

The European Commission's
**INTELLIGENT CITIES
CHALLENGE**

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Gliwice : Intelligent City Transformation Overview

ICC Final Deliverable



Executive summary

Gliwice is a city in Upper Silesia, in southern Poland with 160.000 inhabitants and is a part of Górnośląsko-Zagłębiowska Metropoly. During the last 30 years Gliwice shifted successfully from steelworks and coal mining to modern and innovative industry becoming the home of a Subzone of the Katowice Special Economic Zone (where nearly PLN 10 billion have been invested so far) an important academic (Silesian Technical University), scientific and industrial centre concentrating on support of innovative companies and new technologies. The economic growth of the city was not simultaneously followed by an adequate development of participatory processes and civic activity. Although, the civic budget in Gliwice plays an important role in citizens' engagement (with 67 projects realised, budgeted for almost 1,7 mln euro and more than 56.000 votes in 2021), the diagnosis showed that Gliwice do not have a clear system of communication with citizens, does not conduct many consultation processes apart from those demanded by the law. Citizens do not know which channels can be used to communicate their needs, ideas and opinions and in the same time there is a lack of belief in the influence on decision making process in Gliwice. Good communication with the citizens should be based, among others, on open database access and a preformed analyses in this field showed visible inconsistency between the amount and quality of owned data and the data published in an open, digital way. In the case of data many interesting data is collected in the form of annual city reports, which are presented in a not attractive and useful form for external users. Gliwice council, like in most other Cities, operate in silos. Some departments collect spatial data, other social data and so on, this scatters the data and hampers the use of it by external stakeholders.

On this basis Gliwice defined the vision of becoming a city effectively cooperating with it's citizens, communicates with all local stakeholders using clear and consistent tools and procedures. The city will be prepared to start sharing possessed data in an open, digital platform. To achieve these ambitions three statements were specified:

- Gliwice is implementing new methods and tools of participation, developed and tested in the process of creation of strategy Gliwice 2040, were citizens are engaged in many processes conducted in the city, also on early stages of their development.

Executive summary

- Gliwice uses digital participation platform to communicate with its citizens and conduct participation processes,
- Gliwice present the city data in an accessible digital way and have a clear vision of data presentation development.

During the ICC project the team worked on two solutions:

1. New participation approach (testing new participation tools and methods in the process of creation new development strategy Gliwice 2040 and launching digital participation platform),
2. Open data platform (publication of data possessed by the city and published annually as a city report).

Both solutions were defined and implemented with broad engagement of stakeholders – various municipal departments, units and companies as well as the centre of NGO's support. These entities formed the core team of the project. During the implementation phase, especially of solution 1 many local stakeholders were involved: NGO's, business, university representatives, city and district boards and individual citizens. During the project cycle the team faced two main obstacles: Covid-19 face to face meetings restrictions and lack of external financing. Restrictions forced the team to reschedule ~~or~~ and change the method of participation activities and in some cases rearrange them from “in person” to “online” mode. The delay in external financing sources implementation made it impossible to establish open data platform on time in expected scope. Instead the team re-developed a well existing spatial planning digital tool and on its basis created a test version of the citizen participation platform which was launched on May 2022. The outcomes of the project are not only experiences and recommendations for participation methods, digital participation platform and initiation of open data sharing but also strong ecosystem engagement which already resulted in new common initiatives. Next three years will be devoted to further development of launched instruments: increasing the number of users of digital participation platform, activities conducted on the platform, adding new functionalities, extending the scope of data sets on open data platform, promotion and education concerning both instruments and further cooperation with ecosystem on new projects and initiatives in frames of city development strategy.

Mayor Foreword

It was an inspiring journey that Gliwice made during last months accompanied by innovative and ambitious partners from 100 Intelligent Cities initiative and supporting experts. Our aspiration was to cooperate closer with citizens and other city's stakeholders, to invite them to open discussion and to involve them deeply in city development processes. The first and significant step toward this vision was creation of new Gliwice's development strategy – Gliwice 2040. The widespread debate on Gliwice's future engaged both children and seniors, primary schools students and University representatives, municipal officers in hand with business and NGO's. Despite obstacles caused by Covid-19 and crisis we faced after the Russian aggression in Ukraine the process continuously progressed until it's successful finish which means the final version of commonly defined development strategy- Gliwice 2040 and activated potential of city ecosystem enthusiastic to collaboratively face new challenges. As the city focused on new technologies and innovations we aim to support all conducted process with intelligent tools. After the ICC project civic participation procedures and data sharing can be done in digital and open way. Both platforms have a great potential of growth and improvement which we are going to manage, taking advantage of knowledge and experience of ICC community.

Adam Neumann
The Mayor of Gliwice

The city of Gliwice pursued an EU-supported transformation over four main stages, and this document details that journey by these sections

Overview to the city's journey and structure of this document



1 Preparation & assessment

5 months:
September 2020 – January 2021



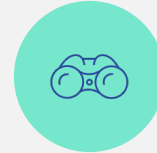
2 Ambition & roadmap

3 months:
February 2021 – April 2021



3 Implementation

15 months
May 2021 – July 2022



4 Review & way forward

2 months
August 2022 – September 2022

*Reported as
one section*

Summary

Find out **where a city is, where it should go** and who in the ecosystem is going to **mobilise make things happen**

Develop a **concrete plan** to achieve **measured improvements**, collaborating with the community; push action with immediate benefits

Get “big moves” **done** and **see results**; take **action in partnership** with others

Measure success, and commit to **keep connections and improvements going**

Section

1

September 2020 to January
2021

GLIWICE: Preparation and assessment

ICC transformation



Introduction

After the economic transition in the 1990's Gliwice, as a coal and heavy industry city in that time, focused on posing new investors to develop modern technologies and development Gliwice's main assets – human resources, localisation (on the crossing of two main Polish transport corridors) and cooperation with local players such as Silesian Technical University. The city achieved to create an investment zone and establish business an incubator and many high-tech start-ups in the former coal mine, develop a strong position in modern business services sector and ICT sector with cargo hubs. Nowadays, Gliwice has a very strong economic position which is constantly reflected in rankings among Polish cities.


All these actions were conducted according to the vision and goals settled in City development strategy for years 2002-2022. Most of the goals are already achieved and it is time to move on and create the vision of Gliwice in 2040 in frames of the new strategy. In the following 20 years we would like to focus on livability and cooperation with citizens.


The first step will be to proceed with the creation of the new Gliwice 2040 Strategy which we are willing to conduct with broader citizen engagement. As the participation process in Gliwice so far has been limited to traditional methods demanded by the law, we are eager to test in this process new methods and tools and introduce the most successful ones in day-to-day city operation system.


The ICC project run simultaneously to the strategy Gliwice 2040 creation process. We plan to work out within the ICC project best participation methods and tools to be introduced during the process and become a new model of cooperation with Gliwice's citizens.

City needs: State of the city overview

Significance of insight to what we want to do on the ICC

 Of critical importance to ICC journey and we should be working to change

 Of importance to ICC journey, and we should act to change this along the journey as opportunity presents

 Contextually relevant, but not major point of attention in ICC and unlikely to be impacted on the journey

The state of Gliwice today

Gliwice has experience of participation processes which are conducted in the city – participatory budget, public consultations of spatial planning documents or revitalisation programmes.

Among ongoing participatory procedures – the participatory budget is the most mature and recognizable among citizens. Mostly because of clear rules and structure and many years of presence in Gliwice.

Other consultation procedures are mostly conducted according to demands of law. We receive signals from citizens that these ways of consultations are not sufficient and they expect much broader involvement in decision making processes. On the other hand there is still significant amount of citizens who are not involved in any activities mostly because of lack of faith in a possibility of real impact on the city.

Centre of NGOS's - which supports NGO's in the city and the citizens who wish to work actively for local society. It is responsible for Gliwice participatory budget and is involved in the ICC project.

Key insights from city performance analysis

Higher performance observed

1 Participatory budget procedure

2 Gliwice Centre of NGO's and many active NGO's in Gliwice

3 Groups of active and engaged citizens

4 Open access to spatial city data

5 Annual city report with a very broad scope of data

Lower performance observed

1 Lack of digital tool for contact and cooperation with citizens

2 Lack of digital tool for contact and cooperation with citizens

3 The system of communication with citizens is not consistent and clear enough

4 Citizens do not feel their voice matters

5 City data are published only in the traditional way (not digital), there is a lot of data in Gliwice which is not published at all

Participation Process – Civic Budget

Gliwice Civic Budget – the biggest and most popular method of citizens participation!

The **Gliwice Civic Budget** is a procedure that allows citizens to actively participate in shaping the city and the developing neighborhoods.

- City's projects can be submitted by citizens every year - ideas may concern investments and renovations, but also cultural, sports and recreational offer of the city
- Citizens can vote for one district and one city-wide project using the participatory platform

The year 2021:

- ❑ citizens submitted 2,243 projects
- ❑ 67 projects realised
- ❑ budget almost 1,7 million euro
- ❑ more than 56.000 votes

**Decyduj *MY!*
razem**

Gliwicki Budżet
Obywatelski



■ Gliwicki Budżet Obywatelski

to procedura, która pozwala mieszkańcom aktywnie włączyć się w kształtowanie miasta i rozwój dzielnic. To najbardziej bezpośredni sposób decydowania gliwiczanie o tym, na co zostaną wydane środki z budżetu miasta. Pomysły mogą dotyczyć inwestycji i remontów, ale także miejskiej oferty kulturalnej, sportowej czy rekreacyjnej.

■ Dlaczego warto włączyć się w Budżet Obywatelski?

- Masz wpływ na to, co dzieje się w Twoim miejscu zamieszkania i okolicy.
- Odbisz o przyszłość swoją i przyszłych pokoleń.
- Poznasz ludzi i współpracujesz z nimi.
- Decydujesz!

City Ecosystem

Key topics for discussion

Shared aspirations and vision – do all stakeholders see the city in the same light and believe we are already on the same journey?

All representatives of city ecosystem, who participated in the ICC Programme, do agree that the participation processes in Gliwice needs to be improved. The city needs to make a step further from current model and develop new tools and methods of participation. All of the actors believe that the potential of data possessed by the city is not fully and efficiently used by both – external parties and the city itself. The new strategy of data treatment and its sharing needs to be established.

City Ecosystem

What we bring and how we work together – what capabilities are different parties bringing to the party? Do we work together well in ecosystem situations?

The ecosystem working on the project was created regarding all necessary skills, knowledge and experiences to conduct the project efficiently, realise settled goals and implement project's achievements in further city activities. Gliwice Centre of NGO's is responsible for participatory budget, for supporting new and ongoing social initiatives, nowadays extend its profile to concentrate more on citizens engagement. Centre has great experience in cooperation among citizens as well as full possibility to implement and develop project's results. As the participation system will be improved in strategy Gliwice 2040 creation process the strategic planning and spatial planning specialists will also be involved in the team. The representatives of City Development Bureau bring their experiences and knowledge on city reporting (as a basis for data treatment strategy) and will manage and monitor the project implementation. Involvement of Technopark Gliwice is welcomed mostly because of its huge engagement in local society support realised by implementation of EU projects and entrepreneurship development. Silesian Metropolitan Net on the other hand is a powerful partner as far as digital and cloud solutions are concerned. Presence of Metropolis GZM gives the project regional scope and will facilitate good practices sharing among the cities within Metropolis.

City Ecosystem

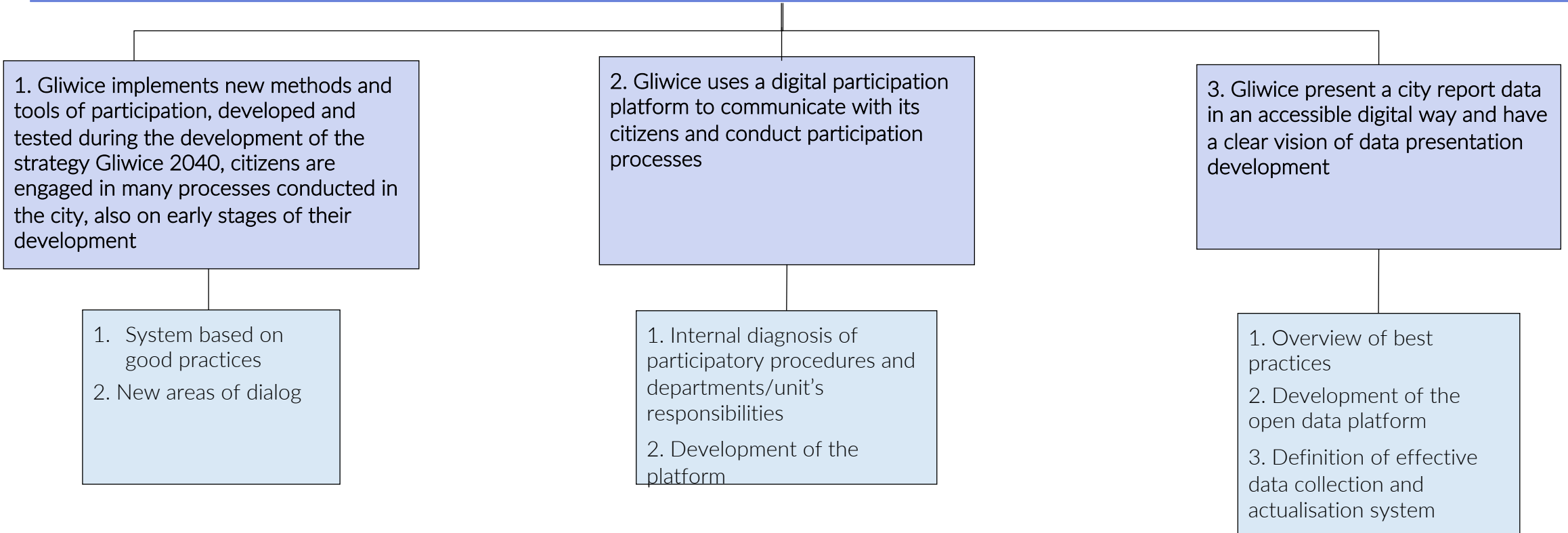
Urban resources for transformation – does our wider city more broadly have the typical assets needed for a major transformation like access to capital, a skilled labour force and critical thinking

During project workshops it has been evaluated that Gliwice have a number of assets to achieve goals settled in frames of ICC initiative:

- there are funds planned in city budget for participatory activities, recent Gliwice's financial situation is stable what enables further planning of additional activities and investments in field of social participation
- the City team and stakeholders working within ICC initiative consists of professionals who have great experience in their fields – supporting social engagement and increasing activity among citizens, cooperation facilitation among local actors (Gliwice Centre of NGO's), specialists with deep knowledge regarding ICT (Silesian Metropolitan Net), professionals working on spatial planning, strategic planning and open data
- engagement of project management specialists with deep knowledge and experience guarantee high level of project implementation process, the process will be regularly monitored, verified and improved when necessary
- the project was approved by the Mayor of Gliwice and gained a full political support

ICC strategy: Vision and ambition statements

Gliwice effectively cooperating with its citizens city, which communicates with all local actors using clear and consistent tools and procedures, and is prepared to start sharing possessed data in an open, digital way.



City strategy: justification

The diagnosis shows that Gliwice do not have a clear system of communication with citizens, do not conduct much consultation processes apart from those required law. Citizens do not know which channels they can use to communicate their needs, ideas and opinions and simultaneously do not feel their voice is important and can influence a decision making process in Gliwice. Implementation of the new participation approach should improve the communication in the city by broaden the scope of discussed topics as well as introducing new methods and tools. This objective combines two solutions – testing new tools and participation methods while developing the strategy Gliwice 2040 as well as creation of a digital participation platform. The synergy between these two solutions is obvious – the process of developing the strategy will set up a frames for participation in Gliwice, encourage citizens to get involved in city decision-making processes whereas the digital platform is one of tools which may facilitate the engagement.

Detailed analysis of data management showed visible inconsistency between the amount and quality of possessed data and the data published in open platform. On one hand the city of Gliwice collects a lot of data within annual city reports, on the other hand the current way of publishing it is not attractive for potential users. The main task is to present this data in an open, userfriendly platform. As the city has a developed platform to present city spatial data there is a possibility to upgrade this platform with data from city reports. Some data could be possibly presented on the map but the platform gives an opportunity to publish data in all accessible digital formats.

The open data platform will be another tool encouraging citizens to get involved more deeply in city development decisions. Openness and sharing data is also a trust-building process not only for citizens but all city stakeholders like business or universities. May be a basis for common projects and further collaboration. In this meaning all solutions being implemented in Gliwice are closely linked and reinforce each other leading to better communication, engagement and collaboration within Gliwice's ecosystem.

City strategy: justification

Main thoughts which will accompany the implementation team in the process will be:

1. Stay flexible and open minded – the whole project and especially the strategy Gliwice 2040 creation is a long-distance run, all solutions are new in the city – on such a basis the actions planned need to be monitored and verified more often than in more expectable processes, the range of tools and methods which can be used is very broad so lack of effectiveness of one of them revealed during the process or restrictions which prevent their use should convince the team to implement a different one.
2. Concentrate more on goals achievement than tools being implemented – unfortunately no external funding was provided in the project and it will be financed from city's budget, this means a risk that not all actions foreseen can be implemented in planned scope, it is important to choose these actions which will lead most effectively to achievement of the objectives or only initiate actions/works so the task will be ready to be implemented in more convenient circumstances
3. Remember of huge potential in city's ecosystem – the project's success is based mostly on potential of ecosystem and its' cooperation, it is important to engage the broad scope of stakeholders

Key factors which definitely need to be taken into consideration are:

- pandemic restriction which prevent the usage of previously planned tools and methods
- financial issues and lack of external funds
- limited experience of municipal officers- the process was projected and impliments by city officers with support of experts instead of hiring an external company to run it
- need of education and better understanding of participation and collaboration benefits within municipal office

Section 2

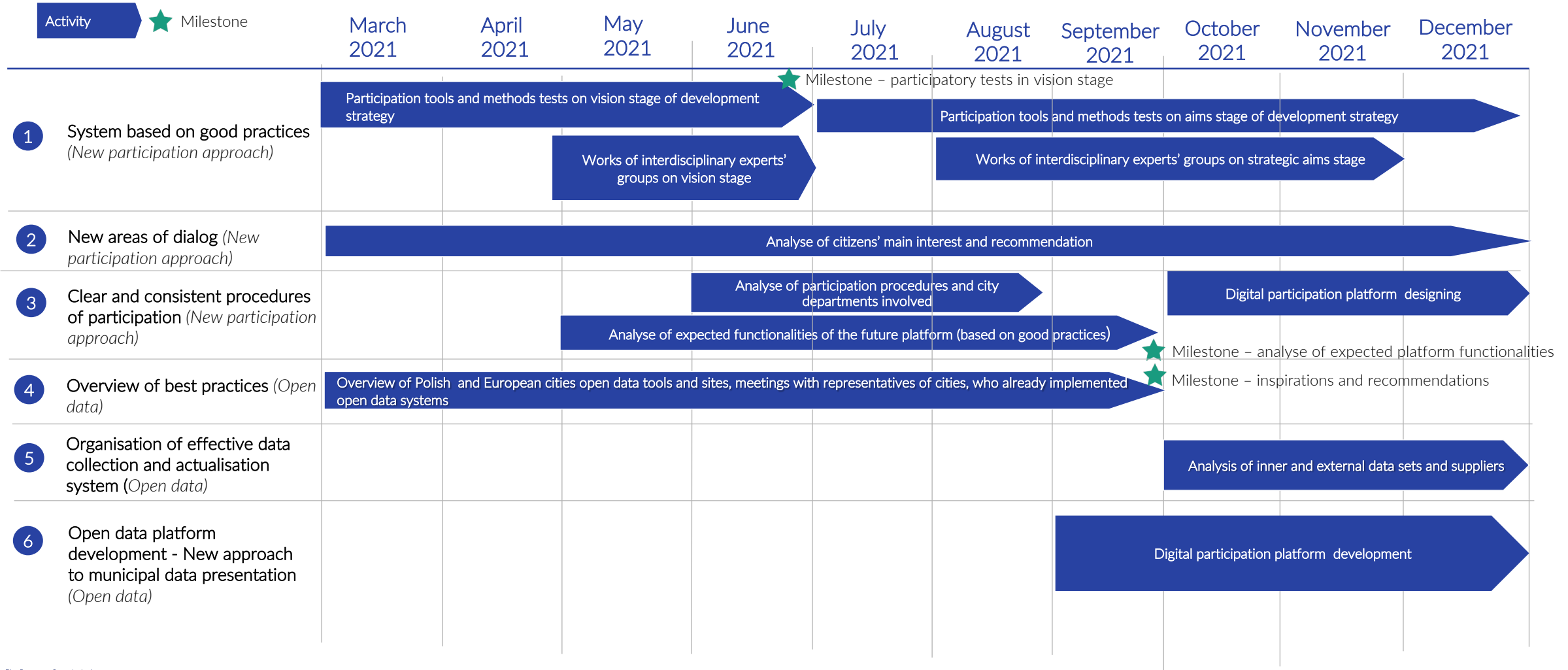
GLIWICE : Ambition and roadmap

ICC Transformation

February 2021 to May 2021

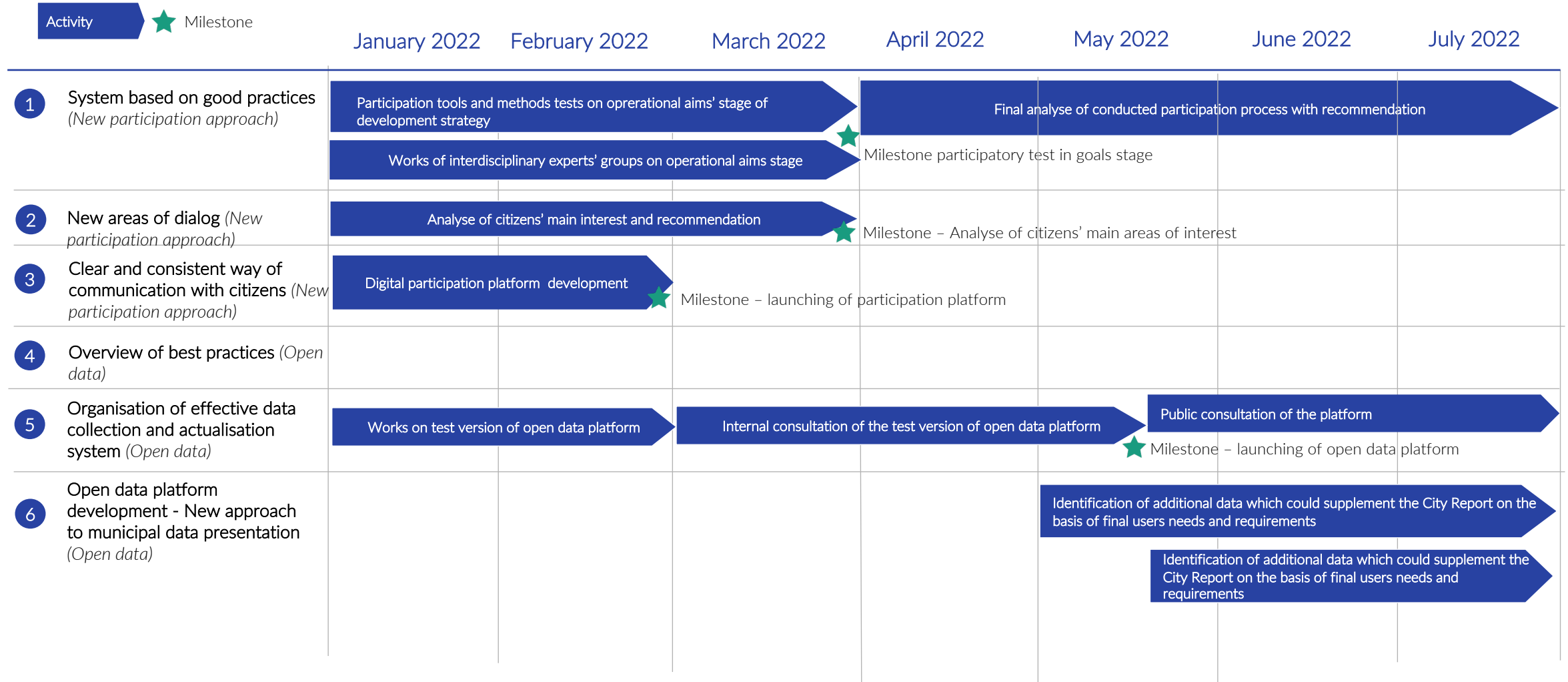
High level implementation roadmap for solution (“10000m plan”)

New participation approach 2021



High level implementation roadmap for solution (“10000m plan”)

New participation approach 2022



Rationale to road map

- Participation tools and methods were planned in a flexible way so they could have been adjusted to changing pandemic restrictions as well as needs and expectations expressed by stakeholders
- New areas of dialog were designed simultaneously to participation tools and methods testing path, nevertheless the analysis of citizens' main interest would have been impossible to carry out
- At the inception stage of the process development of the participation platform was not decided because of uncertainty of funds, after the positive decision on the platform development the road map was redesigned and additional stage of development was added
- After the decision that the open data platform would be created by municipality officers (without external support) deep diagnosis and analysis became an even more essential part of the solution

Initiative charter #1 New participation approach

Strategy

Description



Why: There is a need an a will of broader and more developed cooperation between municipal office and citizens

What: New participation approach

How:

- Test of different participation tools during creation of development strategy Gliwice 2040 with final recommendations
- Recommendations for creation of one digital participatory platform embracing all existing and new functionalities
- Development of new areas of dialog with citizens

Link to vision



Gliwice is effectively cooperating with it's citizens city, and is communicating with all local actors using clear and consistent tools and procedures

Link to ambition statement



Gliwice implements new methods and tools of participation, developed and tested in the process of creation of strategy Gliwice 2040, citizens are engaged in many processes conducted in the city, also in early stages of their development Gliwice uses digital platform to communicate with its citizens and conduct participation processes

Expected impact and timing



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- Recommendations on participatory tools implementation: second half of 2022
- Participatory platform implementation: beginning of 2022, extended version – end of 2022

Stakeholders involved

Solution lead:



Municipal Office in Gliwice,
City Development Bureau

Solution working team:



- Municipal Office in Gliwice, City Development Bureau
- Centre 3.0 – Gliwice Centre for Social Activities
- City Urban Planning Department

Contributors:



- Municipal office departments involved in participation processes
- External providers (local companies / citizens / universities / District councils)

Risks and mitigation



- Higher cost of implementation with new tools
- Insufficient experience in new participation approach implementation
- Domination of communication channels by particular interest groups
- Limited possibility of direct contact with citizens and realisation of all foreseen activities because of pandemic regime

Inputs, outputs, outcomes and impacts

Source of funding and estimated cost



The source of funding : 158.000 euro (city budget)

Solution maturity outputs



Establishment of Gliwice digital participation platform

Unify different separate digital participation processes in one-stop-shop (citizen budget, public consultations)

Digitalisation of new processes (on-line voting on issues important for citizens, online meetings with citizens)

City performance outcomes and impacts



- More professional and citizens friendly communication – ongoing up-skilling process of city representatives Training on participation in practise for city units directors (1 training), involvement of city representatives in working groups activities: 22 meetings / 20 representatives
- Presence of participatory mechanisms by policy area city development strategy, revitalisation, participatory budgeting; incident reporting; digital planning consultations)
- More efficient decision making processes with citizens engagement
- More active, engaged and more aware local society



Initiative charter #2 Open data

Strategy

Description



Why: city data is shared in an inefficient and non-digital way
What: publication of new city data scope and recommendations (open data)'

How:

- Overview of best practices
- Organisation of effective data collection and actualisation system
- New approach to municipal data presentation – project of new data presentation system

Link to vision



Gliwice is prepared to start sharing possessed data in open, digital way / Gliwice shares possessed data in open, digital way

Link to ambition statement



Gliwice present a city report data in accessible digital way and have a clear vision of data presentation development.

Expected impact and timing



- The full operational open data system based on recommendations is depended on availability of funds
- The first „basic” version of the platform will be launched in the first half of 2022 and will be developed further (the rate of works will be depended on available funds)

Stakeholders involved

Solution lead:



Municipal Office in Gliwice,
 City Development Bureau

Solution working team:



- Municipal Office in Gliwice, City Development Bureau
- City Urban Planning Department / GIS Department
- Technopark Gliwice

Contributors:



- Municipal office departments being in possession of city data
- Municipal entities
- Municipal companies

Risks and mitigation



- Higher cost of implementation when new tools –works were done by municipal officers and with use of programs /tools already possessed by Municipal Office
- Necessity of involvement of many entities in the process of collection and actualisation of data
- Difficulties in defining data sharing goals and scopes

Inputs, outputs, outcomes and impacts

Source of funding and estimated cost



The source of funding : 24.100 euro (city budget)

Solution maturity outputs



- Establishment of municipal open data platform

City performance outcomes and impacts



- Verification of data collected in City Report
- Easy, clear and open access to comprehensive and up-to-date data
- Ability to monitor city development and quality of life
- Developing new initiatives based on open data
- Supporting the decision-making process for the city management board and business

Key Performance indicators - overview

Solution	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
New participation approach Initiative: System based on good practices	Participation tools and methods tests on vision stage of development strategy: <ul style="list-style-type: none"> • District online meetings – 7 meetings • Thematic meetings – 4 meetings • Surveys – 4 Participation tools and methods tests on strategic aims stage of development strategy <ul style="list-style-type: none"> • District onsite meetings - 21 Works of interdisciplinary experts groups in fields: environment, economy, society, city space <ul style="list-style-type: none"> • vision stage: 8 meetings • strategic aims stage: 8 meetings • operational aims stage: 8 meetings 	Final analyse of conducted participation process with recommendation Participatory establishment of Gliwice development strategy - Gliwice 2040	<ul style="list-style-type: none"> • More professional and citizens friendly communication • Presence of participatory mechanisms by policy area (e.g., participatory budgeting; incident reporting; digital planning consultations) • More efficient decision making processes with citizens engagement • More active, engaged and more aware local society

Key Performance indicators - overview

Solution	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
New participation approach Initiative: Clear and consistent way of communication with citizens	Analyse of participation procedures and city departments involved – 1 document Analyse of expected functionalities of the future platform (based on good practices) – 1 document Development of participatory platform and implementation of test (basic) version	Conducting participatory procedures within Municipal Office in Gliwice in digital way with use of the platform Increasing number of citizens participating in city management processes in digital way	<ul style="list-style-type: none"> • More professional and citizens friendly communication • Presence of participatory mechanisms by policy area (e.g., participatory budgeting; incident reporting; digital planning consultations) • More efficient decision making processes with citizens engagement • More active, engaged and more aware local society
New participation approach Initiative: New areas of dialog	Gathering information on citizens' interest areas during participation process – 2 summaries, one from each stage of the process Survey on civil activity and interests – 1 survey and summary Analyse of citizens' main interest and recommendation – 1 document	Analyse of citizens' main areas of interest and recommendations	

Key Performance indicators - overview

Solution	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
Open data platform Initiative: Overview of best practices	Overview of Polish cities open data tools and sites, meetings with representatives of cities, who already implemented open data systems and companies offering open data solutions <ul style="list-style-type: none"> • at least 10 sites analysed • at least 5 meetings Overview of chosen European cities open data portals <ul style="list-style-type: none"> • at least 5 examples 	Recommendations for organising the process of data collection and presentation	<ul style="list-style-type: none"> • Learning from experience • Verification of data collected in City Report • Easy, clear and open access to comprehensive and up-to-date data • Perception of Gliwice as an open and predictable city, the good place for living and running business • Ability to monitor city development and quality of life • Developing new initiatives based on open data • Supporting the decision-making process for the city management board and business

Key Performance indicators - overview

Solution	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
Open data platform Initiative: Organisation of effective data collection and actualisation system	Analysis of internal data sets and suppliers (within the municipal units) – 1 analyse Analysis of external data sets and suppliers (regional and national units) – 1 analyse Analysis of possibility of automatic linkage between data in existing systems (i.e. municipal spatial information system) and the new open data system – 1 analyse	Internal data sets and suppliers identified External data sets and suppliers identified	<ul style="list-style-type: none"> • Learning from experience • Verification of data collected in City Report • Easy, clear and open access to comprehensive and up-to-date data • Perception of Gliwice as an open and predictable city, the good place for living and running business • Ability to monitor city development and quality of life • Developing new initiatives based on open data • Supporting the decision-making process for the city management board and business
Open data platform Initiative: open data platform development	Defining needs and requirements of the new system's users – 1 report Identification of additional data which could supplement the City Report on the basis of final users needs and requirements – 1 report Defining the set of indicators based on gathered data and consistent with the Gliwice2040 strategy, that would allow to measure the development of the city – 1 report Development and implementation of open data platform: 1 platform	Detailed description of functionalities and usability of the system Growing number of individuals and organisations using open data platform Presentation of city report data in digital way Recommendation for indicators's set allowing to measure the development of the city	

Key Performance indicators - Cross cutting indicators

Cross cutting indicators

1. Number of participation tools and methods used in strategy Gliwice 2040 development
2. Development and implementation of participatory platform
3. Increasing number of users of participatory platform
4. Development and implementation of open data platform
5. Increasing number of users of open data platform
6. Increase of city data available online on the open platform
7. Increase of API available data used by external stakeholders (business, academia, etc.)

Rationale to KPI approach

City performance KPI

- 1 More professional and citizens friendly communication (ongoing up-skilling process of city representatives / online participation platform/ clear online participation procedures)
- 2 More efficient decision making processes with citizens engagement
- 3 Learning from experience (analyses of available solutions)
- 4 Verification of data collected in City Report
- 5 Easy, clear and open access to comprehensive and up-to-date data
- 6 Ability to monitor city development and quality of life

The city performance KPI's are based on the outcomes of the performed analysis which showed that participation procedures and civic engagement are not on satisfying level. To enhance them the city needs to extend the number of decisions made with inhabitant's participation as well as it needs to communicate clearly about the processes taking place in the city. Clear communication cannot be successful without data and information sharing. Data already possessed in the city needs to be shared in an effective and easy to re-use way and being shared this way should be the basis for a substantial discussion and as measurement of development processes and life quality.

Rationale to KPI approach

Solution maturity KPI

- 1 Final analyse of conducted participation process with recommendations
- 2 Analyse of possible creation of one digital platform embracing all necessary functionalities and at the same time effective from operational point of view with summary and recommendation for implementation
- 3 Conducting participatory procedures within Municipal Office in Gliwice in digital way with use of the platform
- 4 Analyse of citizens' main areas of interest and recommendations
- 5 Recommendations for organising the process of data collection and presentation
- 6 Detailed description of functionalities and usability of the system
- 7 Growing number of individuals and organisations using open data platform
- 8 Presentation of city reports data in open digital way
- 9 Recommendation for indicators allowing to measure the development of the city

The participatory process during the development of the strategy was a „test ground” for new participatory tools, methods and schemes in Gliwice. On the basis of tests and experiences important conclusions and recommendations were made. The diagnosis done at the initial stage of the ICC project showed the need of new digital tool which would integrate participation procedures in the city. Its creation had to be preceded with analyses of need and expectations of both sides – the municipality and citizens.

Aiming at creation of a new data sharing system the current procedures needed to be updated. Meanwhile the decision of using only internal forces to build and launch an open data platform caused a need of deeper analysis and good practice overview. The final effect of platforms' effectiveness is the number of participation procedures conducted digitally with the use of the platform as well as the number of data sets and platforms' users. The available data sets are expected to support decision making processes in the city by monitoring the realisation of city development goals and to support business by sharing the API of the datasets to be used in external apps and platforms.

Rationale to KPI approach

City ecosystem and activities KPI

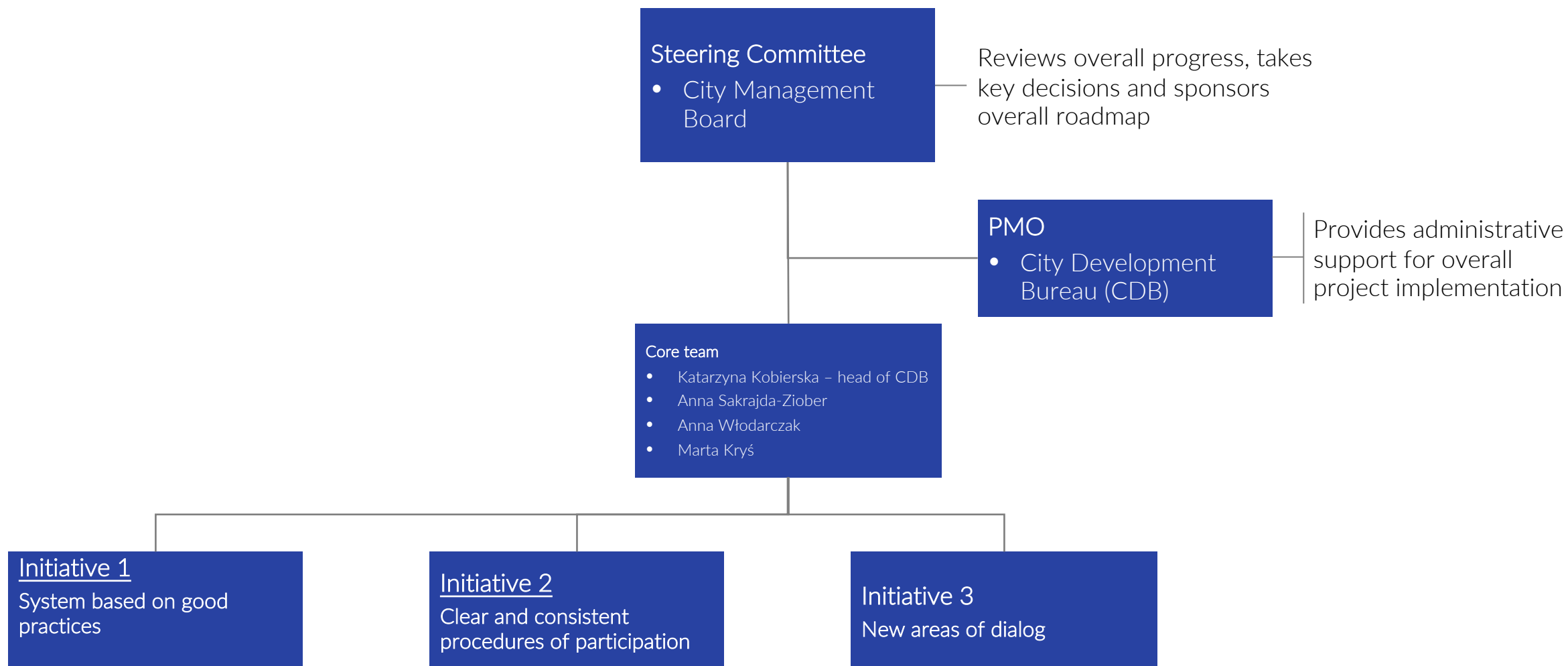
- 1 Involvement of stakeholders from different environments
- 2 Creation of interdisciplinary expert groups in fields: environment, economy, society, urban space (number of specialist involved)
- 3 Works of interdisciplinary expert groups
- 4 Activation of the potential of district boards and local activists
- 5 Participation tools and methods tested during the vision stage of the city development strategy: Gliwice 2040
- 6 Participation tools and methods tested on during the strategic aims stage of the city development strategy: Gliwice 2040
- 7 Creation and launch of digital participation platform (number of components launched)
- 8 Creation and launch of digital open data platform (number of data sets published)

Activities measured in the ICC process need to include both sides of the process – municipality as the „supplier” and external stakeholders as the recipients. Tests of methods and tools was the core activity and the efficiency was measured on different stages of the process. Creation of working groups was a crucial part of the participatory process, so the variety of stakeholders involved, the creation of groups, the number of meetings and number of specialist involved in works of groups were measured.

The chosen indicators regarding digital platforms were: the number of components launched in the participatory platform and the number of data sets published in the open-data platform.

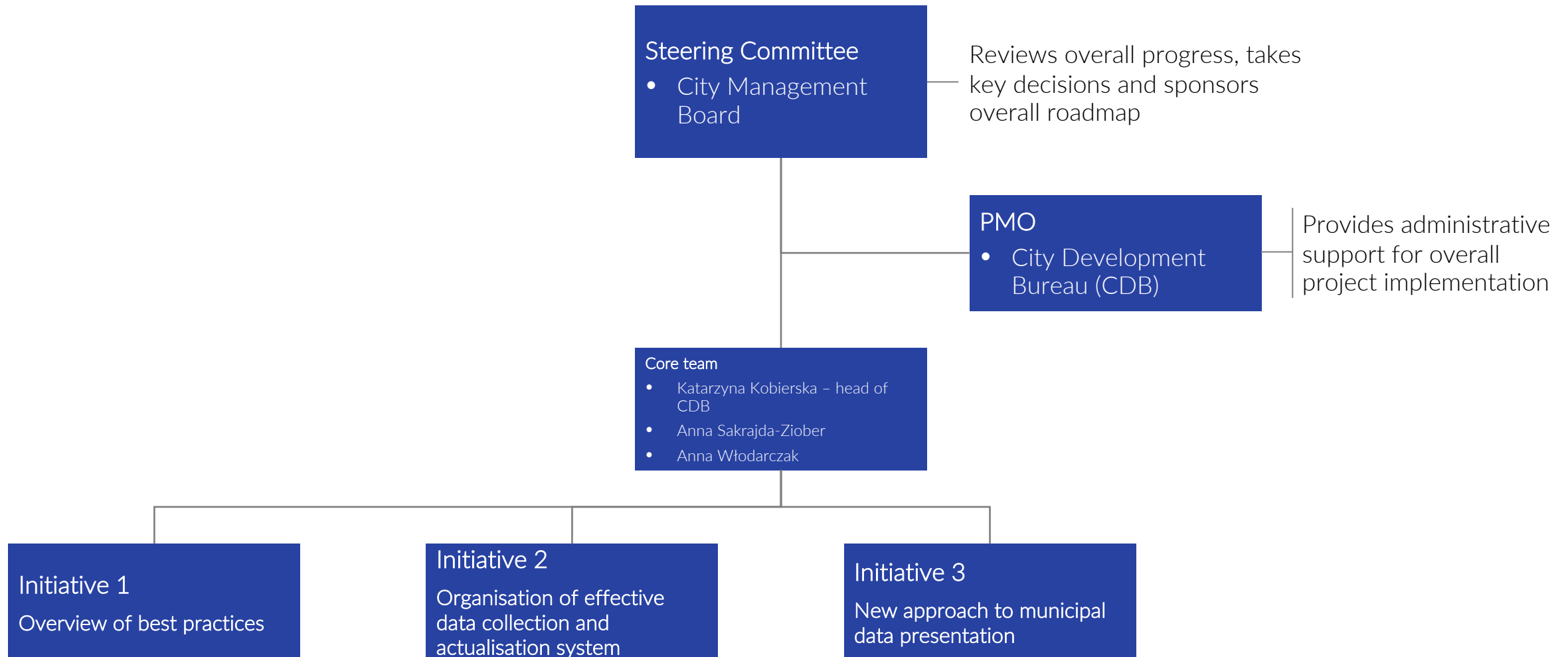
4

Governance structure for roadmap implementation – New participation approach



4

Governance structure for roadmap implementation - OPEN DATA : publication of new data scope and open data recommendations



Section

3+4

February 2021 to May 2021

Gliwice: Impact

ICC Transformation



Impact executive summary

Gliwice's vision defined in the initial phase of the project was to become an effectively cooperating with its citizens city, which communicates with all local actors using clear and consistent tools and procedures and is prepared to start sharing possessed data in an open data platform. All actions realised were aiming at the implementation of the three ambition statements:

1. Gliwice implements new methods and tools of participation, developed and tested during the development of the strategy Gliwice 2040, citizens are engaged in many processes conducted in the city, also on early stages of development,
2. Gliwice uses digital participation platform to communicate with citizens and conduct participation processes,
3. Gliwice present the city report data in an accessible digital way and have a clear vision of data presentation development.

Although, some alterations were necessary in the scope and the schedule of planned actions, all main objective were achieved. The development of the strategy was conducted with use of different participation methods, however they were slightly different than initially planned. Some of foreseen activities as café's with the Mayor had to be cancelled because of Covid-19 restrictions. The character of the action was based on direct contact with citizens and was impossible perform online. Initially planned for early spring of 2022 hackathon, was postponed and eventually suspended due to the war in the Ukraine, which engaged all city resources in dealing with the migrant crisis. Nevertheless, the test of participation process was completed with success after the use of 8 participation tools, 35 meetings / consultation points / interviews, more than 100 professionals involved in working groups and 1000 stakeholders taking part in the process. The most advanced and complex tool from all used in the process were 4 working groups concentrated on topics: society, environment, business and urban planning. These were teams of professionals composed of representatives of municipal office and city units, city board, district boards, universities, business, NGO's, citizens and were led by thematic experts. These groups were responsible for defining guidelines on vision, strategic and operational goals what they successfully achieved in over 20 meetings within 18 months.

Impact executive summary

Simultaneously the digital participation platform was developed and launched in March 2022 offering space for civic budget procedure, public consultations required by law, open surveys and opinion polls as well as parts devoted to districts' boards. The platform turned out to be a great support, also as a contact point between Ukrainian refugees and the local society in first weeks of the Russian invasion.

Very well-developed Gliwice digital urban planning platform contrasted with annual city data reports which contain large amount of information but published not in a user-friendly way. Transformation of the way of sharing city data was another objective of the ICC project. Initially the full range of the city data reports were planned to be transformed into digital form within the timeframes of the ICC project but at the same time external funding was required. During the implementation phase it prove impossible to gain external sources in the upcoming months and the decision was made to develop an open data platform on the basis of possessed technical tools (ESRI Arcgis) and resources and skills of municipal officers. The scope and timetable of the project had to be revised and after the series of analyses the test version of the open data platform, including 65 data sets (about 25% of the scope of the city data report) was published and introduced to public consultations.

The outcomes of the project are not only experience and recommendations on participation methods, digital participation platform and start of open data sharing but also strong stakeholder engagement which already resulted in new common initiatives. Next three years will be devoted for further development of launched instruments: increasing the number of users of digital participation platform, activities conducted on the platform, adding new functionalities, extending the scope of data sets on open data platform, promotion and education concerning both instruments and further cooperation with ecosystem on new projects and initiatives in frames of city development strategy.

There are four types of measurable concepts that come together to drive success in the ICC



Assessment of city performance - progress against KPIs

	Where we started	Midway through the challenge	Final results
City performance			
4 Verification of data collected in City Report (number of data sets prepared to be published in open mode)	<ul style="list-style-type: none"> number of data sets prepared to be published in open mode: 0 	<ul style="list-style-type: none"> number of data sets prepared to be published in open mode: in the development 	<ul style="list-style-type: none"> number of data sets prepared to be published in open mode: 65
5 Easy, clear and open access to comprehensive and up-to-date data (Number of open data platforms and published data sets)	<ul style="list-style-type: none"> number of open data platforms: 0 number of published data sets: 0 	<ul style="list-style-type: none"> number of open data platforms: in the development number of published data sets: in the development 	<ul style="list-style-type: none"> number of open data platforms: 1 number of published data sets: 65
6 Ability to monitor city development and quality of life (number of new city development indicators defined, 2040 perspective)	<ul style="list-style-type: none"> number of new city development indicators defined: 0 	<ul style="list-style-type: none"> number of new city development indicators defined: in the development 	<ul style="list-style-type: none"> number of new city development indicators defined: 31

Assessment of city performance - progress against KPIs

	Where we started	Midway through the challenge	Final results
City performance			
1 More professional and citizens friendly communication (ongoing up-skilling process of city representatives / online participation platform/ clear online participation procedures)	<ul style="list-style-type: none"> involvement of city representatives in participation activities: no data (incidentally) online participation platform: 0 online participation procedures: 0 	<ul style="list-style-type: none"> involvement of city representatives in working groups activities: 20 representatives online participation platform: in the development online participation procedures: in the development 	<ul style="list-style-type: none"> involvement of city representatives in working groups activities: 20 representatives / 22 meetings online participation platform: 1 Online participation procedures: 1
2 More efficient decision making processes with citizens engagement	<ul style="list-style-type: none"> number of citizens directly involved in city long term strategy creation: 0 	<ul style="list-style-type: none"> number of citizens directly involved in city long term strategy creation: 304 (surveys and online meetings) 	<ul style="list-style-type: none"> Number of citizens directly involved in city long term strategy creation: 886 (surveys, online meetings, on-site meetings, working groups)
3 Learning from experience (analyses of available solutions)	<ul style="list-style-type: none"> number of analyses of existing solutions: 0 	<ul style="list-style-type: none"> number of analyses of existing solutions: 15 (websites and meetings) 	<ul style="list-style-type: none"> number of analyses of existing solutions: 20 (websites and meetings)

Assessment of city performance - discussion

Comments on KPIs not described above in quantitative form

1. Presence of participatory mechanisms by policy area (e.g., participatory budgeting; incident reporting; digital planning consultations) – this indicator will show the shift in city policy and city representatives' attitude in cooperation with citizens and local stakeholders. That is why it is not possible to measure it at the end of the ICC project. It will be measured by the change (increase) of the number of participation procedures conducted in the city (year to year), number of new types of participation or number of initiatives realised with citizens involvement. The process of changing the attitude towards cooperation, increase of knowledge and capacity building was initiated in frames of the ICC project, especially activities held during the city strategy development which actively involved city representatives in each stage of the process.
2. More active, engaged and aware local society – it is a long term indicator, which will visualise the shift of the citizens ~~side~~. Both solutions within the ICC project were aiming on raising social activity, providing effective tools and encouraging citizens to cooperate closer with the municipality in key aspects of the city life. The indicator will be measured in following years taking into consideration: number of citizens voting in local elections, district elections or number of votes in the participation budget procedure (all of them year to year)
3. Perception of Gliwice as an open and competitive city, a good place for living and running business – it is a long-term aim to be achieved and incorporates many different aspects – openness on cooperation and city data sharing are among them, nevertheless it is impossible to measure their specific input in indicator's achievement. It will be measured within strategic indicators scheme with (among others): economic entities active in the city, number of citizens, Gliwice position in life quality ranking (run by the Union of Polish Cities).
4. Developing new initiatives based on open data – activities foreseen to create and encourage new initiatives on the basis of Gliwice open data were planned during the ICC project timeframes, however the restrictions connected with Covid-19 pandemic and lack of external funds made them impossible to undertake on schedule. They will be conducted in the future accompanying further development of open data platform.
5. Supporting the decision-making process for the city management board and business – this indicator needs qualitative analysis and it is too early to conduct them by the end of the ICC project. It will be done after a certain period of time of open data platform operation.

Assessment of solution maturity - progress against KPIs

Solution 1		Where we started	Midway through the challenge	Final results
1	Final analyse of conducted participation process with recommendation	<ul style="list-style-type: none"> number of conducted complex participation processes: 0 number of participation process analyses: 0 	<ul style="list-style-type: none"> number of conducted complex participation processes: in the development number of participation process analyses: 0 	<ul style="list-style-type: none"> number of conducted complex participation processes: 1 number of participation process analyses: 1
2	Conducting participatory procedures within Municipal Office in Gliwice in digital way with use of the platform	<ul style="list-style-type: none"> number of conducted participatory procedures within Municipal Office in Gliwice in digital way with use of the platform: 0 	<ul style="list-style-type: none"> number of conducted participatory procedures within Municipal Office in Gliwice in digital way with use of the platform: 0 	<ul style="list-style-type: none"> number of conducted participatory procedures within Municipal Office in Gliwice in digital way with use of the platform: 9 (<i>from the start of the platform until the end of August 2022</i>)
3	Analyse of possible creation of one digital platform embracing all necessary functionalities and at the same time effective from operational point of view with summary and recommendation for implementation	<ul style="list-style-type: none"> number of analyses of possible creation of a digital participation platform: 0 	<ul style="list-style-type: none"> number of analyses of possible creation of a digital participation platform: 1 number of launched digital participation platforms: : in the development 	<ul style="list-style-type: none"> number of analyses of possible creation of a digital participation platform: 1 number of launched digital participation platforms: : 1
4	Analyse of citizens' main areas of interest and recommendations	<ul style="list-style-type: none"> number of citizens' main areas of interest analyses : 0 number of defined citizens' main areas of interest: : 0 	<ul style="list-style-type: none"> number of citizens' main areas of interest analyses : in the development number of defined citizens' main areas of interest: : in the development 	<ul style="list-style-type: none"> number of citizens' main areas of interest analyses : 1 number of defined citizens' main areas of interest: : 3

Assessment of solution maturity - progress against KPIs

Solution 2		Where we started	Midway through the challenge	Final results
1	Recommendations for organising the process of data collection and presentation	<ul style="list-style-type: none"> recommendations for organising the process of data collection and presentation (number of analyses): 0 	<ul style="list-style-type: none"> recommendations for organising the process of data collection and presentation (number of analyses): 1 	<ul style="list-style-type: none"> recommendations for organising the process of data collection and presentation (number of analyses): 1
2	Detailed description of functionalities and usability of the system	<ul style="list-style-type: none"> detailed description of functionalities and usability of the system (number of analyses): 0 	<ul style="list-style-type: none"> detailed description of functionalities and usability of the system (number of analyses): 1 	<ul style="list-style-type: none"> detailed description of functionalities and usability of the system (number of analyses): 1
3	Growing number of individuals and organisations using open data platform	<ul style="list-style-type: none"> number of individuals and organisations using open data platform: 0 	<ul style="list-style-type: none"> number of individuals and organisations using open data platform: 0 	<ul style="list-style-type: none"> number of individuals and organisations using open data platform: 0
4	Presentation of city report data in open digital way	<ul style="list-style-type: none"> number of data sets from city report presented in open digital way: 0 	<ul style="list-style-type: none"> number of data sets from city report presented in open digital way: in the development 	<ul style="list-style-type: none"> number of data sets from city report presented in open digital way: 45
5	Recommendation for indicators's set allowing to measure the development of the city	<ul style="list-style-type: none"> recommendation for indicators set allowing to measure the development of the city (number of analyses): 0 	<ul style="list-style-type: none"> recommendation for indicators set allowing to measure the development of the city (number of analyses): 0 	<ul style="list-style-type: none"> recommendation for indicators set allowing to measure the development of the city (number of analyses): 0

Assessment of solution maturity - discussion

Comments on KPIs of solution maturity

1. There were two crucial changes made in both solutions during the implementation period. For both, the solution 1 „New participation approach” and the solution 2 „Open data: publication of new data scope and open data recommendations” were identified uncertainties concerning possibility of creation and launching of new digital tools. These uncertainties were driven by lack of guaranteed financing and lack of consensus among all municipal units and final agreement on new solutions. For this reason initially the goals were settled on preparation of all necessary analyses and recommendations and gaining final approvals to receive, as an outcome, a project ready to be submitted in calls for external funding. During the challenge it became clear that the timetable of calls for external funding do not correspond to needs and expectations of municipal office and citizens. After the analysis the decision was made to create and launch the participation platform with use of city budget and create the open data platform with the use of ESRI Arcgis software already possessed by the city. The time frames and scope of both platforms were adjusted to current possibilities and conditions. Launching of platforms was divided into separate phases and both are still under development. Nevertheless, both are already launched which is a very satisfying result in comparison to initial plans.
2. Increasing number of citizens participating in city management processes in digital way (solution 1) – statistics actual on the date of 31st of August 2022 are not sufficient as the open data platform was launched in May 2022. The indicator will be measured year to year which in full scope will be possible in 2024 (2023 will be the first full year of platform operation).
3. Internal and external data sets and suppliers (solution 2) were identified in the process, but in this moment no new and additional entities were named. The analysis will have to be repeated after the final definition of operational goals indicators (city development strategy Gliwice 2040) – new indicators will demand extension of data sets, it is not yet decided if the group of data suppliers will also be expanded (Indicators mentioned previously in the document are strategic development indicators)

Assessment of city ecosystem and activities - progress against KPIs

	Where we started	Midway through the challenge	Final results
Ecosystem			
1 Involvement of actors from different environments	<ul style="list-style-type: none"> number of city environment types involved: 3 <i>Actors engaged in the ICC project from the begging – municipal office, Centre 3.0 (NGO support), Technopark Gliwice (innovation accelerator)</i> 	<ul style="list-style-type: none"> number of city environment types involved: 3 + 8 <i>Actors engaged in the ICC project from the begging – municipal office, Centre 3.0 (NGO support), Technopark Gliwice (innovation accelerator) + University representatives, University students, high school students, district board representatives, SME's representatives, senior board members, individual activists, NGO's representatives)</i> 	<ul style="list-style-type: none"> number of city environment types involved: 3 + 8 <i>Actors engaged in the ICC project from the begging – municipal office, Centre 3.0 (NGO support), Technopark Gliwice (innovation accelerator) + University representatives, University students, high school students, district board representatives, SME's representatives, senior board members, individual activists, NGO's representatives)</i>
2 Creation of interdisciplinary experts groups in fields: environment, economy, society, city space	<ul style="list-style-type: none"> number of specialist involved: 0 	<ul style="list-style-type: none"> number of specialist involved: 105 	<ul style="list-style-type: none"> number of specialist involved: 104
3 Works of interdisciplinary experts groups	<ul style="list-style-type: none"> number of meetings on vision stage: 0 number of meetings on strategic aims stage: 0 number of meetings on operational aims stage: 0 	<ul style="list-style-type: none"> number of meetings on vision stage: 8 number of meetings on strategic aims stage: 0 number of meetings on operational aims stage: 0 	<ul style="list-style-type: none"> number of meetings on vision stage: 8 number of meetings on strategic aims stage: 8 number of meetings on operational aims stage: 5
4 Activation of the potential of district boards and local activists	<ul style="list-style-type: none"> number of online district meetings: 0 number of onsite district meetings : 0 	<ul style="list-style-type: none"> number of online district meetings: 0 number of onsite district meetings : 22 	<ul style="list-style-type: none"> number of online district meeting: 7 number of onsite district meetings : 22

Assessment of city ecosystem and activities - progress against KPIs

Activity		Where we started	Midway through the challenge	Final results
1	Participation tools and methods tests on vision stage of development strategy:	<ul style="list-style-type: none"> number of tools and methods used: 0 	<ul style="list-style-type: none"> number of tools and methods used: 3 	<ul style="list-style-type: none"> number of tools and methods used: 3
2	Participation tools and methods tests on strategic aims stage of development strategy	<ul style="list-style-type: none"> number of tools and methods used: 0 	<ul style="list-style-type: none"> number of tools and methods used: 4 	<ul style="list-style-type: none"> number of tools and methods used: 4
3	Creation and launch of digital participation platform	<ul style="list-style-type: none"> number of analysis conducted: 0 number of components launched: 0 	<ul style="list-style-type: none"> number of analysis conducted: 2 number of components launched: 3 	<ul style="list-style-type: none"> number of analysis conducted: 2 number of components launched: 6
4	Creation and launch of digital open data platform	<ul style="list-style-type: none"> number of analysis conducted: 0 number of data sets published: 0 	<ul style="list-style-type: none"> number of analysis conducted: 3 number of data sets published : 0 	<ul style="list-style-type: none"> number of analysis conducted: 6 number of data sets published : 65

Assessment of city ecosystem and activities - discussion

Comments on KPIs of city ecosystem and activities

1. The conducted participation process initiated Gliwice's new approach to participation basing on openness and discussion. Beside very successful civic budget projects run by the city, it was the broadest and most involving process aimed at taking common development decisions. Especially creation of the working groups composed of municipal representatives, city and districts council members, entrepreneurs, NGO's representatives, academic lecturers and citizens (professional in working group topic) was a great move forward – instead of consulting given proposition, these complex and divers groups had space for regular open discussions and common creation of solutions and priorities definition.
2. The alteration in previously planned activities in the open data solution and unexpected amount of work which had to be done to launch the platform without external support (financial and implementational) forced the team to reschedule activities aiming at broader stakeholder involvement. As the solution is going to be developed in next months, business, University and college students and public units will be engaged.
3. Some difficulties were defined in engaging youth in participation activities. As long as students were encouraged by their schools their involvement was on high level but in cases they had to act independently their attendance and contribution was rather dissatisfying. These show that schools as well as youth organisations are key partners in youth engagement and civic education. What is more, new, more attractive and tailored participation methods will be tested.

5 key lessons

Lesson	Reflections
1 Flexibility of the process	As the participation process on new city development strategy was designed by the municipal officers – no patterns or external companies were hired – there was a space left for changes and alterations during the process to be able to tailor tools and methods to needs of engaged stakeholders. This mode of action turned out to be invaluable in face of Covid-19 restrictions which hindered realisation of the set of face-to-face activities. Flexibility allowed to rearrange timetable and choose different instruments to realise goals in changed environment.
2 Potential of the ecosystem	Engagement of stakeholders (citizens, business representatives, NGO's, district boards members) in expert groups working on city development strategy confirmed an enormous potential of expert knowledge, creativity and motivation. Engagement of stakeholders in strategy creation opened new paths and fields of cooperation (among others: University students' engagement in city planning processes, participation in new advisory boards)
3 Potential of the municipality	The final result of the ICC project, functioning of participation platform and development of Gliwice open data gave the municipal officers from engaged departments and units confidence necessary to undertake new ambitious tasks. The implementation of complex participation process in face of Covid-19 restrictions, the creation of both platforms without external funding and open data additionally with use of only available software are the evidence of capacity as well as a motivation to further development and settlement of new, ambition goals .
4 Efficiency of participation processes	Summarising effects of the project we focused on the project as a whole, not concentrating to collecting, measuring and analyzing data on different citizens' groups activity (youth, students, parents, singles etc.). Therefore we did not manage to assess which tools and methods were most effective for which of the groups. To reach higher range of participation within specific groups we need to adjust methods to their expectation and offer more attractive ways of engagement. This conclusion will be taken into consideration in further projects and activities

Reflections on city collaborations

Comments on city collaborations

1. The possibility to exchange experience within the group of cities working in the same thematic field was an important added value of the ICC initiative. In our case very useful was a contact with Brno and their experience in launching open data platform as well as Porto and their actions in field of participation. The ICC initiative was also a starting point for less formal cooperation between cities which we hope will lead to new partner projects and common initiatives. Definitely in this aspect an on-line mode of operation was a significant obstacle.
2. Online peer-to-peer sessions gave possibility to dive in depth in other city's projects and discuss interesting issues nevertheless their effectiveness could be improved. First of all, an online mode is an important obstacle to run open and creative discussions but it were external conditions which forced us to proceed this way. Nevertheless the attendance of cities during these meetings could have been higher – in some cases there were only two or three of invited cities. It might have been also more effective if the system of matching cities was based on cities preferences (direct, after analysing other projects).
3. The idea of organising workshops on financing for cities from the same country was definitely a step in the right direction, unfortunately it was not organised for Poland.

Commitments

Commitments to on-going resources

- Development of participation platform, extension of new tools and new functionalities, promotion of the platform
- Development of open data platform – full scope of data sets available in the city data report, intensive collaboration and promotional activities
- Realisation of collaboratively defined city development strategy through partner projects and initiatives

Commitments to on-going collaboration

- Maintain engagement of ecosystem involved in strategic working groups: develop ongoing initiatives and initiate new, especially with use of external financing in new financing period
- Involve less active groups (youth, business partners)
- Support district boards in their local initiatives and develop their potential
- Cooperate closer with business in aim to become a natural partner in innovation solutions testing and promotion
- Use ecosystem and gained experiences in creation of new programs and strategies as revitalisation program

Commitments to on-going KPIs

- Presence of participatory mechanisms by policy area (e.g., participatory budgeting; incident reporting; digital planning consultations): increasing number of participation procedures conducted in the city (year to year), number of new areas of participation
- More active, engaged and more aware local society: increasing number of citizens taking part in participation procedures
- Perception of Gliwice as an open and stable city, the good place for living and running business: increasing number of economic entities active in the city, increasing (stable) number of citizens, growing Gliwice position in life quality ranking (run by the Union of Polish Cities).
- Supporting the decision-making process for the city management board and business

3 Year plan - ambitions

Building on the ICC, what would the city aim to achieve in 3 years time?

- Participation platform acts as a natural digital contact channel for both – citizens and municipal officers, significant number of activities involving citizens is conducted with use of the platform.
- Citizens are aware of city digital tool and are prepared to make use of them
- Open data platform together with spatial planning platform is a main source of information in city management and decision making process as well as in public discussion
- City sector programmes are defined in participatory way benefiting from city development strategy experiences
- The ecosystem is involved in city development strategy by realising partner projects and initiative aiming in achieving settled goals

What steps will you take over the next 3 years to achieve these goals?

- Educational activities and promotion of participation dedicated to both internal (municipality office and units) and external stakeholders (ecosystem)
- Participation platform will be included in participation procedures conducted in the city (where applicable)
- Promotion activities of open data and cooperation with local business and innovators on additional data sets
- Invitation for city ecosystem to realisation of projects in strategy Gliwice 2040 realisation system