presentation of ideas. Measures will be taken with the aim of facilitating business acceleration and development of interdisciplinary networks of cooperation between entities operating in the scientific, R&D, business and culture sectors, as well as the public sector and local communities. The local government also plans to design innovative solutions and cooperate with Warsaw scientific and research centres. An open information policy will contribute to the acquisition of knowledge on resources and enable access to open data that will prove useful in the process of developing innovative solutions.

To accomplish this objective, the City of Warsaw needs to employ systemic solutions, such as:

- integrating the City’s digitisation measures,
- improving the City of Warsaw’s knowledge management system, ensuring suitable learning conditions for Warsaw officials, and identifying good practices in this field.
Other operational objectives will contribute to the accomplishment of this objective. Namely, the establishment of business development conditions in individual districts (Objective 2.4.) will complete the range of services offered to entities operating in the creative and innovative sector. By strengthening the creative potential of residents and ensuring education prospects for jobs of the future (Objective 4.1.), it will be easier to ensure the adequate staff to release future innovations. The publicised successes of Warsaw creators and innovators (Objective 4.4.) will provide positive examples and incentives to undertake creative activities.

This objective will also contribute to the accomplishment of other operational objectives. Namely, the creation of conditions for generating social innovations will facilitate the implementation of the joint decision-making concept (Objective 1.2.), while the testing and presentation of innovative ideas will be used in shaping high-quality public spaces (Objective 3.1.). The most promising ideas, once identified, will provide grounds for promotional measures conducted internationally (Objective 4.4.), while favourable conditions for developing and implementing ideas will provide a major incentive to talented people and leaders to establish relations with the City (Objective 4.3.).

The following measure will be used to verify the accomplishment:

The share of entrepreneurs from the innovative and creative sector, satisfied with the conditions for releasing and developing innovations
OPERATIONAL OBJECTIVE 4.3.
WE ATTRACT TALENTS AND LEADERS

How we are going to achieve this? We are going to create conditions for attracting people, ideas, investments and undertakings both from the country and abroad enriching Warsaw's creative potential.

If Warsaw wants to continue its dynamic growth, it should not only exploit the potential of its residents but also encourage talented entrepreneurs (or whole enterprises), scientists, artists, specialists with unique knowledge and skills, as well as students to settle down in the City. The presence of people from various cities, regions and countries, representing diverse views and culture, and bringing in different experiences, will enable the City to develop an environment fostering the emergence of new concepts and ideas.

Talents and leaders can be attracted by actively shaping Warsaw's brand, and by building its image as an attractive place to live and pursue creative ambitions. Talented people settling down in Warsaw will be provided with comprehensive adaptive support. Public services will be designed in consideration of incoming foreigners' needs. These measures will be implemented in cooperation with educational facilities, universities, enterprises, cultural institutions, NGOs and business support institutions. Initiatives will also be launched with the aim of attracting investors to support the development of Warsaw undertakings and organisations. In addition, national and international business, scientific, cultural and sporting events will be organised, providing a source of knowledge, value and inspiration. To this end, it appears necessary to ensure high-quality infrastructure and to promote Warsaw as a convenient meeting venue.
To accomplish this objective, the City of Warsaw needs to employ systemic solutions, such as:

- establishing cooperation between municipal and national and international institutions, including twin cities,
- increasing the amount of information regarding the City's services and opportunities available in foreign languages,
- integrating the City's digitisation measures.

Other operational objectives will contribute to the accomplishment of this objective. Namely, the high efficiency of attracting leaders and talents will be achieved on condition that all strategic objectives are accomplished, as they will have a positive impact on the quality of life, including the quality of the environment fostering creative activities.

This objective will also contribute to the accomplishment of other operational objectives. Namely, exceptionally talented people and leaders coming to Warsaw will provide a source of inspiration and increase the creative potential of Warsaw residents (Objective 4.1.).

The following measure will be used to verify the accomplishment: Talents and leaders attraction index
OPERATIONAL OBJECTIVE 4.4.  
WE INSPIRE THE WORLD

How we are going to achieve this? We are going to facilitate the establishment of international relations by Warsaw scientists, entrepreneurs, artists and social activists, and to promote their achievements outside Poland.

In order to tap the creative potential of residents, enterprises, and the scientific and cultural sectors, it is necessary to facilitate the establishment of international relations. These will foster development, both through disseminating information on achievements and successes, acquiring new partners and recipients, and providing knowledge and inspiration.

Information and advisory support is required for Warsaw entrepreneurs, scientists, artists, organisations and social activists to enter international markets and forums, and for strengthening their position. Measures will be taken with the aim of facilitating the search for new partners, the establishment of international relations, and engagement in international projects. It is also planned to promoted internationally the achievements of Warsaw innovators and creators. Warsaw will continually participate in international programmes and projects addressed to cities, their residents and organisations, which will strengthen its image as a city with significant creative potential.

To accomplish this objective, the City of Warsaw needs to employ systemic measures, such as:

- structuring the City’s promotion principles,
- integrating the City’s digitisation measures,
- expanding the relationship of the Warsaw local government within international cooperation networks.
Other operational objectives will contribute to the accomplishment of this objective. Namely, the increased creative potential of residents (Objective 4.1.) and the conditions for implementing innovative ideas (Objective 4.2.) will contribute to the development of ideas and solutions worth introducing internationally.

This objective will also contribute to the accomplishment of other operational objectives. Namely, the introduction of ideas originating in Warsaw internationally will strengthen the City's image as an attractive place to conduct creative activities, which will then facilitate the acquisition of exceptionally talented people and leaders (Objective 4.3.). The successes of both Varsovians and local organisations will also inspire others to see through their own ideas (Objective 4.2.), while contributing to the creation of local identity and, in consequence, a responsible community (Strategic Objective 1).

The following measure will be used to verify the accomplishment: International presence index
The previous version – the Development Strategy for the City of Warsaw until 2020 – was adopted by way of Resolution No. LXII/1789/2005 of the Warsaw City Council dated 24 November 2005. As its drafting coincided with Poland’s accession to the European Union, the focus was on using external financial resources, mainly for infrastructure projects. Since the Strategy adoption, a number of changes have taken place in the social, economic, spatial and institutional domains.

In line with the principle of strategic management continuity, results of the monitoring and mid-term evaluation of the Development Strategy for the City of Warsaw until 2020 provided the basis for the creation of the updated document.

Within a period of over ten years, i.e. from the document adoption, some of the undertaken measures were completed and the assumed level of the operational objective indicators was achieved. However, it should be stressed that most of the tasks which have been planned to be completed by 2020 are of a continuous character (e.g. the provision of services) and, as such, they will never attain the “completed” status.

The conducted evaluation indicates that the updated Strategy should determine strategic objectives which would enable the invariable orientation of activities and long-term implementation of the development vision. The Strategy should act as a general document, and its implementation should be effected through mid-term executive documents. At the same time, the objectives determining the development paths should be kept separate from the objectives related to satisfying basic needs and resulting in a smooth continuation of everyday measures. Such an approach will facilitate the Strategy management, giving more leeway in selecting the implementation methods and instruments which are currently subject to frequent changes.

The evaluation revealed that the Strategy had been formulated by working in a silos mode, which frustrated an effective long-term implementation of the vision. Attention was also paid to the insufficient use of the document potential in the field of building a positive image of the City and improving its institutional efficiency.
It was also revealed that an integrated approach to territorial development would require consistency with the development directions set in higher-level documents (e.g. *the Development Strategy for the Warsaw Metropolitan Area until 2030, the Development Strategy for the Mazowieckie Voivodeship until 2030, the Development Strategy for Central Poland until 2020 with a 2030 Perspective*, and *the Long-Term National Development Strategy - Poland 2030*). The release of new versions of these documents provided an impulse to adjust the Warsaw Strategy in terms of the intervention scope and extension of the time horizon to 2030.

Also, the experiences gathered by other European and global metropolises indicate that many functional areas of the city are undergoing significant changes, with new phenomena being identified (including mobility policies based on residents' awareness and attitudes, urban revitalisation processes involving local communities, and residents' participation in the decision-making process regarding the development policy). New challenges have also emerged (e.g., related to air pollution and society ageing) which cities will need to face in a short-term perspective.

These new development trends and tasks have become the basis for re-formulating the development objectives for Warsaw. Their modification has also resulted from the progress which has been made in the last twelve years in various areas of the city functioning, e.g. in education, public transport, international affairs and resident's participation in decision-making processes.

**Strategic Objective 1.** *The Development Strategy for Warsaw until 2020*, referring to improving the quality of life (service availability) and resident safety, has been largely implemented. In consequence, the updated Strategy focuses on those elements which still call for changes. Emphasis has been placed on the territorial availability of services and its adjustment to the number of residents. No safety-related objective has been formulated, as this issue no longer poses any problems in Warsaw (reference has only been made to road traffic and public space safety). It is worth noting that, before the Strategy update, it was assumed that the principal objective of the development policy should be to improve the quality of life of residents, i.e. a local-government community. For this reason, the changes and undertakings planned in the Strategy are aimed at increasing the quality of life of Varsovians.

**Strategic Objective 2.** refers to strengthening the sense of identity among residents. During its implementation, the focus has been on the restoration of places of historic importance, the improvement of tourist infrastructure, the organisation of cultural and sporting events, and the development of cooperation with local communities. The updated Strategy makes use of the previous achievements in this field, in order to strengthen social relations in the community and to inspire more interest in the City. In the long run, this will foster the implementation of the principles of sustainable development of Warsaw.
Strategic Objective 3 was re-formulated in view of the changing circumstances. The Strategy for the Development of the Warsaw Metropolitan Area until 2030 and The Strategy for the Integrated Territorial Investments for the Warsaw Functional Area 2014-2020 were both developed, which contributed to a systematic inter-disciplinary cooperation with 39 communes. A decision was also made to establish a new unit within the Classification of Territorial Units for Statistics in the European Union, at the NUTS2 level, covering Warsaw and the adjacent districts. This objective was, therefore, accomplished and further activities in this field need to be re-directed, which has been taken into account in the Strategy update. The approach to building an international position of Warsaw as a metropolis has also been modified. It has been viewed as necessary to establish a creative environment making use of residents' potential, and to improve the quality of life. These factors are crucial in acquiring specialists, creators and investors. The competitive edge developed in this mode will ensure a stable development of the City.

In the updated Strategy the approach to the issues falling within the scope of Strategic Objective 4 has been modified. The idea of shaping a modern economy through institutional or infrastructural factors was abandoned, and the focus has been on developing and using the potential of both residents and visitors. The issues of developing favourable conditions for conducting business activities are still being dealt with, but attention is paid to two aspects, i.e. assisting people starting their own businesses and supporting the development of the existing enterprises.

The approach to introducing spatial order (Strategic Objective 5) has also been modified in the updated Strategy, by recognising the need to adequately manage the city's space. The implementation of two strategic objectives (2. Convenient local infrastructure and 3. Functional space) will shape the functional and spatial structure of Warsaw through programming places and connections between them. The recognition of spatial order requirements reflects the obligation stipulated in the Spatial Planning and Development Act of 27 March 2003. This should translate itself, on the operational level, into the relevant provisions of the spatial development conditions and directions study, as stressed in the following Implementation System section.
IMPLEMENTATION SYSTEM

The Strategy defines the key functional domains of the City, within which qualitative or quantitative changes will be introduced. Selected basic tasks to be performed by the local government, as part of its statutory duties, have also been outlined, along with other initiatives important for the future development of Warsaw. Given that, it is necessary, along with implementing the objectives laid down in the Strategy, to maintain the ongoing functioning of the City, to ensure the currently rendered services and to perform the obligatory statutory duties. Activities in this field may be outlined in the documents required under the law, with the social problem-solving strategy being an example.

The overall Strategy implementation is conditional on continually improving the work of the City of Warsaw. Activities in this field should be planned in due consideration of the values and standards stipulated in the Strategy, and in separate documents.

TOOLS

As the Strategy is a document determining the development directions, its provisions should be reflected in more detailed executive documents. To this end, the operational objectives assumed in the Strategy will be implemented through programmes which will be designed in line with the standards determined for documents programming the development of Warsaw. Every operational objective will be implemented at a given moment within one or several programmes. The programmes may also act as documents required under statutory duties. They will indicate specific tasks to be implemented, along with their expected outcomes and deliverables.

The programme implementation will be facilitated by diversified projects launched by the City of Warsaw departments, district offices and organisational units of the City of Warsaw, in cooperation with external partners. This will require the City of Warsaw to implement project management methods in a more extensive scale.

In order to ensure an efficient Strategy implementation, the procedure of project assessment and selection will be introduced, including the extent to which individual projects comply with programme objectives.

PROGRAMMES:

- constitute interdisciplinary documents,
- are implemented within 3–7 years,
- determine activities, i.e. types of undertakings that serve the purpose of realising the objectives assumed in the Strategy,
- may indicate projects to be implemented,
- define indicators with target values, a budget and implementing bodies.

The spatial dimension of the Strategy, in compliance with Article 9 (2) of the Spatial Planning and Development Act, will be reflected in the spatial development conditions and directions study. These provisions will then be included in the newly created or updated spatial development plans. Guidelines regarding the study of spatial development conditions and directions are included in Appendix 4.
IMPLEMENTING BODIES

The City of Warsaw, together with its subordinated organisational units and other subsidiaries, acts as the main implementing body for the Strategy. In view of the subsidiarity principle and the scope of assumed objectives, the City of Warsaw will engage external entities in its actions, establishing both formal and informal partnerships.

INTERNAL IMPLEMENTING BODIES
- departments of the City of Warsaw,
- districts of the City of Warsaw,
- municipal organisational units,
- municipal companies,
- other entities of the City of Warsaw.

EXTERNAL IMPLEMENTING BODIES (PUBLIC AND PRIVATE):
- local government institutions within the Warsaw Metropolitan Area,
- voivodship government institutions,
- State institutions,
- non-governmental organisations,
- business support institutions,
- cultural institutions,
- healthcare entities,
- higher education institutions,
- research & development institutions,
- enterprises,
- non-associated residents,
- informal resident groups.

The department indicated by the Mayor of the City of Warsaw is in charge of coordinating the Strategy implementation. The duties of the reference department include:
- taking care of the consistency of the developed programmes and projects, which are intended to be implemented, with the Strategy objectives,
- monitoring the Strategy objectives implementation, using the programme monitoring information,
- analysing trends in the socio-economic development of the Capital City of Warsaw.

Every operational objective has a leading implementing body, in charge of the programme preparation, including the acquisition of external and internal partners, as well as the implementation and monitoring of the executive programme developed for the Strategy. The role of the leading implementing body is fulfilled by the relevant department of the City of Warsaw. Considering the interdisciplinary scope of objectives, a given operational objective may be assigned to more than one leading implementing body, which implies that more than one executive programme can be developed for a certain operational objective.

Information on assigning responsibility for the implementation of individual operational objectives, and on other implementing bodies, is included in Appendix 5 to the Strategy.

RESOURCES

The Strategy implementation will be mostly financed from the budget of the City of Warsaw. Some of the undertakings, however, will require a combination of various financing sources (financial engineering). The mobilisation of external resources, both private and public, will be based on cooperation initiated by the City of Warsaw, which can take various forms.
THE STRATEGY FINANCING SOURCES INCLUDE:

- the budget of the City of Warsaw,
- EU resources,
- resources from public partners,
- resources from private partners,
- other external resources.

The City of Warsaw will allocate at least PLN 30.4 bn for the implementation of the Strategy objectives.

The financial resources for the Strategy implementation will be allocated to individual programmes, and then to projects selected through competitive procedures. While selecting the projects for implementation, attention will be paid to the need to ensure the adequate resources for the maintenance of the created infrastructure.

The Strategy will provide the basis for determining multi-annual investment undertakings, included in *the Multi-Annual Financial Projection of the City of Warsaw*.

In addition to the financial resources, other resources necessary for the Strategy implementation will be ensured, including the staff, knowledge and skill, as well as technical resources. Their quantity and form will be determined upon formulating individual programmes.

COMMUNICATION

The Strategy implementation will be supported through an internal and external communication system, utilising the tools already existing in the City of Warsaw, along with new solutions.

An internal communication model will be employed by the staff of the City of Warsaw departments, district offices, municipal organisational units and other partners taking part in the Strategy implementation. The purpose of such communication will be to explain what the Strategy actually is and what role it performs in the City's development, as well as to disseminate the vision and objectives of the Strategy, and the roles of various entities involved in its implementation. Internal communication will also facilitate the coordination of activities of all bodies implementing the Strategy.

The addressees of external communication will include residents, and other individuals and entities, interested in the development of Warsaw. Its aim is to make residents aware of the City's development concept and the possible ways of influencing its implementation. Given than, the public will be regularly informed about the implementation progress of the Strategy objectives. The following external communication tools will be employed:

- a brochure presenting the projects planned for implementation in a given year,
- the implemented solutions, and the goods and services supplied to residents,
- the Strategy implementation report.

The external communication success will manifest itself as the objectives and values flowing from the City's development strategy being identified by residents, including those who are not familiar with the document content. For this reason, the combination of the Warsaw strategy with the City's brand will prove the most important.
REPORTING AND EVALUATION

The implementation of the Warsaw development strategy will be subject to cyclical reporting (monitoring) and assessment of the obtained results (evaluation). These will provide grounds for any decisions regarding the document update. When necessary, audits and internal inspections will also be conducted.

MONITORING

The monitoring of the development policy implementation as part of the Strategy will be conducted through:

- the implementation indicators regarding the strategic and operational objectives laid down in the Strategy, referring to the quantitative progress in achieving the planned effects. These indicators have been selected so as to reflect the resident-centred concept assumed in the Strategy, whereby residents are viewed as both users and creators of the City. In consequence, the effect to be obtained (and verified through the adopted indicators) is, in most cases, directly connected with the activities, attitudes and assessments of residents or entrepreneurs;

- context indicators comprising the general indicators of the socio-economic development of the City, influenced by a variety of factors, not limited to the activities undertaken as part of the Strategy. These will be compared with the indicators determined for selected Polish and European cities.

The Strategy implementation reporting will be conducted in annual cycles.

The department in charge of coordinating the Strategy implementation will be responsible for measuring the accomplishment of the strategic and operational objectives, defined in detail in Appendix 6. Based on the results obtained through measurements in Q2 of the year following the reporting year, a Strategy implementation report will be drawn up, including the analysis of context indicators. It will take into consideration the programme implementation reports drawn up in Q1 of the year following the reporting year. Based on the obtained data, conclusions and recommendations, relevant for the further Strategy implementation, will be formulated. They will then be presented to the implementing bodies with a view to undertaking corrective measures when necessary.

The Strategy implementation report will be available to the public. The information to be included has been specified in the standards regarding the documents promoting the development of Warsaw.

EVALUATION

As part of assessing the efficiency, effectiveness and usefulness of the implemented Strategy objectives, as well as their durability and selection accuracy, in relation to the identified needs, evaluation studies will be conducted. The following types of evaluation are planned to be conducted:

- on-going evaluation enabling problem identification, through annual cycles, and indicating the possible solutions,
- ex post evaluation conducted upon the completion of the Strategy implementation, with a view to assessing the degree of satisfaction of the needs, the objective implementation level and the Strategy outcomes.

The reference studies will make use of the Strategy and programme monitoring results, and the assessment of the Strategy implementation risks (Appendix 7).
GLOSSARY

Activity centre – a place fostering the active ways of spending free time and development, e.g. through cultural participation, learning, social activity, sports and recreation, and also through interacting with other people. This can be a cultural facility (e.g. a community centre or the Local Activity Centre) or an open area (e.g. an outdoor gym).

Development strategy – the superior document programming the development of Warsaw, which lays down the City’s development objectives in a long-term perspective. It provides a comprehensive description of the City’s development policy.

Evaluation – stands for assessing the quality and effects of the conducted measures. Its purpose is to improve the quality of the implemented processes and projects, as well as development programming documents. Its conduction is based on evaluation criteria, depending on the analysis performance period.

Ex ante (preliminary) evaluation – conducted at the Strategy preparation stage in order to verify the accuracy of selected objectives or measures, in relation to the diagnostic outcomes. It may also serve the purpose of assessing the internal cohesion of the document (relations between the objectives or activities envisaged in the document) and its external consistency (with regional, national and multinational documents).

Ex post (final) evaluation – conducted upon the completion of the Strategy implementation period in order to assess the degree of satisfaction of the needs, the degree of the objective implementation and the intervention outcomes.

Functional and spatial structure – a system of inter-related urban development elements (the arrangement of areas fulfilling various functions, i.e. the purpose and mode of using a given area). It can have a dense or scattered, as well as monocentric or polycentric, nature.

Green infrastructure – a network of inter-related natural, semi-natural, and green areas, which protect the value of ecosystems and provide a wide array of benefits to both people and nature. It fulfills an environmental function (preserving biodiversity), a social function (keeping green areas in order), and an economic function (increasing the market value of real estate).

Indicator – enables the measurement of the accomplished objective, mobilised resources and obtained outcomes, as well as provides quality information and constitutes a context variable. The achievement of a given indicator value means that the objective has been implemented, or the analysed phenomenon has taken place.

Mid-term evaluation – conducted in the middle of the Strategy implementation period, in order to assess the previous outcomes and assumptions made in the document. It may contribute to modifying the activities under implementation or the assumed objectives.

Monitoring – the process of a cyclical progress measurement of the implementation of the Strategy objectives and programmes. It is based on a system of indicators assigned to individual objectives, in respect of which the expected values have been defined.

Multi-annual financial projection – a document serving the purpose of a multi-annual financial planning for local-government bodies. It comprises a projection of the following budget parameters of a local-government unit: current income and expenses, property income and expenses, budget profit/loss, including the mode in which the surplus will be spent or the deficit financed, as well as budget revenue and expenditure, taking into account the contracted and planned debt. Its content is determined by the Act on Public Finance.

Objectives – specify how we are planning to attain the status presented in the vision of a 2030 Warsaw, taking into account the conditions identified the City’s diagnosis. The description of individual objectives determines the scope of the expected change and its implementation method.

Operational objective – indicates the method of accomplishing the strategic objective, but does not include a specific list of projects intended to be implemented. It is developed for the middle-
management staff of the City (directors of the City of Warsaw departments).

On-going evaluation – conducted in the Strategy implementation process, with the aim of assessing the problems identified through monitoring, along with the possible solutions. It more often refers to the intervention course than to its effects. It may contain an analysis of the up-to-dateness of the objectives and measures, in relation to the socio-economic situation, as well as functional and spatial conditions.

Programme – a document describing the strategy’s operational objective in further detail, while not forming its integral part. It determines at least the types of projects to be implemented, and concerns a period of 3-7 years (not exceeding the time frames of the strategy unless the applicable legal regulations stipulate otherwise).

Smart city – a city managed in an intelligent way, using digital and communication technologies, in order to improve the quality of residents life, efficiency of services and sustainable development.

Spatial development conditions and directions study – a document determining the commune’s spatial policy, including the local land development principles. It is adopted by the Warsaw City Council. Its content and drafting principles are determined in the Spatial Planning and Development Act.

Spatial order – the shaping of urban spaces which form a harmonious whole, taking into account, within structured relations, any specific conditions as well functional, socio-economic, environmental, cultural, and arrangement-related and aesthetic requirements.

Stakeholder – an individual, a group or an institution, contributing to the functioning of the City (e.g. through implementing objectives laid down in the Strategy) or influenced by the City (addressees of intervention measures).

Strategic diagnosis – developed through analysing the phenomena occurring in the City, along with their causes. The strategic diagnosis refers to the overall socio-economic situation, as well as to functional and spatial conditions of the Capital City. It is limited to issues directly stemming from the vision of a 2030 Warsaw, and is aimed at determining the changes necessary to fulfil it. It is developed on the basis of comprehensive thematic analyses.

Strategic objective – a general objective which directly arises from the created vision. This is a long-term objective which should be achieved not later than at the end of the implementation period of the City’s development strategy. The mode of its accomplishing is defined through operational objectives. Strategic objectives are determined for the top executives of the City (the Mayor of Warsaw, the Deputy Mayors of Warsaw, the City Clerk, and the Treasurer).

Sustainable development – the socio-economic development corresponding to a process of integrating political, economic, and social measures, which involves satisfying the society’s needs in such a way that the possibilities of satisfying the needs by future generations are not mitigated.

Universal designing – the process of designing the surroundings, infrastructure and products, which can bring benefits to the whole population.

User of the City – a person staying in Warsaw, whether as a resident or otherwise, e.g. a person commuting for work- or education-related purposes, coming to Warsaw to benefit from its cultural or commercial opportunities, or to deal with administrative issues, or visiting the City as a tourist.

Vision – a concise description of the expected status of the City to be attained in the year in which the development strategy is bound to be completed. It provides the basis for formulating the strategic and operational objectives, as a result of which it may be considered the most important (principal) goal in the City’s development.
APPENDICES

1. The Strategy preparation report
2. The strategic diagnosis
3. Relationships with other documents
4. Guidelines regarding the spatial development conditions and directions study
5. Objective implementing bodies
6. Monitoring indicators
7. Strategy implementation risks