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International City/County Management Association
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**REPORT ON THE PREPARATORY MEETING FOR THE
CONFERENCE ON STRATEGIC PLANNING AND
CITY DEVELOPMENT**

POLAND

AUGUST 1993

**Prepared for the Office of Housing and Urban Programs
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT**

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**INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION
Local Government and Housing Privatization
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**Report on the Preparatory Meeting for
the Conference on Strategic Planning and City Development.**

Gdansk, April 28-29th, 1993

Ministry Viewpoint

In his opening speech, Mr. Slawomir Najmiger, Deputy Minister of Physical Planning and Construction, stressed the government's interest in promoting the adoption of strategic planning concepts and methods by the cities and towns of Poland. He reaffirmed the Ministry's endorsement of Gdansk's initiative in organizing the conference. Mr. Najmiger stated that the anti-planning attitude which prevailed from 1990-1992 is starting to wane as public officials and citizens begin to understand the need for planning. Professionals have to adopt new methods and transfer techniques from Europe and the U.S.

Strategic planning is ideally suited to the needs of Polish cities. The open process helps build up confidence and cooperation among the diverse private groups and public institutions involved in urban management. The focus on the future is action oriented leading to tangible results. The Ministry is interested in helping cities and voivods acquire the planning tools they need to better help themselves and cooperate. The conference can focus attention on key issues in the strategic planning process. Other, less costly, mechanisms will be needed to carry the message to all the cities and towns, including brochures, travelling exhibits, documentation of successful experiences, and inexpensive methods for the exchange of information.

Gdansk Objectives and Case Projects

Mr. Franciszek Jamroz, Mayor of Gdansk, addressed the particular situation of the city at this time, and expectations regarding the benefits to be derived from the conference. Gdansk's development potential was discussed by several speakers representing various city agencies. They all stressed present and future links to the Baltic, Eastern and Western Europe, and North America. Major projects discussed included:

1. The development and management of the harbor district covering 4,000 hectares is considered a priority. The objective is to create opportunities for private investment in economic activities. State/city cooperation is needed to plan for a project of this magnitude and modernize the infrastructure.
2. The Granary Island Project initiated in 1989 was presented by Dr. Rutkowska. The Island's 15 hectares of developable land is mostly in public ownership (State and City). The few private owners have signed an agreement of cooperation

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with the city on the development of the Island. The Polish-American Institute of Home Builders backs the project and will invest in the area. The Institute is seeking to form a limited partnership company to undertake the development of the site. A new, more flexible, physical plan using zoning concepts was drafted by Dr. Rutkowska's team and submitted to the city council for approval.

3. Gdansk's implementation of a G.I.S. system, presented by Mr. Robert Lach links information on the physical characteristics of the land parcels and building improvements to their legal status and other relevant data such as land use, rentals, and taxation. He described the pilot project in the central zone and showed the system's impact on the improvement of management of municipal assets and revenue collection. The new fiber optic system soon to be installed will allow the sharing of information among legal, fiscal, and physical planning departments. Gdansk will be the first city in Poland to have a fully digitized atlas scheduled for completion in September 1993.

Conference Organization

Two alternative views regarding the objectives and organization of the conference were discussed. The first sought to use the conference to position Gdansk within an increasingly competitive system of Eurocities and Euroregions. This entailed relating the Gdansk meeting to other upcoming European events focussing on planning issues, namely: Baltic 2010, and Europe 2000.

In this context, the conference would help launch the restructuring of the city's economic role by:

1. Demonstrating the methods of strategic planning and its benefits.
2. Showing the transformations achieved through the application of strategic planning techniques and the collaborative effort it entails.
3. Focusing attention on key projects in the Gdansk Region.
4. Mobilizing citizens to initiate the strategic planning process in Gdansk.

The second viewpoint would keep the Gdansk meeting distinct from other European conferences. The meeting would help reshape the metropolitan, municipal, and local community planning functions by:

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1. Demonstrating the need for the strategic mode of thinking.
2. Mobilizing popular support for the strategic planning process.
3. Illustrating the successes achieved by cooperative action, public private partnership, and joint ventures with foreign investors, through the international cases.
4. Developing and presenting concrete ideas for the redevelopment of Granary Island, and other priority projects.

During the discussion of organization and logistics two key points were made regarding preparatory activities. These should include:

1. A public information effort to explain to citizens the purpose of the conference, their input in the strategic planning effort, and the need for active involvement of citizens in shaping their city's future.
2. The development of promotional materials, including special exhibits, to highlight the opportunities offered by Gdansk, and other participating Polish cities to foreign and local investors. In this respect it was suggested that investors in the Gdansk region should be asked to comment on the requirement of their enterprises and the factors that attracted them to set up businesses in this area.

The possibility of expanding the participation in the conference to include other cities from Eastern and Central Europe was mentioned. Further exploration of funding requirement and resource availability is needed to assess the feasibility of this proposal.

European Participation

The Western European participation in the conference, is funded by the EEC through the Eurocities Program. Representatives of Barcelona and Rotterdam are members of the Conference Technical Committee and will advise on the organization of the conference. During the preparatory meeting, Mr. Mammel de Forn presented the process followed by Barcelona to formulate the award winning strategic plan. The representative of Rotterdam City development Corporation outlined the Kop Van Zuid Project, involving rehabilitation and redevelopment of the waterfront zone.

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U.S. Participation

The U.S. Participation in the conference is to be funded by U.S.A.I.D. Details are to be worked out with the RHUDO office in Warsaw following the submission of a formal request by the City of Gdansk. The U.S. side was represented at the preparatory meeting by Mr. Jan Kolbowski representing U.S.A.I.D./RHUDO Warsaw and myself representing Harvard University on the technical committee. I was asked to select and outline an American case to be presented at the conference.

My choice of Boston was predicated on its capacity to offer interesting contrasts to the selected European cases, and complement them to provide a balanced perspective on strategic planning at the conference. My presentation entitled Urban Strategies for Economic Recovery: The Boston Experience, outlined the strategies which are enabling Boston to recover from a deep recession and highlighted the city's different approaches to urban development during alternating cycles of economic prosperity and recession. The Boston cases can demonstrate:

1. Strategic thinking in decision making and urban management while a formal strategic planning process is being instituted.
2. Flexible policy frameworks to capitalize on opportunities during the struggle for economic recovery.
3. Capacity to adapt operational strategies to changes in the economic environment.
4. Focused action oriented approaches which draw on public/private partnership and state/city cooperation.
5. Linkages between the city, educational and financial institutions and community development corporations
6. Community leadership and creativity able to mobilize local energies and resources and capitalize on limited public inputs.

The slide presentation vividly demonstrated to the officials attending, the relevance of the Boston experience to the situation in Gdansk and other Polish cities. The group forcefully endorsed the presentation of the case at the conference. Consequently, I requested that, subject to U.S.A.I.D. approval and funding to cover costs, a representative of the City of Boston namely the Deputy Director for Economic Development at the Boston Redevelopment

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Authority be invited to attend. We would jointly present concepts of strategic planning and the illustrative Boston cases and prepare the portable panels to be exhibited at the conference. This proposal was very well received and the organizers moved to add Boston's representative to the technical committee.

Update on Activities Following the Preparatory Meeting

Dr. Rutkowska and Mr. Lach had applied to the U.S.A.I.D. Participant Training Program to attend the International Training Program on Public/Private Partnership in Urban Development offered by the Unit for Housing and Urbanization at Harvard Graduate School of Design, July 7 to 30th, 1993. We therefore decided that we would jointly select the specific projects to be presented in the Gdansk Conference after they would have had an opportunity to visit the proposed sites in Boston. At the conclusion of the program on July 30th, the Boston Navy Yard, and the Langham Court Housing Cooperative were selected for detailed coverage.

Mr. Lach informed us that the date of conference, originally scheduled for October 18-21, 1993 at the preparatory meeting would be postponed due to the national elections called for September. A new date will be proposed following the nomination of the new cabinet. Consequently, we decided that I will be responsible for the preparation of the selected case studies with inputs from city officials and community leaders as needed. The cases (text and illustrations) will be completed by September 30th. The organizers in Gdansk will prepare the Polish translations. Following agreement between USAID/RHUDO Warsaw and the city of Gdansk regarding funding of the U.S. participation in the conference, and the extension of a formal invitation to the conference, I will coordinate with Boston City officials, community groups, and private firms involved in the projects to select materials for the exhibit and decide on its format.

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Consultant to ICMA

August 16, 1993

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PREPARATORY MEETING SCHEDULE
for organization of
INTERNATIONAL CONFERENCE ON STRATEGIC PLANNING POLICIES
FOR CITIES OF CENTRAL AND EASTERN EUROPE

Place of meeting :

Main City Hall of Gdansk

Date :

April 28th to April 29th

April 28th

Program of the day

09.00. Introduction of Sławomir Najm

Deputy Minister of Physical Planning and Construction - WARSAW

09.15. Report on state of Economy of Poland

09.20. Report on status quo of the City of Gdansk - Franciszek Jamroz-Mayor of Gdansk

10.00. Discussion about aim of organization of conference and explanation of methodology of strategic planning based on examples of Barcelona, Rotterdam and American cities.

Persons invited : Manuel de Fom - Strategic Plan of Barcelona

Leo van der Berg - EURICUR, Rotterdam

Mona Serageldin - Harvard School of Design

guests from the city of Rotterdam (Kop van Zuid Project and Rotterdam City Development Corporation)

11.30.-11.45. coffee break .

11.45.-12.30. discussion

12.30.-13.00. lunch

15.00.- 17.30. discussion on division of tasks between participating cities and financing organizations.

17.30.-19.00. redaction of agreed materials

19.00.-20.00. break, free time

20.00.- 21.00 concert of Capella Gedanensis

APRIL 29th

09.00.-10.00

Dr Katarzyna Rutkowska

Presentation of Granary Island Development Corporation Project

10.00.-11.00

Robert Lach,

10.00.-11.00 | presentations of development projects of participating cities

11.00.-12.00 | including Barcelona, Rotterdam, Gdansk and an American city case.

12.00.-13.00 | selected by Mona Serageldin

13.00.13.30 summary of presentations

13.30.-15.00 lunch

15.00 - 17.00 discussion on creation of forum of intellectuals and practitioners acting in the

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field of strategic planning should be discussed.

Internationalization of experience in the field of strategic plans should be discussed.

Efforts of cities participating, preparation of conference from organization point of view, financing of travels, publications, studies will be main theme of the meeting. Date of conference should be decided (late autumn of 1993) depending on possibilities of each participating cities

OUVERTURE application proposal to be discussed

financing from USAID explained - Mrs Sonia Hamman - USAID - Poland
 Since Mayors of greater metropolitan cities of Poland as well as mayors of Baltic Cities Union are very interested in participation (about 50 mayors from Central and Eastern Europe) clear concepts of explanation of - "what it is strategic planning?"

- "which results were achieved?"
- "how to constitute identity of aims of citizens and local & regional authorities?"
- "how to construct internally coherent strategic line of activities with conflicts solving and critical path?"

should be proposed and agreed.

It was proposed to show links of particular strategic plans and its influences on cities after implementation - as visual proof of efficiency of this methodology - in contrast to traditional methods of physical planning.

Polish cities and other cities of central and eastern Europe face dramatic speed of different processes (privatization, municipalization of land, unemployment, weakness of capital market, shortages in investments, city marketing etc.)

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**PROGRAMME OF CONFERENCE ON THE STRATEGIC PLANNING
and OF CITIES DEVELOPMENT**

A PRE-CONDITION FOR FULFILLING THE CITIES' POTENTIAL

Goals of the conference:

- * to present and promote the idea of strategic planning to Eastern European cities.
- ** to establish an interdisciplinary working group for standing co-operation in the field of strategic planning:
- *** to open Gdańsk pilot project

Target Audience:

- * Municipal planners, administrators, politicians, and social/economic key agents from invited Eastern European Cities.

Place of the conference:

- * Gdańsk

Date of the conference:

- * 18 - 20 of October 1993

Institutions :

- * City of Gdańsk, The Mayor's Office
- * Eurocities,
- * Ministry of Physical Planning and Construction, Warsaw
- * Gdańsk-Barcelona Society
- * United States Agency for International Development

The organizers are responsible for arrangement of financial sources to guarantee financing for conference expenses till the end of June.

- * Gdansk Vovoid

Technical Committee:

- * Erasmus University of Rotterdam,
- * Municipality of Rotterdam
- * Municipality of Barcelona
- * Harvard University,
- * Municipality of Boston

Participants:

- * Union of Polish Metropolitan Cities
- * Baltic Cities Union
- * Gdańsk Metropolitan Association
- * Representatives of private sector
- * Local political, social and economic key agents

Methodology:

- * Working sessions

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***Exhibitions**

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Programme:

*** The first day - October ,18th THE INTERNATIONAL DAY**

9.00 - 10. 00

Opening of the conference - Presentation of Conference Theme (15 minutes)

10.00 - 11.30

Discussion on strategic planning of Barcelona on the case of a key development project ; moderator: Mr. Manuel de Forn

11.30 - 12.00

Coffee break

12.00 - 13.30

Discussion on strategic planning of Boston on the case of key a development project ; moderator: Mrs. Mona Serageldin

13.30 - 16.00

Lunch

16.00 - 17.30

Discussion on strategic planning of Rotterdam on the case of key development project (Kop van Zuid); moderator: Mr. P. Rodenberg

17.30 - 18.00

Coffee break

18.00 - 20.00

Conclusions on basic elements in the strategic planning of Western European and American cities and its impact on city development process.

21.00

Reception

*** The second day - 19 th of October**

9.00 - 10.00 - Point of view of Polish Government on strategic planning methodology as an only method for efficient management for metropolitan areas

Mr Slawomir Najnigier, Deputy Minister , Ministry of Physical Planning and Construction,

10.00 - 10.30

Coffee break

10.30 - 13.30 - discussion on possibilities and methodology of strategic planning in l cities undergoing economic transition in Poland on the cases: Gdańsk -

Granary Island project and cases from the other Polish cities with the participation of representatives of metropolitan cities.

13.30 - 16.00

Lunch

16.00 - 17.30 - disscusion on possibilities and methodology of strategic planning in Eastern Europe on the cases of

17.30 - 18.00

Coffee break

18.00 - 20.00 - Conclusions on possibility of implementing strategic planning for city development.

20.00

Evening events

*** The third day - 21st of October**

9.00 - 11.00 - Reviewing of proposal for final document

11.00 - 11.30

Coffee break

11.30 - 13.30

Forming of an interdisciplinary working group for standing cooperation on pilot project of strategic plan for the city of Gdańsk.

Formal closing of conference.

13.30

Lunch

*** The exhibition of presented cases will take place during the conference.**

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