



# LOCAL DEVELOPMENT STRATEGY OF KOZIENICE COMMUNE FOR 2018–2030

## INFORMATION SHEET



author:  
Andrzej Sztando, PhD, hab.  
+48 603163839  
[andrzej@sztando.com](mailto:andrzej@sztando.com)  
[www.sztando.com](http://www.sztando.com)

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## 1. Introduction

The Local Development Strategy of Kozenice Commune for 2018-2030 was adopted for implementation by Resolution No. XLV/435/2018 of the City Council of Kozenice of 20.09.2018. It is a key development program of our commune, superior to others, a fundamental determinant for our plans and medium-term and short-term programs as well as everyday decisions. It is also the main tool for creating strategic partnerships, financial assemblies and building a local consensus, as well as an instrument of our institutional development, organizational self-improvement and benchmarking. The full version of the Strategy is available in the Kozenice Commune website at <http://www.kozenice.pl/>. Due to the fact that it is a comprehensive document, yet so important from the point of view of the community, economy, environment and self-government of the Kozenice Commune we have prepared this information sheet, which provides basic information about it in a simplified and short form. We wish you pleasant reading.

**Mayor of Kozenice Commune**  
**Tomasz Śmietanka, PhD, Eng.**

## 2. The idea of strategic governance of development of the Kozenice Commune

We have been governing the strategic development of our commune for over a dozen years. We adopted the first strategy in 2002, followed by two more in 2004 and 2008. The strategy presented in this document was adopted in 2018. By adopting new versions of our most important development plan, we respond to the socio-economic changes of the commune and its surroundings, we react for new opportunities and threats, and we update the list of our goals and tasks as we achieve the ones we set earlier. Each time we also improve it by collecting our own experiences and using new, proven achievements of public management science.

By building and implementing development strategies, the local community of our commune, local business, as well as the local environment, achieve a number of benefits. Among them, in the first place, we can mention the coordination of all short- and long-term activities undertaken by the municipality and its units and companies. It shortens the time in which we carry out our tasks, increases their results and increases the efficiency of public spending. The benefit is also to increase our effectiveness in obtaining external funds for the development of our commune, especially from European Union funds. Thanks to the preparation and consistent implementation of the strategy, we also expand and improve cooperation with our main partners - non-governmental organizations, other public authorities and key enterprises. The most important benefit, however, is to set and consistently pursue the key directions of social, economic and environmental development of our commune, which, on the one hand, meet the expectations of the local community, and on the other hand the development possibilities and potential of our commune. In the final result, thanks to strategic governance, we provide residents with high quality of life, good conditions for entrepreneurs, and the right protection for environment.

## 3. How did we build our Strategy?

The Local Development Strategy of Kozenice Commune for 2018-2030 was built based on the principles of strategic planning of local development, including 4 basic ones.

The first of these is the **principle of consensus of the local community**, which consists in taking into account its needs and aspirations. Therefore, the works included over 300 inhabitants representing various localities, social and professional environments, and interest groups, as well as local authorities, local government administration and representatives of supra-local authorities having influence on the development of the commune. They worked during numerous trainings, strategic workshops and meetings. In addition, a survey of nearly 2 thousand residents of the commune, identifying their problems, opinions and expectations was executed. As a result of these and other works, we obtained a consensus on the conditions and directions of the development of the municipality - the foundation of Strategy.

As the second we used the **principle of vertical and horizontal compliance**. We ensured compliance of our Strategy with strategies and programs for the development of the district, voivodship and country, and even international organizations. This applies, for example, to the development of roads, the development of innovativeness, the construction of smart territorial specializations and electromobility. It opens the possibility of developing cooperation with them and increases the chances of obtaining external funds. We have also ensured the compliance of the Strategy with the development plans of neighbouring municipalities. It gives the opportunity to develop cooperation with them while achieving complementary goals, such as the development of tourism-recreational functions of the subregion.

Another principle was the **principle of internal compliance of the Strategy**, referring to its consistency with the sector-specific, short- and medium-term planning documents of our commune development, such as the Local Revitalization Program of Koźienice for 2016-2022 or the Strategy for Social Problems Resolving in the Koźienice Municipality for 2013- 2020. Thanks to adoption of this principle, all those documents form with the Strategy a coherent, hierarchical structure, and the resulting decisions and operational activities will result from strategic arrangements.

Considering the natural richness of the commune, we also applied the **principle of sustainable development**. We associated the socio-economic development of the commune with the functioning of ecosystems and planned their use to keep them indefinitely in a form as close as possible to the original one. We have assumed that it is possible to develop sustainably all three areas of the commune (economic, social, environmental) by recognizing the importance of each of them and finding compromises.

#### **4. Strengths on which we base our development Strategy**

The strategic analysis that we have carried out while building our Strategy has allowed us to point many strong sides of the Koźienice Commune, its undoubted advantages, on which we based our intentions. Among them were:

- the power plant in Świerże Górne near Koźienice, owned by Enea Wytwarzanie S.A. - the largest, stable employer and the most important taxpayer;
- rich forest and developed, sustainable forest economy;
- location at a relatively short distance from Warsaw, Radom, and Lublin and on the route of national roads No. 48, 79 and railway line No. 76;
- high availability of water supply, sewage and electricity infrastructure, internal roads and - partly - gas;
- numerous, diversified and modern sports and recreation facilities as well as a wide range of sports and recreational services and events;
- a developed network of primary schools, their material base and a wide range and high quality of educational and accompanying services;

- Cultural and Artistic Center, B. Klimczuk Community Centre of Kozenice functioning in it and the richness of cultural and entertainment activities;
- agricultural lands, developed agriculture and food processing;
- high natural and historical tourist and recreational values;
- high level and long-term stability of budgetary revenues;
- high social, economic and pro-environmental activity of residents;
- an effective system of social prevention, assistance and welfare;
- high level of public order and safety.

## **5. The challenges we face**

The strong and numerous advantages possessed by the Kozenice commune will allow us to respond to the challenges we face. While working on the Strategy, we have distinguished among them:

- maladjustment of supply to demand on the local labour market;
- negative migration balance, mainly as a result of labour and educational migration;
- an increase in the average age of the commune's inhabitants;
- dominance in the economy of the commune the energy and its complementary industries;
- the need to revitalize a number of buildings and public places;
- low level of tourism development in relation to values and domestic demand;
- difficulties with broadband internet access;
- deficiencies in local and supra-local public transport systems;
- increase in the residents' propensity for professional and personal development;
- new technologies that can be used in local government activities;
- increase in the importance of human, social and cultural capital as well as innovativeness in the development of societies and economies;
- aid offer of national and cross-border institutions;
- changes in the legal conditions for the functioning of local governments;
- increased competition between municipalities as places for migration and investment;
- raising the level of ecological awareness of residents;
- increase in the level of Poles' mobility;
- state plans and programs including strategic investments from the point of view of the state, located in the commune or in its vicinity;
- investment plans of local business entities.

## **6. Our mission and vision of development**

The mission that we have set for the Kozenice Commune is to create a perfect environment for personal, professional and economic development, ensuring high quality of life for residents and

their participation in the development of the country, respecting the principles of sustainable development and based on local human, social, cultural and material capital and pro-development external values acquired as part of developed supralocal relations.

Based on the mission, analysis of current achievements, strategic analysis, analysis of legal conditions, diagnosis of the commune's characteristics, results of strategic workshops and surveys, we formulated a vision for the development of our commune in the perspective of 2030. According to it, we strive to develop our municipality, as one that ensures to the inhabitants a high quality of life thanks to excellent conditions for their functioning as well as personal and professional development, and for economic entities competitive advantages due to excellent public services, while fully implementing the principles of sustainable development.

## 7. Strategic goals that we have set

In our Strategy, we have set three main (strategic) goals.

The first of them is **"Polifunctional creative economy activating local capitals and having developed supra-local relations"**. This means that we will strive for economic development of the Kożienice Commune based on creative, innovative enterprises, so-called learners, belonging to various industries (including complementary and independent of conventional energy), actively using local capitals (human, social, cultural, material) and possessing strongly developed supra-local (subregional, regional, national, international) relations thanks to which they acquire pro-development factors (knowledge, innovations, information, technologies, finances, as well as employees, including re-emigrants) and sell their products and services in many markets.

We made the second of the strategic goals **"High quality of life for residents through personal activity, environmental integration and supra-local relations, in conditions of full accessibility of social and technical infrastructure services"**. We intend to provide existing and former / future (re-emigration) inhabitants with a high quality of life. We will strive to do this by creating excellent local conditions for multidimensional personal activity, including professional, economic, educational, sports, recreational, cultural, entertainment, pro-environmental and pro-social activities. We will also deepen their integration with the social environment, i.e. create conditions for the development of mutual trust, respect, loyalty and strengthening the community of traditions, values, attitudes, uncodified norms of conduct, as well as increasing the readiness to cooperate. We would also like to deepen their integration with the natural environment by popularizing a positive emotional attitude towards it, eco-thinking and active pro-environmental attitudes. We will also create opportunities for residents to exchange with a supralocal environment the values developing them, among others knowledge, information, innovation, elements of culture and entertainment, and material resources. At the same time, we will provide them with a complete range of services provided by social infrastructure institutions and comprehensive, modern technical infrastructure.



The third of our strategic objectives is "**Protection, development and sustainable use of natural heritage based on the ecoculture of the community and the local economy**". In order to do this, we want to protect the environment at the same time (against pollution, over-exploitation, etc.), its development (revitalisation, increasing biodiversity, etc.) and its, based on high ecoculture, sustainable use by the local community and local enterprises.

## **8. Tasks that will lead us to goals**

In order to achieve our goals, we will implement strategic tasks, i.e. specific, permanent activities and one-off investment, information, promotional, legal, organizational, educational, monitoring and other types of projects. For the years 2018-2030, we set 91 such tasks to be carried out, and some of them were also divided into sub-tasks. They are divided into three parts corresponding to the adopted strategic goals.

Among the tasks leading to the achievement of the goal of economic development were:

- co-creation of the Koziences Industrial Cluster as part of the development of territorial smart specializations;
- legal and infrastructural preparation of the investment areas for the needs of external and internal investors;
- construction of a municipal market in Koziences;
- initiation and co-creation of the Kozienski Innovation Entrepreneurship Incubator;
- acquiring domestic and global industrial investors and supporting their investment processes, especially those in line with territorial smart specializations;
- supporting the development of social economy' enterprises;
- creation of the Koziences Economic Forum: the consultation area of the local government - the companies;
- co-creation of the Koziences Agricultural Cluster as part of the development of territorial smart specializations;
- supporting local associations and groups of agricultural producers;
- acquisition of an investor conducting wholesale trade and commercial mediation for local agriculture;
- creation and use of the Communal Staff Bank;
- supporting the unemployed in acquiring modern professional competences, creativity and the will to professional development;
- creation of an online, tourist and recreational internet portal of the commune,
- development of a small tourist and recreational infrastructure, including tourism and recreational information and visualization devices, navigation devices and rest areas;
- creation of an Outdoor Events Zone;



- co-creation of the Kozenicki Tourist and Leisure Cluster as part of the development of local smart specializations;
- construction, reconstruction and development of roads, streets and municipal squares, accompanying infrastructure and parking spaces;
- successive replacement of vehicles owned by the commune and its units for electric ones;
- supporting the development of broadband Internet access infrastructure.

Tasks that contribute to achieving the social goal are, in turn, for example:

- expansion of the accommodation and catering facilities of the KCRiS guesthouse;
- construction of a bowling alley, billiard room, squash court at KCRiS;
- construction of gyms at primary schools,
- construction of physical activity zones: street workout and outdoor fitness,
- construction of a multifunctional track for cycling, moped, motorcycling and similar sports,
- extension of the skatepark and Fitness Club;
- broadband connection of schools of the Kozenice commune to the Internet;
- development of didactic, sports, cultural, social base of schools and its equipment;
- ensuring full access to municipal pre-school care and education;
- development of daytime support facilities for children and youth (community centers, clubs);
- creation of The Kozenicki Bank of Good Social Practices;
- creation of The Center of Day Stay in Kozenice;
- support for the development of the base and equipment of the fire departments;
- development of e-services provided by the City Hall and other units of the commune and commune companies;
- development of the material base and medical equipment SP ZOZ "Przychodnie Kozenice";
- expanding the scope and increasing the availability of specialist medical counseling;
- revitalization of historic buildings owned by the commune;
- renovation of the building of the Public Library of the Kozenice Commune together with the reconstruction of the so-called an old coach house, a revitalization of the garden and elements of its surroundings;
- reconstruction of the amphitheater on Lake Kozenicki in the area of KCRiS;
- renovation and giving a new function to the old building of B. Klimczuk Community Centre of Kozenice;
- implementation of an innovative architectural project entitled "New Center of Kozenice";
- construction of new and revitalization of existing playgrounds for children,
- development of the municipal housing and social housing;
- privatization of municipal housing resources with the use of price discounts;
- extension of public transport to the whole commune;
- purchase of new buses with zero-emission electric drive for public transport;

- construction of bays and stops for communal transport buses and fitting the stops with the passenger information systems;
- creating and supporting the development of alternative, shared public transport systems based on bicycles and mopeds and electric cars;

For the set of pro-environmental tasks we have included tasks such as:

- improvement of the system of protected areas and protection of valuable natural objects,
- construction, modernization and care of parks and squares;
- supporting soil reclamation;
- protection and support of biodiversity;
- protection and support for the protection of forests;
- reduction and isolation of noise sources;
- support for the construction of collective energy systems using renewable energy sources;
- support for the exchange of individual heat sources for environment-friendly ones;
- supporting the dissemination of good agricultural practices, especially in the field of fertilization;
- support for installation of individual photovoltaic devices;
- financial and organizational support for asbestos removal;
- replacement of coal boilers with biomass boilers, pellets, gas or electric boilers in public buildings and in residential buildings (individual);
- improving the system of selective municipal waste collection;
- dissemination of the use of household composts;
- conducting independent tests of the level of air pollution with "low emission";
- promotion and education in the field of electromobility;
- education and supporting education in the field of waste management.

## **9. The Strategy implementation system that we have built**

Immediately after the adoption of The Local Development Strategy of Kozenice Commune for 2018-2030 by the City Council, we have implemented system solutions guaranteeing its correct, effective and efficient implementation. We have established a Team for Strategy Implementation, which consists of people holding managerial functions in the City Hall and organizational units and companies of the commune. Its task is to plan, organize, coordinate and evaluate the implementation of strategic tasks and their consequences. To increase the coherence of our activities, we have merged (combined) some special programs, such as: Program of Local Policy and Economic Promotion of Kozenice Commune for 2019-2030; Program for Development and Promotion of Tourist and Recreation Functions of Kozenice Commune for 2019- 2030; Ecological Education Program for Residents and Tourists of Kozenice Commune for 2019-2030; three-year family support programs in the Kozenice commune or annual programs of the cooperation



of Kozenice commune with non-governmental organizations. From the financial point of view, the implementation of our Strategy is based not only on our own budget revenues and incomes of companies we own. We actively take into account loans, borrowings, bonds, subsidies and grants, etc. from the state budget, state earmarked funds, European Union funds and other international funds. We also take into account our own and external funds from our public, social and private strategic partners. In the operational dimension, we use modern methods of public governance, including process and participatory management, as well as advanced, innovative IT, technical and organizational solutions. We are constantly educating our municipal staff, increasing their competences and motivation to achieve the set goals. We regularly monitor the satisfaction of individual groups of residents and entrepreneurs on our activities as well as living and business conditions in the commune. As part of continuous improvement of the Strategy and the ways of its implementation, we conduct annual evaluation based on objective indicators, internal reports and opinion polls, based on which we revise the list of strategic tasks included in it and improve implementation methods.

## **10. Conclusion**

The Local Development Strategy of Kozenice Commune for 2018-2030 opens a new chapter in the contemporary history of our commune. It meets the challenges and expectations of the modern economy and an open, ambitious and creative society, operating in a sustainable manner in a vital and friendly environment. It multidimensionally connects our commune with the regional, national and international environment, creating it as a development center important in supralocal scale - it transfers it to a new, higher stage of development. It gives all of us confidence in the future of us, our children and the local economy.

We invite all residents, entrepreneurs and partners from outside the commune to cooperate in implementing our Strategy. Together, we will faster and more fully achieve our common goals. We believe that the implementation of the Strategy will become a reason for residents, entrepreneurs and local government authorities to derive joy and pride in the development of what is common to all of us - the development of a democratic local community that we create by law and in which we live by our will: Kozenice commune.

**Mayor of Kozenice Commune**  
**Tomasz Śmietanka, PhD, Eng.**