

A Strategy for Development of the Functional Area of Radom (ROF)

Appendix 6 – Summary



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1 Introduction

The elaboration of an Urban Strategy for the Functional Area of Radom (ROF) is a part of the project "The Strategy for Development of the Functional Area of Radom (ROF)" cofounded by Technical Assistance Operational Programme 2007-2013. The following 5 actions are to be implemented within the framework of the project:

- Action 1 - Transport Strategy module: "Integrated planning of sustainable transport in the ROF."
- Action 2 – Urban regeneration Strategy module: "Tackling social and development problems of the ROF through revitalisation of degraded areas."
- Action 3 - Environmental Strategy module: "A network of multifunctional open areas of the natural system (green belt)."
- Action 4 – Sustainable System of Implementing a Strategy for Development of the ROF – elaboration of a development strategy of the ROF and creation of an institutional capacity of target group members for the joint implementation of developed documents.
- Action 5 - Project Management.

The development of *the Strategy* was proceeded by the Actions 1 to 3. During the implementation of the following actions, there have been studies and analyses performed to diagnose the situation and to generate recommendations of actions dedicated to each module individually. Results of the implemented actions have been utilised in Action 4 – elaboration of a Strategy for the development of the ROF, which is the final document of the whole Project.

The need to integrate functional areas of the largest Polish cities has been indicated in the *National Spatial Development Concept 2030*. The study defines a functional area as *a geographical zone located close to the city in terms of its spatial impact and characterised by the existence of mutual functional interrelationships as well as the advancements in urbanisation resulting from (reflecting) occurring interactions and phenomena*. In order to create an effective functional urban area, it is necessary to implement the kind of management that goes beyond the rigid administrative boundaries of municipalities – there is a need to change the approach towards the integrative management within whole functional area. Mutual interrelationships observed within the functional areas have such an important impact that omitting them may prevent the implementation of efficient local politics. The areas in which these ties are particularly noticeable include, among others, spatial planning, infrastructure development and the development of the labour market.

The legal basis for the determination of the Functional Urban Area of Radom is Article 49d paragraph 2 of the Spatial Planning and Development Act of 2003, March 27 Act of 27 March 2003 pertaining to Spatial Planning and Development. On this basis, the local government entity such as a municipality or a county may request that the voivodeship government defines their functional area of regional importance as well as the borders of the area. Such action is to be undertaken with respect to the ROF within its delimited borders under the project.

In order to develop a *Strategy for development of the functional area of Radom* and formalise cooperation within the area, the City of Radom, as the coordinator, had invited all the local government entities located within the borders of the ROF to participate in the implementation of this project. The borders of the ROF had been designated in the course of work on delimitation of the

ROF and lie with the following municipalities: the commune of Gózd, Iłża, Jastrzębia, Jedlińsk, Jedlnia Letnisko, Kowala, the city of Pionki, the rural commune of Pionki, Przytyk, Skaryszew, Wierzbica, Wolanów, Zakrzew and Orońsko, and the county of Radom. The agreement on participation in the implementation of the project has been signed with the county of Radom and all of 13 municipalities being its integral part. The municipality of Orońsko, located in the county of Szydłowiec has not signed the abovementioned agreement till now. The organisational form, on the basis of which the *Strategy* will be implemented and on the basis of which the ROF will be set to functioning, is to be determined from the bottom up by the Partners of the *Strategy*. The lack of organisational form at the stage of elaborating the *Strategy* is intended to help developing a conciliation model, which will take into account the relations connecting the individual Partners of the ROF. While determining the organisational form, it is important to take into account the connection and relations between all the existing partners of the ROF - it is important to control the domination by the municipality of the city of Radom. Among the potential organisational forms of the ROF based on which it will be possible to implement the *Strategy*, it is necessary to include the informal cooperation of the ROF Partners and one of the organisational forms regulated by the provisions of the Local Government Act: municipal association, administrative arrangements or an association of municipalities.

It is assumed that the borders of the ROF and the representation of the ROF partners is an open issue. The possibility of verifying the delimitation of the ROF exists once every five years in order to modify the range of the ROF and the composition of its Partners. It should be noted that adding new ROF partners will have no impact on modification of the structure of the intentional and action-driven *Strategy*. The condition to join the ROF is to accept entries in the *Strategy*.

2 The synthesis of diagnosis

The diagnosis of the *Strategy* has been conducted based on the diagnostic works carried out under the transport, environmental and revitalising modules, which had taken the preceding part in generating the diagnosis. The conclusions derived from the carried out analyses within the framework of the individual modules have undergone synthesis to obtain a complementary socio-economic diagnosis of the ROF. The conclusions of the diagnosis have been put in order as the SWOT analysis presented below, and they constitute an analytical method involving the identification of:

- Strengths (S) - positive factors on which to base development;
- Weaknesses (W) - negative factors that must be countered;
- Opportunities (O) - positive factors that may arise in the future;
- Threats (T) - negative factors that may arise in the future.

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Favourable location in the country, including the proximity to Warsaw ▪ Low labour costs ▪ Attractive rates of real estate and investments ▪ Availability of investment areas ▪ Availability of workforce 	<ul style="list-style-type: none"> ▪ Strong socio-economic competition of Warsaw ▪ Low level of socio-economic development of the ROF ▪ Significant problem of social exclusion of the ROF inhabitants ▪ Persistent high and long-term

<ul style="list-style-type: none"> ▪ Industrial heritage of the ROF ▪ Availability of higher education ▪ Lack of eco-physiographic barriers ▪ Availability of Puszcza Kozienska [Kozienska Forest] 	<ul style="list-style-type: none"> unemployment ▪ Emigration of young, educated and business creative residents ▪ Inadequate level of human capital in relation to the expectations of employers ▪ De-urbanisation of Radom ▪ Degradation of the urban tissue of the ROF ▪ Declining profitability of public services and infrastructure investment in the areas subjected to urbanisation pressure ▪ Limited investment attractiveness of Radom ▪ Lack of positive image reception of Radom and the ROF ▪ Negative local identity of the inhabitants of the ROF ▪ Weak political position of Radom at the regional or national levels ▪ Limited activity of non-governmental organisations in the ROF ▪ Limited cooperation between local governments within the ROF ▪ Lack of continuity of ecological corridors
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Construction of expressways S7 and S12 ▪ Availability of EU funds from the financial perspective 2014-2020 ▪ Development of cooperation within the ROF ▪ Revival of the industry in the ROF, including the arms industry ▪ Modernisation of the communications infrastructure in Radom-Warsaw ▪ Development of the airport in Radom ▪ Development of low-carbon technologies and renewable energy sources ▪ Construction of the reservoir Jagodno 	<ul style="list-style-type: none"> ▪ Growing urbanisation pressure of Radom ▪ Progressive de-urbanisation of Radom ▪ Deepening social exclusion of the inhabitants of Radom and the ROF ▪ Rising costs and declining profitability to provide services and infrastructure in the areas under urbanisation pressure ▪ Progressive reduction of the tax base in Radom ▪ Restricting access to EU funds due to the location within Mazovian Voivodeship ▪ Growing socio-economic domination of Warsaw on a scale of the region and the country ▪ Delays in the execution of modernisation of transport infrastructure in the direction of Warsaw and expressways S7 and S12 ▪ Increasing traffic congestion ▪ Increasing levels of noise and air pollution ▪ Expansion of the regional cone of depression near Radom and the city of Pionki ▪ Fragmentation of ecosystems

3 The Structure of the Strategy

A Strategy for Urban Development of the Functional Area of Radom (ROF) has been based on the 4-level hierarchical structure including the mission, strategic goals, operational goals, and actions.

The mission constitutes identification of major developmental tasks facing the ROF and to the realisation of which the Strategy will contribute. The realisation of the mission will be reached by the achievement of the strategic objectives and assigned to them operational objectives. The actions identified within the operational objectives have been determined by the theme groups of the projects representing a direct implementation tool of the Strategy. The implementation of the Strategy will be based on the projects submitted and implemented by the Partners of the ROF.

Figure 1 The Structure of the Strategy



On the basis of the diagnosis, which has been established based on the results of the research conducted within the transport, revitalisation and environmental modules as well as a series of consultation meetings, the mission for the functional area of Radom sounds as follows:

In the scale of interregional areas, the ROF is a competitive economic center with an increasing level of lifestyle of its residents dependent on the cooperation of Radom with the municipalities of the ROF and the county of Radom, and which is emerging based on the principles of sustainable development.

4 Strategic and Operational Goals

The above indicated mission will be pursued through actions aimed to achieve strategic and operational objectives corresponding to the main problems and challenges of the development of the ROF that had been specified during the diagnostic works:

1. Strengthening the institutional capacity of the ROF

1.1. Developing and implementing of a model for ongoing cooperation of local governmental units (JST) within the ROF

Developing and implementing a model for ongoing cooperation between local government entities within the ROF is an operational objective that is the condition for the feasibility of other goals in the Strategy. The effectiveness of the implementation of *the Strategy* is dependent on the ongoing cooperation and coordination of actions undertaken by individual partners of the ROF. Regular cooperation constitutes the basis to organise the functional area, and thus determines its efficiency. There are two actions to be implemented within the framework of the described operational goal: 1.1.1. *Establishing and functioning of the Council of the ROF* and 1.1.2. *Integration of ongoing and developmental operations of the municipalities in the ROF.*

1.2. Organisation of the spatial structure of the ROF

In recent years, the observed progressive suburbanisation of the ROF endangered the effectiveness of the ROF's functionality as a whole and separately to individual Partner of the ROF. The process of uncontrolled urban sprawl generates a series of negative changes, e.g. an increase in demand for scattered infrastructure investment, limited functionality of the communication system, and a significant interference with the natural environment adversely affecting the living conditions of residents of individual municipalities of the ROF and the ROF as a whole. Suburbanisation is a natural process, however, its proceeding should be limited through the instruments of *spatial planning* as well as the process should be focused on the areas previously selected for development and accordingly properly prepared. The negative impact of suburbanisation is mainly due its chaotic manner – the *spatial structuring* is an effective method of preventing the adverse effects of suburbanisation. *Organisation of the spatial structuring of the ROF* can be reached through 1.2.1. *Determination of coherent directions of the spatial development of the ROF*; 1.2.2. *Implementation of designated directions of the spatial development by the municipalities of the ROF through the elaboration of the Local Spatial Development Plans*, and 1.2.3. *Development and implementation of the Geographic Information System (GIS) of the ROF.*

1.3. Increase in importance of the ROF at the regional or national levels

The condition which the ROF has to face in the coming years relates to the relatively weak political position of Radom and the ROF as a whole at both, the regional and national levels. This can result, among others, in delays in the implementation of national and regional infrastructure investment within the ROF. The reason for this is the limited political representation of the ROF interests on the regional and national arena resulting in an insufficient representation of interests of the ROF. *An increase in importance of the ROF at the regional and national levels* will be achieved through the *creation of a common interest group of the ROF.*

2. Socio-economic development of the ROF

2.1. Improving attractiveness of investment and conditions for conducting a business activity in the ROF

Improving attractiveness of investment and conditions for conducting a business activity in the ROF is an operational goal that is aimed at both, external investors and local entrepreneurs. Promoting development of entrepreneurship in terms of an influx of new investments as well as promoting development of local enterprises is a baseline for the socio-economic development of the ROF. Achieving this objective will be ensured through the implementation of the following activities: 2.1.1. Preparation of a coherent offer of investment sites; 2.1.2. Creation of a coherent system of investor services; 2.1.3. Infrastructure development for the business environment; 2.1.4. System support for new enterprises; 2.1.5. System support to prospective industries, and 2.1.6. Improving standards of services in the public administration offices.

2.2. Development of human and social capital within the ROF

A major problem of the Functional Area of Radom is an unsatisfying level of human capital. The reason is both, a limited availability of skilled workers as well as the often limited adequacy of education acquired by residents of the ROF in relation to market needs. To improve the diagnosed situation, it is necessary to undertake some actions aimed at improving the quality of human capital. These actions will have positive effects on matching skills of potential employees to needs of the labour market, and thus bringing benefits to employees and employers. Within the implementation of the operational goal *Development of human capital within the ROF* the following actions are to be implemented: 2.2.1 *Development of upper secondary and higher education towards perspective industries; 2.2.2. Cooperation of enterprises with vocational schools and higher-education facilities, and 2.2.3. Couching and vocational training.*

2.3. Improving the image of the ROF

The Functional Area of Radom is characterised by a lack of positive image among people within and outside the ROF. This translates into a range of socio-economic problems, including lowering the factual potential of the ROF. A lack of counteractions to prevent this problem may lead to further deepening of those observed negative trends and a barrier to notice positive changes as an effect of the implementation of the *Strategy*. The attainment of the *Improvement of the image of the ROF* will be ensured through the implementation of the following actions: 2.3.1. *Development and promotion of the complementary brands of the ROF; 2.3.2. Development of recreation and tourism offers in the ROF, and 2.3.3. Expansion of services and infrastructure of the higher order and activation of social life in the ROF.*

3. Improved functionality of the ROF

3.1. Improving functionality of the transport system in the ROF

Transport is one of the most important pillars of the region's functionality. The operational objective of the ROF is to create a functional and sustainable transport system, tailored to the actual needs of Radom residents and other municipalities of the ROF. Due to the sheer size and specificity of the region, the transport network will connect multiple integrated means of transport, with an increased emphasis on the public transport. The adoption of comprehensive actions on a large scale will translate directly or indirectly into the successful implementation of other strategic and operational objectives, such as improving the environment, improving the

image of the ROF or the expansion of tourism infrastructure. Within the framework of the implementation of the operational objective, *Improving functionality of the transport system in the ROF*, the following actions are to be implemented: 3.1.1. *Building a network of communication hubs in the ROF*; 3.1.2. *Prioritising of public transport in Radom*; 3.1.3. *Integration of public transport within the ROF*; 3.1.4. *Improving conditions of the local road infrastructure in the ROF*; 3.1.5. *Expansion of the cycling infrastructure network*, and 3.1.6. *Development of the interregional availability of the ROF*.

3.2. Modernisation of urban space in the ROF

The conducted diagnostic works have indicated low and deteriorating conditions of buildings and public spaces in the cities as one of the reasons for the depopulation of the cities in the ROF (including migrations to the suburban zones). In order to deal with this problem within the framework of the *Modernisation of the urbanised area of the ROF*, the following actions are to be implemented: 3.2.1. *Modernisation of public space in the developed areas*; 3.2.2. *Modernisation of degraded dwellings*; 3.2.3. *Restoration of the historic urban tissue*, and 3.2.4. *Removal of barriers for the people with reduced motor activity*.

3.3. Social inclusion and preventing social exclusion in the ROF

The ROF is an area where there is a noticeable accumulation of wide-ranging social and economic problems that are greater in their extent comparing to other areas of Mazovian Voivodeship. For this reason, the *Regional Development Strategy for Mazovian Voivodeship by 2030* has established the Strategic Intervention Area of Radom among the areas requiring additional support.

Tackling marginalisation and concentration of socio-economic problems are tasks covering a range of issues – including the issues relating to the availability of infrastructure and public services, education and the labour market situation as well as the restoration of public spaces in cities and residential buildings. Actions corresponding to these issues have been included in the operational objectives dedicated to them in the context of the strategic objectives 2. *Socio-economic development of the ROF*, and 3. *Improving functionality of the ROF*. Within the framework of the operational objective 3.3. *Social inclusion and prevention of social exclusion in the ROF* will be implemented as an action directly dedicated to social activation. In the context of this objective, the following actions are to be implemented: 3.3.1. *Activation of NGO activities in the ROF*; 3.3.2. *Improving availability and quality of services as well as infrastructure dedicated to the elderly*; 3.3.3. *Improving availability and quality of services as well as infrastructure dedicated to social welfare*.

3.4. Improving availability and quality of other public services and infrastructure of the ROF

To improve functionality of the ROF, it is also necessary to provide high-quality public services ensuring basic amenities for residents. Improving availability and quality of public services will contribute to an increase in the level of quality of life within the ROF. The following three actions are to be implemented within this operational objective: 3.4.1. *Improving safety in the ROF*; 3.4.2. *Increase in the availability of kindergartens and nurseries in the ROF*; 3.4.3. *Improving availability and quality of functionality of the health infrastructure*, and 3.4.4. *Increase in the availability of the Internet*.

4. Improvement of the natural environment system of the ROF

4.1. Improvement in the functionality of the natural system of the ROF

The functionality of the natural system of the ROF is being systematically reduced as a result of an ongoing urbanisation pressure that is the result of uncontrolled suburbanisation. Changes in land use forms, parcelling the natural environment, and cutting and blocking the migration channels contribute to the emergence of changes whose reversal can be difficult or even impossible. Lowering the functionality of the natural environment of the ROF will result in lowering not only the landscape values and the conditions of flora and fauna functioning there - observed changes, in the absence of counteracting, can lead to deterioration of the quality of life of Radom residents and residents within individual municipalities of the ROF. The following two actions are to be implemented in order to improve the functionality of the natural system of the ROF: 4.1.1. *Creation of Radom's Network of Open Geographical Areas "Green Belt"*, and 4.1.2. *Improving ecological passages*

4.2. Reducing of negative socio-economic impact on the environment of the ROF

To improve the natural environment, in addition to actions identified under the operational objective 4.1. *Improving functionality of the natural environment*, it is necessary to undertake actions that would minimise the current negative socio-economic impact on the environment of the ROF. For this purpose, the following actions are to be implemented: 4.2.1. *Water and sewage management and municipal wastewater management in the ROF*; 4.2.2. *Increase in the use of renewable energy sources and low-carbon technologies*, and 4.2.3. *Increase in the environmental awareness of the ROF residents*.

A Strategy for urban development of the Functional Area of Radom (ROF) through indicated goals and actions is directly connected to the higher-level strategic documents. It will constitute an effective implementation tool for the objectives contained in the following documents:

- National Spatial Management Concept by 2030
- Long-Term Strategy for the Development of the Country - Poland 2030. The Third Wave of Modernity
- Development Strategy of the Country by 2020
- National Regional Development Strategy 2010-2020: Regions, Cities, Rural Areas
- National Urban Policy Assumptions
- National Revitalisation Assumptions Plan
- Development Strategy for Mazovian Voivodeship 2030
- Spatial Development Plan of Mazovian Voivodeship

Implementation of the *Strategy* will be based on the implementation of the projects that are consistent with the actions contained in the *Strategy*. These projects can be implemented by the local government entities, their subordinate entities, private companies, as well as by non-governmental organisations. For this reason, financing the implementation of the *Strategy* will be possible through both, public and private funds, whereas the public funds (in particular the budgets of the Partners of the ROF) should be considered as the primary source of funding to implement the

Strategy. The ability to reduce costs of the implementation of the *Strategy*, in both cases of funding - public and private sources, lies in bringing external financing in the form of co-financing projects from EU funds. Connected actions of the *Strategy* with the investment priorities identified under the Partnership Agreement and investment priorities as set out under individual operational programmes have been presented in the *Strategy* in the chapter on the *Sources of funding*. The fact of connecting the action with the priority axis of the operational programme stands for the ability to apply for funding of an undertaken project as part of an indicated action under the specified priority axis.