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Kędzierzyn-Koźle Local Development Plan (Development Plan)

(summary)

*“I dream of Kędzierzyn-Koźle as a large, thriving scientific and industrial centre, not only in Poland, but also on the map of Europe. I dream of Kędzierzyn-Koźle as a modern, citizen-friendly city, full of greenery and clean air, where the inhabitants create small communities on their estates and at the same time feel a great bond with the whole city. I dream of great local government officials, professionals in every way, loving and managing this city perfectly. I dream of modern public transport (electric buses, supplemented by tram or trolleybus lines), I dream of a city where nobody will feel excluded, lonely, looking forward with fear into the future...* ***I dream of Kędzierzyn-Koźle as a city that its inhabitants will talk about with pride and great warmth in their voices, regardless of where they are in the world...”***

*[Answer no 775 of the survey]*

**Kędzierzyn-Koźle, October 2020**

1. A few words about the city

Nearby, we have as many as six European capitals in the immediate vicinity. Our green city (half the area is forest) is even bigger than Paris itself. Nature closely surrounds 16 estates located in river valleys, infrastructure and industrial areas. We move around it with a network of roads and bicycle paths, although there are still too few of them. This colourful environment, especially in the autumn, is a good place to live and work.

Our city is a city of positive contrasts - here you can find the most surprising neighbourhoods. A busy bypass just next to a charming river flowing through a forest landscape? Deer in front of a big chemical plant? A river flowing under a navigational channel? Such sights are our everyday life.

Kędzierzyn-Koźle is 45 years old, but in some cases even a thousand or more. How is that possible? More than four decades ago, four neighbouring cities were merged into one body. Here, everywhere, history is adjacent to modernity, modernity to tradition - and they do not contradict each other, but they are complementary.

The location by the rivers was and is good training for characters. Floods, the neighbourhood of great chemistry hardened and cemented people who settled here and came from far away.

Kędzierzyn-Koźle – a city of railwaymen, a city of chemists, a city of volleyball players (champions of Poland – our Zaksa is a power, that is for sure!) – call us whatever you want, because it is all true. Simply a friendly city of good people – everyone will find their place to live here, and business convenient locations – finally, the slogan “city of opportunities” obliges! It is also a port city – once the second largest inland port in Europe, this is where the Oder-Danube canal began to be built. Watch us here, because in the history of sailing, we are about to write new cards – we are working to get back in the game with a bang. Under the flag of Kędzierzyn-Koźle we will still be sailing on rivers, seas and oceans!

We are confident that this will eventually happen, and the sun will rise even warmer and more joyful over our forests. Our strength is that we know what solidarity, cooperation, a common goal is – we just have to work harder on it, strengthen our neighbourly bonds and renew our friendships. The Norwegian idea of DUGNAD, which is the theme of our project, will help us in this.

Reality, joint decision, efficient operation – this is Kędzierzyn-Koźle.

II. Problems and barriers to city development

**The diagnosis of the phenomena currently taking place in our city indicates that the biggest barrier to the sustainable development of the city will be a large population loss.**

**The scale of demographic changes in the city is illustrated by the number of inhabitants in the period from 1998 to 2018 and a forecast of the number of inhabitants in the perspective until about 2050.** Within twenty years, Kędzierzyn-Koźle lost almost 10 thousand inhabitants. From a city of over 70 thousand it has become a city of 61 thousand. The loss of young residents was particularly severe during this period. This means that, in the long term, the outflow of population caused by the natural movement will be even faster, especially as the post-war baby boomers will be fully converted to the senior citizen category. Over the next twenty years, Kędzierzyn-Koźle may lose about 12 thousand inhabitants, more than in the last twenty years. In 2038 it will be a city with about 49 thousand inhabitants, and in 2050 it will have only 42 thousand. The pessimistic forecast for the city is likely to come true. The scale of these changes is unknown, in particular depending on the ability to attract new residents to the city and the natural population movement.

**The unfavourable demographic structure of Kędzierzyn-Koźle is the main challenge for the development of the city in the context of its future.**

The drainage of human resources is recorded on a regional and sub-regional scale. **Opole is the province of the largest demographic crisis in the country.** The reasons for this state of affairs should be sought, among other things, in the high mobility of residents. Migration trips of the region's inhabitants, i.a. due to their dual citizenship, started already in the 1990s. The collapse of industry in Poland, as well as the social and economic changes of that period, contributed to this. The city was created on the basis of an industrial function, so the collapse or restructuring of traditional and dominant forms of industry caused a crisis on the local labour market. Thus, the drainage of the city's human resources began earlier than in an average subregional city and also affected the functional city's surroundings, additionally depriving it of potential future human capital resources (attracting residents of surrounding villages and towns to the city).

**The economic development in Europe and Poland has been uneven in recent years.** The faster development of large urban centres and slower medium-sized and small towns, combined with the high mobility of inhabitants, influenced further migration outflows. The opening of foreign labour markets after Poland's accession to the European Union was conducive to the drainage of staff.

**The current demographic state of the city is therefore a result of the socio-economic changes of recent decades.** Demographic scenarios show that the population of Kędzierzyn-Koźle will continue to shrink, despite the fact that the city is currently in a good economic situation. The city's budget, data on economic growth and economic activity looks good. At the same time, the city is still unable to resist the outflow of migration, mainly from young people, and in the future it has to face the challenge of an ageing population. The city has the potential to attract new residents, including foreign migrants. To what extent this potential will be able to balance development capacity is difficult to answer at the moment.

**Kędzierzyn-Koźle is characterised by a very large population exchange.** Data on migration and natural traffic indicate that about 1/3 of the city's population has been exchanged over the last decade. The history of the town, connected with its establishment in the mid-1970s (from the merger of four separate localities) – points to the **problem of integration and identity of Kędzierzyn-Koźle residents**. **The city is distinguished by the potential for social and civic activity**, forms of cooperation such as participatory budgeting are developing, but the local initiative encounters obstacles (on both sides, including lack of trust). In the context of the described development challenges related to demography – **improving the quality of governance (participation), building a positive image of the city, identity and attachment to the city – will be a key challenge.**

**The results of the conducted research show that, despite the positive changes observed in the city, its image in the eyes of the inhabitants is negative.** The dominant narrative among the inhabitants is that Kędzierzyn-Koźle is an industrial and at the same time polluted city, characterised by poor air condition, threatening the health of its residents. Currently, the main problem is pollution caused by low emissions and not, as indicated by the inhabitants, benzene emitted by industrial plants. This resonance was very clear and was reflected in a number of opinions of different social groups, including young people (indicated as one of the reasons to leave the city). The difficulty in reconciling the facts that build up the image of the city lies in the fact that the industrial function of the city is inscribed in its *genius loci*. It is this potential that has contributed to the creation and rapid development of the city and now generates a significant impact on its economic development. In terms of the development of its industrial function, the city still has significant advantages (well accessed via the A4 motorway, the E30 railway line and the Oder waterway, it has developed, available investment areas and a land use plan which covers the entire city). The challenge will therefore be to reconcile these potentially conflicting image elements.

Demographic conditions have not been without influence on the current state of urban infrastructure.   
While the recent years have been very fruitful in terms of modernisation and development of public infrastructure (although there is still much to be done), the **city's housing supply should be included among its deficits and problems**. The city's basic infrastructure, including housing resources and spatial structure, was shaped in the period of dynamic city development several decades ago. No new flats are built in the city, despite the fact that the city has possibilities to do so (investment areas for multi-family housing). This is probably due to low demand, which in turn is also influenced by demographic phenomena. The city's housing supply does not constitute its competitive advantage in terms of attracting or retaining human resources, including young residents.

The challenges also include conducting a senior citizen policy. While the number of the city's inhabitants is forecast to fall, the number of senior citizens will increase and then remain stable. The historical change took place in 2008, when, according to CSO data, for the first time there were more people in post-working age than in pre-working age (with data classifying pre-working age as 0-17). In 2050, a third of the city's population may be in post-working age. Thus, the question arises to what extent the city is prepared for such a situation, both in the infrastructural and social sense. To what extent the city will be able to provide good quality care services, leisure time offer and at the same time maintain family and social ties.

III. Potential and strengths of the city

A detailed diagnosis of the city, workshop work with stakeholders and extensive social consultations made it possible to identify competitive advantages of the city based on tangible and intangible internal resources. The key potentials and strengths of the city include:

1. The location of the city by the main communication routes, which contributed to the development of the city's industrial function,
2. A developed industrial function, including the chemical industry, new investments located, i.a., in Pole Południowe, in the port of Koźle, in other designated areas of economic activity,
3. Economic activity of the inhabitants, which is an important impulse for the development of the city,
4. A favourable and stable situation of the city budget, influencing the city's investment activity,
5. Potential of active leaders, NGOs, existing city tools supporting social,
6. Experienced and active public services (in the field of public aid, education, leisure, spatial planning),
7. Well-developed and functioning education of different levels, creating a supra-local function of the city,
8. Well-developed sports infrastructure, on the basis of which the new offer will be built,
9. The brand and reputation of the volleyball club Grupa Azoty ZAKSA Kędzierzyn-Koźle,
10. Active and well-organised cultural and sports institutions,
11. A high level of public safety and good access to health care,
12. Assets to create a leisure offer based on natural and landscape values (e.g. the Odra and Kłodnica rivers and forests), cultural heritage (e.g. a museum, post-fortress monuments) and city events,
13. Measures in the field of environmental protection (e.g. elimination of low emissions, modern bus fleet, bicycle path network, bicycle rental system, education) being an opportunity to build the image of an ecological city – development of ecological awareness.
14. Spatial planning tools used (e.g. Local Development Plan, pilot form of public consultation “School of conscious spatial planning”).

IV. Mission, vision and development objectives

The starting point for defining the objectives was the analytical and diagnostic work and the vision of Kędzierzyn-Koźle, developed with the wide participation of stakeholders, and the awareness of the city's mission.

**The work on the mission and vision was of a participatory nature**, i.e. it was based on a series of workshops with the participation of the city's community leaders. They were attended by representatives of: the three largest companies in the city (including Grupa Azoty ZAK SA), scientific and research units (including the Łukasiewicz Research Network ICSO Blachownia, Opole University of Technology), the Youth City Council, the municipal company KKPP sp. z o.o, local non-governmental organisations (Koziołek SC, “Pasja” Association of Cultural Initiatives, “Kocham Swoje Życie” Foundation, City’s Housewives’ Club) and informal action groups (Air Protection Committee), as well as city residents and the city team headed by the Deputy President of the city interested in participation. The workshops were moderated by experts from the Association of Polish Cities.

**The leaders from Kędzierzyn-Koźle and the inhabitants of the city have realised that the “shrinkage of the city” in demographic terms is inevitable.** It can reduce the potential of social and intellectual capital. It may lead to a serious crisis in the city's finances, affect its investment capacity and ultimately the quality of life of its inhabitants. Kędzierzyn-Koźle wants to implement the development policy in such a way as to be prepared for the demographic crisis that awaits the city, to go through it strengthened, what is more, it wants to sustain the social and economic development of the city and positive changes taking place in the spatial and functional sphere.

**That is why the City Administrators and Social Partners are primarily concerned about changing the image of the city and the way it is managed.** Kędzierzyn-Koźle is to be a city not only offering jobs, but also a place where you can live and spend time “close to nature”, actively breathing clean air. It is equally important to increase the role of the residents in making decisions and implementing actions for the development of the city.

**This will increase the city's competitiveness in terms of human capital resources**, i.e. retaining a higher percentage of young people in the city than is currently the case, attracting new residents, both from a closer environment and migrants. The city wants to provide not only good work but also conditions for personal and family development, but also a dignified and safe old age. Increasing the participation of the inhabitants in “management” also means that there will be more knowledge, ideas, creativity and commitment to city development. This is the basis of the city's mission (in the diagram below)

The **vision in the Local Development Plan of Kędzierzyn-Koźle** is based on real development opportunities, i.e. such factors which are within the reach of the city and its inhabitants. At the same time, the future image of the city is a “significant” challenge for the local development policy, as it indicates the need to make a fundamental change in the way it operates, it **sets out a new development path.**

**The new path of Kędzierzyn-Koźle's development is primarily social dialogue** understood as the ability to communicate and cooperate, to create and implement common ideas for the development of the city and local communities, in terms of both the neighbourhood, housing estates and the entire urban body. **It will be the basis for the development of the city**, which will face a serious demographic crisis. Kędzierzyn-Koźle “needs” more effective use of the potential of knowledge, creativity and involvement of its inhabitants.

**A city of dialogue is a city integrated in the social dimension** (dialogue fosters integration). Social integration will be fostered by a well-developed communication infrastructure and modern technologies.

**We also want to change our image to ecological, so that the city is friendly and close to its inhabitants.** This means that in the future, we will be spoken of positively and the image of the municipality will evoke positive emotions. **We will use natural values, including forests, the Oder and Kłodnica to build a new image. Based on our industrial traditions, we will also strive to ensure that residents and investors perceive Kędzierzyn-Koźle as a centre of innovation and modern (green, clean) technologies.**

We plan to connect individual housing estates, distant from each other, with a network of roads and bicycle paths running through areas of attractive nature. This will allow the residents to contact nature and promote the integration of individual parts of the city. The city will strengthen the culture which will go outdoors, integrating all age groups. It will be co-created by the inhabitants **(here we combine the dimension of integration and ecology).**

**Thanks to the new development path, the potential of an innovative and competitive economy will be seen through the prism of an “attractive labour market**”, thus meeting the needs of young residents and emigrants looking for a better place to live. Entrepreneurs' competences and spatial and location values will be used to develop **innovative industries based on modern technologies**. When entering the labour market, young people will have competences and skills that will allow them to take up a job and develop their careers here, locally, as well as start their own businesses. To this end, the educational offer will be developed, which will be linked to the economic profile of the city as well as prevention and health care.

**Opinions of the residents were important for defining the vision.** They were collected during a survey with the participation of **1522 residents**. The survey was conducted in June 2020. The residents were asked about the expected future image of the city. The residents expressed the opinion that the improvement of the quality of life in Kędzierzyn-Koźle will be most influenced by the creation of new opportunities for the development of interests, clean air and the creation of new places of recreation and leisure. In the opinion of the inhabitants, what hinders the development of Kędzierzyn-Koźle the most is the negative impact of industry on the quality of the environment, the air, the not very diverse labour market and the untapped natural potential of the Oder River and forests. In the opinion of the respondents, the greatest impact on the integration of the residents of Kędzierzyn-Koźle will be made up of: a wider socio-cultural offer for particular social groups, assistance to residents in the implementation of their ideas, greater support for organisations and associations and the creation of new meeting places in housing estates. The most important threats were the loss of sources of income and then the lack of people who will take care of the growing number of elderly people (disintegration of social ties).

In view of the above justifications, the following wording of the vision was adopted:

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| **2030 Vision:**  Kędzierzyn-Koźle in 2030 is an ecological and innovative city, created by inhabitants enjoying high quality jobs, education and leisure time.  We are a city aware of climate and demographic change. The industrial heritage, natural and cultural values are the pride of the local community, which identifies itself with the city. | | |
| **Mission**  Our mission is to build a positive image of the city as a supra-local centre, based on a constructive dialogue between all groups working for its sustainable development. | | |
| **Strategic objective 1.**  Developed cooperation and partnership for city and local community development. | **Strategic objective 2.**  A new image of a green, ecological and spatially attractive city. | ---**Strategic objective 3.**  Developed innovative economy and city services based on modern technologies. |
| Priority 1.1. A strong sub-regional centre. | Priority 2.1. A green and ecological city. | Priority 3.1. New investments and economic growth. |
| Priority 1.2. An active and socially integrated city. | Priority 2.2. A developed housing supply. | Priority 3.2. The image of an innovative city and an attractive labour market. |
| Priority 1.3. Professional public services. |

**The structure of the Local Development Plan was built on the basis of components hierarchically subordinate to each other (hierarchical structure).** The achievement of the vision is driven by the strategic objectives and challenges set. They are general in nature and determine the desired developmental states and processes. The strategic objectives stem directly from the vision and mission. Challenges are the answer to the diagnosed problems, they are based on strengths and take advantage of the opportunities that arise.

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| Priority | Challenges arising from the diagnosis |
| **Strategic objective 1.**  **Developed cooperation and partnership for city and local community development.** | |
| **Priority 1.1. A strong sub-regional centre.** | 1. Undertaking cooperation at a supra-local, regional and national level with regard to using the investment potential of the city. 2. Development of communication links with the functional environment and the region in order to increase access to the labour market offer, services in Kędzierzyn-Koźle and accessibility of academic centres in the region. 3. Undertaking cooperation at a supra-local, regional and national level with regard to the use of the spatial and natural potential of the city, including forests and surface waters. |
| **Priority 1.2. An active and socially integrated city.** | 1. Strengthening cooperation and potential of active leaders, non-governmental organisations in the implementation of activities supporting public services, including in the sphere of social assistance, education, leisure, spatial planning (knowledge and competence sharing). 2. Creating solutions for solidarity and social integration, in close cooperation with public services, local leaders and social organisations. 3. Social integration of migrants coming to the city, implemented at different levels and spheres (education, social assistance, culture). 4. Using the natural and landscape values as well as the cultural heritage of the city to strengthen social bonds, including the integration of the inhabitants around common challenges (e.g. creation of solutions for small recreational infrastructure, a network of bicycle paths, cultural events). 5. Shaping a positive image and social integration based on the city's potential, including sporting successes and social activity of the ZAKSA club. 6. Shaping social activity on the basis of developed sports infrastructure, in cooperation with social partners and active leaders. |
| **Priority 1.3. Professional public services.** | 1. Developing and supporting senior citizen care activities aimed at strengthening family ties. 2. Conducting dialogue and building social trust between the inhabitants and the public sphere, with broad inclusion/participation of local leaders and social organisations. 3. Strengthening of social participation tools in relation to activities implemented by the city in the scope of development of the leisure time offer. 4. Shaping a new image of a cooperating city, involving the inhabitants in its development plans, aimed at improving the quality of the environment. |
| **Strategic objective 2.**  **A new image of a green, ecological and spatially attractive city.** | |
| **Priority 2.1. A green and ecological city.** | 1. Development of infrastructure conducive to environmental protection and counteracting climate change, based on local natural resources, including e.g. a system of bicycle paths, small retention systems. 2. Supporting new investments and environmentally friendly business solutions. 3. Building social acceptance for environmentally friendly business activities. 4. Conducting dialogue and a transparent information policy on the state and protection of the environment. |
| **Priority 2.2. A developed housing supply.** | 1. Development of the housing supply based on the existing potential of free investment areas (for housing development) and current plans relating to the city's spatial development (attractive downtown quarters). 2. Development of the city's attractive (matched) housing supply, especially with regard to the needs of young people, economic migrants, families with many children. |
| **Strategic objective 3.**  **Developed innovative economy and city services based on modern technologies.** | |
| **Priority 3.1. New investments and economic growth.** | 1. Increasing the competitiveness and innovativeness of the industry based on the potential of investment areas. 2. Economic promotion of the city based on the existing potential of free investment areas and current plans relating to the city's spatial development. 3. Using the innovation capacity of industries located in Kędzierzyn-Koźle, including the chemical industry, for further economic development. 4. Strengthen cooperation in the economic sphere in terms of improving the competitiveness of enterprises, attracting and developing new investments, attracting and retaining staff for the local economy. |
| **Priority 3.2. The image of an innovative city and an attractive labour market.** | 1. Promotion of the city as a significant industrial centre, offering jobs and development opportunities. 2. Attracting new residents, including migrants from Ukraine, based on the labour market offer, in cooperation with entrepreneurs from the city. 3. Supporting labour market participation, including in relation to older people. 4. Supporting entrepreneurs in the field of human resources acquisition/ building a career path and in the field of professional activity of the inhabitants (development of skills and competences of employees necessary on the labour market, including people entering the labour market). 5. Developing education fields dedicated to local specialisations. |

V. Basic measures implemented under the Development Plan

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| **Measure 1.1. Creating conditions for social integration conducive to the spread of the Dugnad idea** | | | |
| **Objective** | **Objective 1. Developed cooperation and partnership for city and local community development.** | | |
| **Measure description** | The measure will consist in the creation and development of social infrastructure the task of which will be to support social integration, in particular from the bottom-up level, with the support of social organisations and the city's inhabitants. It is planned to create a completely new space for social activity by modernising the former NFS building No 6 in Kędzierzyn-Koźle. **The facility will develop new functions, i.e. the establishment of the DUGNAD Cooperation Centre (including the Municipal Senior Citizen Centre and the Centre for Non-Governmental Organisations and Volunteering) and supported flats**. Combining these functions in one building will promote the integration of activities and organisations. The measure also includes modernisation of the “Chemik” Cultural Centre for the needs of the disabled, which will enable this group of people to take advantage of the cultural offer and participate in the projects carried out in the facility. In order to meet the expectations of young residents, the infrastructure of the skatepark in the Open Sports and Leisure Zone at Jana Pawła II Avenue will be developed and a new facility of this type will be built at Skarbowa Street in Kędzierzyn-Koźle. | | |
| **What challenges does the action address?** | Priority 1.2. An active and socially integrated city (points 1, 2, 6)  Priority 1.3. Professional public services (points 1, 2, 4). | | |
| **What problems does the measure solve?** | **The measure is an answer to the following development problems/deficits of the city**:   * A negative image of the city and the air polluting industry. * Low social activity of inhabitants. * Lack of mutual trust and dialogue between institutions, inhabitants and organisations operating in the city. | | |
| **What potentials does the measure use?** | **The measure is based on the following potentials/resources of the city:**   * Experienced and active public services including in the field of public aid, education, leisure, spatial planning. * Potential of active leaders, NGOs, existing city tools supporting social activity. | | |
| **Type of activity** | **Partner/Executor:** | **Duration:** | **Value:** |
| **SOCIAL DIMENSION**  investment | Kędzierzyn-Koźle Municipality | Q4 of 2021 - Q1 of 2024 | PLN 9,627,107 |

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| **Measure 1.2. Social inclusion through Dugnad integration activities.** | | | |
| **Objective** | **Objective 1. Developed cooperation and partnership for city and local community development.** | | |
| **Measure description** | The Measure assumes the implementation of a number of projects which will focus on the city's residents, i.e. they will stimulate their integration and support inclusion. The projects include a concert of generations, therapeutic-sensory workshops for disabled children and cultural-educational workshops for senior citizens. The offer also provides for the support of assistants of disabled people and the organisation of summer/winter recreation for children from families with problems, and day camps will be available for other children. Projects will be implemented by non-governmental and social organisations in cooperation with public entities. | | |
| **What challenges does the action address?** | Priority 1.2. An active and socially integrated city (points 2, 5, 6).  Priority 1.3. Professional public services (point 1). | | |
| **What problems does the measure solve?** | **The measure is an answer to the following development problems/deficits of the city**:   * A negative image of the city and the air polluting industry, * Low social activity of inhabitants, * Lack of mutual trust and dialogue between institutions, inhabitants and organisations operating in the city, * Relaxing social and family ties, * An ageing population, unfavourable demographic forecasts affecting the provision of adequate levels of elderly care services and the adaptation of the city to the needs of the elderly and disabled. | | |
| **What potentials does the measure use?** | **The measure is based on the following potentials/resources of the city:**   * Experienced and active public services including in the field of public aid, education, leisure, spatial planning, * Natural and landscape values (e.g. the Oder river, forests) and cultural heritage (e.g. a museum, post-fortress monuments), * ZAKSA, building a positive image of the city, * Developed sports infrastructure, * Potential of active leaders, NGOs, existing city tools supporting social activity. * The potential of migrants. | | |
| **Type of activity** | **Partner/Executor** | **Duration:** | **Value:** |
| **SOCIAL DIMENSION**  non-investment | Kędzierzyn-Koźle Municipality (UMKK/MOPS/MOK)  KOZIOŁEK SPORTS CLUB | Q4 of 2021 - Q1 of 2024 | PLN 2.352.466 |

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| **Measure 1.3. Enriching the cultural and leisure offer of the city.** | | | |
| **Objective** | **Objective 1. Developed cooperation and partnership for city and local community development.** | | |
| **Measure description** | The action assumes the implementation of a number of projects offering the residents new, so far unavailable forms of organised leisure time activities (including new sports sections such as: girls' football, bowling, canoeing, beach volleyball for women). In addition, other popular and enjoyed forms of activity will be offered, such as skating competitions, a track meet with the participation of the disabled, different distance runs along forest and city routes, cycling trips, theatre workshops or concerts of Roma, Silesian, borderland and German music based on institutional, spatial, natural and technical resources (cycling routes application prepared under the measure). The measure will lead to the creation of new opportunities for spending time in the city, discovering the potential of nature and culture of the city. Projects will be implemented by non-governmental and social organisations in cooperation with public entities. | | |
| **What challenges does the action address?** | Priority 1.2. An active and socially integrated city (points 1, 4, 5, 6). | | |
| **What problems does the measure solve?** | **The measure is an answer to the following development problems/deficits of the city**:   * A negative image of the city and the air polluting industry. * Low social activity of inhabitants. * Lack of mutual trust and dialogue between institutions, inhabitants and organisations operating in the city. | | |
| **What potentials does the measure use?** | **The measure is based on the following potentials/resources of the city:**   * Experienced and active public services including in the field of public aid, education, leisure, spatial planning. * Natural and landscape values (e.g. the Oder river, forests) and cultural heritage (e.g. a museum, post-fortress monuments). * Developed sports infrastructure. * Potential of active leaders, NGOs, existing city tools supporting social activity. | | |
| **Type of activity** | **Partner/Executor:** | **Duration:** | **Value:** |
| **SOCIAL DIMENSION**  non-investment | Kędzierzyn-Koźle Municipality (MOK/MOSIR)  Koziołek Sports Club (NGO)  “Pasja” Association of Cultural Initiatives (NGO)  State Forest Holding - “Kędzierzyn Inspectorate State Forests” | Q4 of 2021 - Q1 of 2024 | PLN 1.335.608 |

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| **Measure 2.1. Counteracting degradation of the urban environment.** | | | |
| **Objective** | **Objective 2. A new image of a green, ecological and spatially attractive city.** | | |
| **Measure description** | The city is exposed to the negative effects of climate change and is perceived as a polluted place. The measure will implement projects that will allow the city to better prepare for climate change. Two retention basins will be constructed to collect used swimming pool water for re-use for watering urban greenery. The city will also have another section of the bicycle path with two footbridges, which will create a network connecting individual housing estates and open the city to the surrounding forest areas and, above all, contribute to reducing CO2 emissions | | |
| **What challenges does the action address?** | Priority 2.1. A green and ecological city (point 1). | | |
| **What problems does the measure solve?** | * A negative image of the city and the air polluting industry * Poor air quality in the city (especially low emissions), * Climate change – the consequence of irrational resource management leading to droughts and floods. | | |
| **What potentials does the measure use?** | * Natural and landscape values (e.g. the Oder river, forests) and cultural heritage (e.g. a museum, post-fortress monuments). | | |
| **Type of activity** | **Partner/Executor:** | **Duration:** | **Value:** |
| **ENVIRONMENTAL DIMENSION**  investment | Kędzierzyn-Koźle Municipality  (MOSIR)  Silesian University of Technology | Q4 of 2021 - Q1 of 2024 | PLN 6.839.744 |

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| **Measure 2.2. Education and strengthening of pro-ecological attitudes to improve the negative image of the city.** | | | |
| **Objective** | **Objective 2. A new image of a green, ecological and spatially attractive city.** | | |
| **Measure description** | The negative image of the city is particularly based on the assessment of environmental quality, including air quality. This is not supported by a developed industrial function. The air quality problem is multidimensional. It is necessary to raise public awareness of environmental problems and, on this basis, develop effective solutions. The measure will focus on raising the ecological awareness of the residents. It will include a broad campaign in the field of environmental education. Additionally, the city will invest in solutions that will favour the transparency of information on the state of the environment, which is important in a city such as Kędzierzyn-Koźle, where information on the state of air quality causes social unrest. Therefore, the implementation of a sensory network for air quality diagnosis is assumed. The measure will ultimately contribute to the creation of a new image of the city which, despite its industrial function, is focused on environmental protection solutions. | | |
| **What challenges does the action address?** | Priority 2.1. A green and ecological city (points 3, 4) | | |
| **What problems does the measure solve?** | * A negative image of the city and the air polluting industry, * Air quality in the city (especially low emissions). | | |
| **What potentials does the measure use?** | * The measure reinforces the effect of environmental protection projects implemented by the city (e.g. elimination of low emissions, modern bus fleet, bicycle path network, bicycle rental system, education). | | |
| **Type of activity** | **Partner/Executor:** | **Duration:** | **Value:** |
| **ENVIRONMENTAL DIMENSION**  non-investment | Kędzierzyn-Koźle Municipality (UMKK/MBP) | Q2 of 2022 - Q1 of 2024 | PLN 709,647 |

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| **Measure 2.4. Revitalisation of urban space – attractive downtown quarter as a guarantee of building the city's brand.** | | | |
| **Objective** | **Objective 2. A new image of a green, ecological and spatially attractive city.** | | |
| **Measure description** | The measure will consist in creating in the city centre a new attractive space combining the functions of a street, a promenade, a car park and a meeting place for residents - giving an impulse for the development of local small businesses and improving the quality of housing around the modernised space. Within the framework of the measure, at Głowackiego Street, traffic will be sedated, a promenade and a place for the integration of residents will be created, small architecture and greenery will be established (woonerf). The measure will be complementary to the complementary measure concerning the improvement of the standard of retail and commercial units and the renovation of the disused units located in the immediate vicinity. There are plans to build flats for rent nearby. | | |
| **What challenges does the action address?** | Priority 2.2. A developed housing supply (point 2). | | |
| **What problems does the measure solve?** | * A low birth rate and negative migration balance (in particular the emigration of young people). * Insufficient housing stock. | | |
| **What potentials does the measure use?** | * Location in the corridor of communication routes, on the Oder River – as an attractive spot to live in the heart of the city. * The current Study of Conditions and Directions of City Spatial Development. * Developed industry, including chemical specialisation – giving a chance to retain / attract new residents (including migrants). | | |
| **Type of activity** | **Partner/Executor:** | **Duration:** | **Value:** |
| **SPATIAL**  **DIMENSION**  investment | Kędzierzyn-Koźle Municipality | Q4 of 2021 - Q1 of 2024 | PLN 4.506.399 |

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| **Measure 2.5. Preparation of documentation for creating housing conditions.** | | | |
| **Objective** | **Objective 2. A new image of a green, ecological and spatially attractive city.** | | |
| **Measure description** | The measure assumes taking advantage of the advantages of available and attractively located areas for residential construction located in the city centre. As part of the measure, a set of construction plans (documentation) for a housing investment will be prepared. The next steps of this project will be implemented as a complementary measure in cooperation with the National Real Estate Reserves. | | |
| **What challenges does the action address?** | Priority 2.2. A developed housing supply (point 1.2). | | |
| **What problems does the measure solve?** | * A low birth rate and negative migration balance (in particular the emigration of young people). * Insufficient housing stock. | | |
| **What potentials does the measure use?** | * Location in the corridor of communication routes, on the Oder River – as an attractive spot to live in the heart of the city. * The current Study of Conditions and Directions of City Spatial Development. * Developed industry, including chemical specialisation – giving a chance to retain / attract new residents (including migrants). * The available area of the city giving a chance for development. | | |
| **Type of activity** | **Partner/Executor:** | **Duration:** | **Value:** |
| **SPATIAL**  **DIMENSION**  non-investment | Kędzierzyn-Koźle Municipality  National Real Estate Reserves | Q4 of 2021 - Q1 of 2024 | PLN 750,000 |

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| **Measure 3.1. Counteracting the shortage of personnel on the labour market.** | | | |
| **Objective** | **Objective 3. Developed innovative economy and city services based on modern technologies.** | | |
| **Measure description** | The measure will include a number of activities of an educational, informational, organisational nature which will combine the idea of supporting the professional activity of the city's residents. This is because it is predicted that the resources of economically active residents will systematically shrink, which will affect a number of aspects of city life. Projects are assumed to be implemented in the field of shaping entrepreneurship, developing private businesses, especially among young people, in the field of new skills, changing professions, correlated with the needs of the labour market, as well as supporting carers of dependent people in their professional activity. The measure also includes projects supporting the health of the residents, which will translate into better condition and thus longer professional activity. | | |
| **What challenges does the action address?** | Priority 3.2. The image of an innovative city and an attractive labour market (points 1, 3, 4) | | |
| **What problems does the measure solve?** | * A low birth rate and negative migration balance (in particular the emigration of young people). * Forecast shortage of staff in the labour market. * A possible crisis in the city's finances and an increase in the cost of maintaining it with falling incomes. | | |
| **What potentials does the measure use?** | * Developed industry, including chemical specialisation. | | |
| **Type of activity** | **Partner/Executor:** | **Duration:** | **Value:** |
| **ECONOMIC**  **DIMENSION**  non-investment | Kędzierzyn-Koźle Municipality (UMKK/MOPS),  “Europa Iuvenis” Association, KKPP sp. z o.o | Q4 of 2021 - Q1 of 2024 | PLN 4,942,690 |

VI. Social inclusion

In the course of work on the document, the local community was involved as widely as possible (as long as there were opportunities for this). The social participation made it possible to identify problems and their causes. Two “table debates” on urban education were organised in December 2019/February 2020, six housing estate meetings with residents during the annual visits of the President of the City to housing estates (January/February 2020), three on-line surveys were made available (for young people – February 2020, entrepreneurs – March 2020 and residents – June 2020). Two meetings with local institutional and social leaders were organised (3 March 2020). The first one in the morning, the second for social leaders in the afternoon.  The talks helped to identify key potentials and development problems, and also challenges in terms of cooperation, partnership and implementation of public tasks. Due to the epidemic situation related to COVID-19, from March 2020, the organisation of meetings was difficult, which did not change the fact that residents were still involved in the process of creating documents. In April, 14 telephone interviews were conducted with immigrants. People with Polish and Ukrainian citizenship residing in the city were interviewed. The interlocutors included also players from the ZAKSA sports club. The perception of the city was confronted with that of visitors. The opinions have been carefully examined as to whether corrective action is possible. On 24 April 2020, a video meeting of the President of the City with the Youth City Council and representatives of the education sector took place. The aim was to discuss and consult the results of the questionnaires and to collect ideas for further actions to improve the quality of life in the city. In June, students of grades V-VIII were encouraged to conduct independent surveys among e.g. senior citizens / neighbours, which aimed at getting to know their dreams about the city. This was in the form of a pilot study “feel like a surveyor”.  With a view to the safety of the residents, APC advisers conducted four online workshops. They were open – the willingness to participate in the workshops was not limited in any way. Each inhabitant could register their willingness to participate in the workshops by contacting the representative of the City Team indicated in the “Local Development” tab (course of work in Ch. IV). In addition to residents, the workshops were attended by representatives of the scientific sector, NGOs and the largest companies from the city (selected during the stakeholder mapping workshops).   
In July, the recruitment of Project Cards was launched, thus giving residents and stakeholders the opportunity to directly influence the setting of directions and actions to meet local development needs. Those interested, by contacting the staff coordinating the project, had the opportunity to submit suggestions and solutions (by phone, e-mail or even, with precautions, during the August consultation). The city' website published the regulations of the Commission's work concerning the way of evaluating and awarding points to the submitted project proposals. This was to ensure full transparency in the selection of projects.  At the implementation stage, the originators will cooperate with the Municipality to implement the submitted projects. In accordance with the idea of DUGNAD, dialogue and participation of the community in taking action by the authorities is a necessary condition to achieve progress in the broadly understood local development, therefore we envisage further involvement of individual entities and inhabitants at the stage of implementation of the LDP.

VII. Implementation, monitoring, evaluation, risk management

The implementation of the LDP will be carried out using the organisational structures of the Municipality within its subordinate staff, which will be based on a purposeful project team appointed by the City President under the supervision of the project coordinator. For the successful implementation of the Local Development Plan, the so-called partnership principle will be adopted, i.e. cooperation of individual city entities (local government institutions, science, business, social organisations, representatives of the inhabitants) for the development of Kędzierzyn-Koźle.

The monitoring process will consist in systematic observation of the changes taking place under the individual objectives and measures set out in the document. The monitoring will be carried out simultaneously at several levels in order to provide broad information on the economic and social effects of the implemented projects. It will include: data collection and analysis, evaluation of results and corrective actions.

The evaluation will be based on three types: evaluation before the implementation of the measures (whether and how they will affect the target groups, contribute to the improvement of the situation in the city); evaluation during the implementation of the measures (whether the adopted objectives and subsequent activities go in the right direction); evaluation after the implementation of the measures (whether the effects are durable).

The management control will be carried out on the basis of three orders of the City President, i.e. within the framework of establishing the principles of functioning of management control in the K-Koźle City Hall of 20 January 2021 and the principles of risk management included in the order of 31 May 2017, and also on the basis of the order of 23 December 2011 on establishing the principles of management control in municipal organisational units and obliging their managers to apply them.