



**LOCAL ACTION PLAN OF THE
CITY OF RADLIN**
under the project entitled

**CITY CENTRE DOCTOR
URBACT III PROGRAMME**

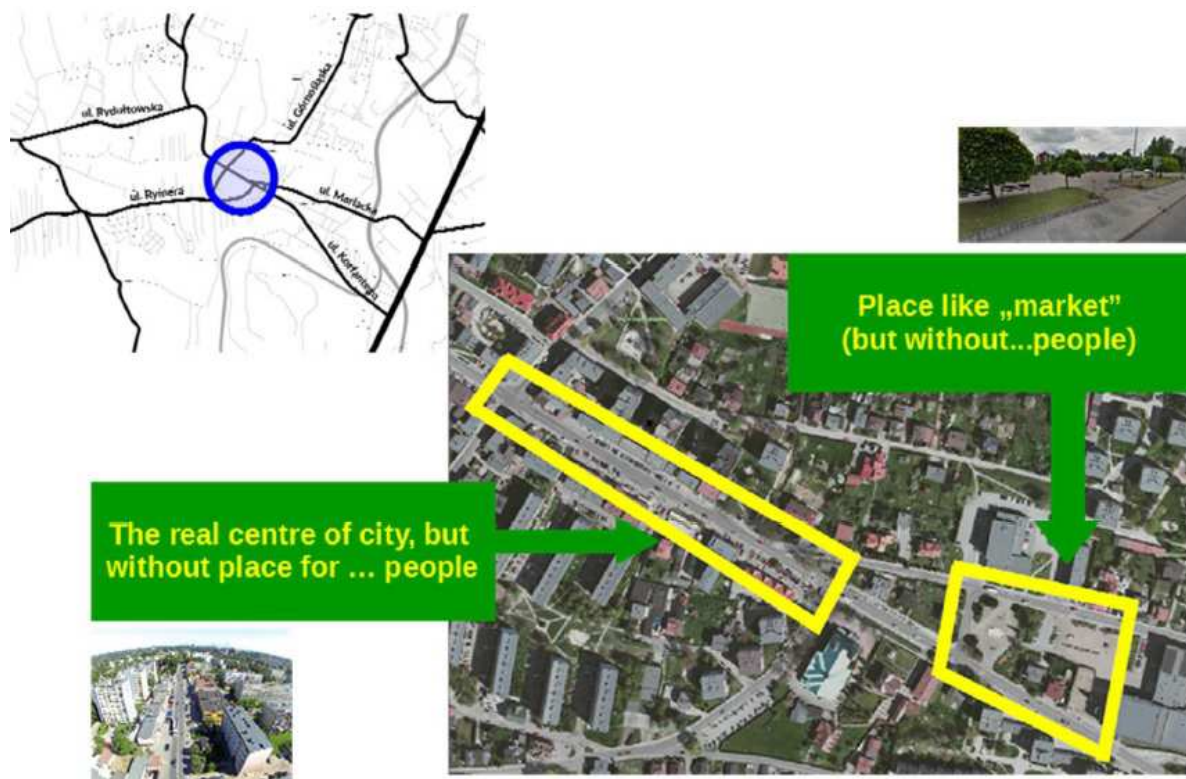


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INTRODUCTION

The Local Action Plan is a document describing changes which are planned in the centre of Radlin, which is understood as **the area** covering the **Radlińskich Olimpijczyków Square**, **section of the Mariacka Street** from the Square to the Korfantego Street and **the Korfantego Street** on the section from the intersection with the Rymera Street to the intersection with the Rogozina Street.



A figure shows the area (the centre) where changes are planned. Prepared by: Department of Development and External Funds of the Radlin Town Hall.

Changes planned in the centre result from the need of the citizens of Radlin expressed in interviews conducted in the centre of Radlin during meetings of the Forum of Companies of the City of Radlin and, first of all, at the meetings of the Local Support Group, which met over ten times in the Radlin Town Hall. To sum up, these meetings, surveys and discussions, as well as a diagnosis made by employees of the Town Hall - **the following image of the centre of Radlin emerged:**

- ✓ The Centre of Radlin (the Korfantego Street) is of commercial nature, i.e. the citizens and visitors use it mainly for service-related purposes (post office, offices,

- exchange offices, banks, hairdresser's), as well as to do shopping in small or large stores, as well as at the marketplace. There is also a church.
- ✓ The City Centre is "cut in half" by a district road, which determines the transit function of the heart of the city. This in turn is uncomfortable for citizens who are struggling with noise, smog, very high traffic and insecurity when it comes to cycling or walking when crossing the Korfantego Street.
 - ✓ The City Centre is difficult to access by elderly and disabled persons, as there are High stairs and quite dark walkways from the side of the housing estate at the Kwiatowa Street,
 - ✓ The centre has no storied or underground car park to reduce parking along the Korfantego Street, which would provide more space for pedestrians and cyclists.
 - ✓ The centre of the city is unattractive in terms of colour - facades of stores are in different colours, sometimes neglected. This gives the impression of the lack of climate and style which would encourage people to visits the centre not only for commercial purposes.
 - ✓ Radlińskich Olimpijczyków Square is empty, since, apart from a fountain working in the summer, there is no infrastructure here, e.g. for children and elderly people, so that they could spend their time there. Although there are benches, they all stand in sun-filled places which discourages the citizens to use the Square.

The presented diagnosis of the centre contains a true reflection of the situation in the centre, which, however, does not look so bad. This is due to the fact that a very high number of the citizens of Radlin uses the centre, so it is enough to give them at the Korfantego Street, e.g. more trees and greenery, paint facades of stores in one specific colour, design new bicycle routes, on the Radlińskich Olimpijczyków Square build, e.g. a children's playground, new places for rest with a roof, cafe or rearranged greenery, so that they begin to perceive the centre as an attractive place for spending their free time.

A diagnosis, as well as actions that are worth taking in the centre, were widely discussed at the meetings of the Local Support Group, and the members of this group are authors of particular ideas and solutions which may be applied in the centre of Radlin in the years to come. It is worth mentioning that LSG consists of students of Radlin's schools, non-governmental organisations, employees of various institutions (culture, OPS), small companies and large plants that operate in the city. We agreed together the proposals of specific actions that are worth implementing in the centre of Radlin, **to give the centre back to the Citizens.**

The next matter worth pointing out are that should a higher number of the citizens use the centre for recreational purposes, to spend their free time, then commercial turnover of local entrepreneurs would probably increase and new services would develop. Therefore, the purpose of the project would be fulfilled, namely making such changes in the city centre that will revitalise entrepreneurship and contribute to an increased number of jobs in the centre. It is worth adding that a detailed description of the diagnosis of the centre of Radlin (answers of the citizens, the results of observations), plan of actions aimed at recovery of the



city centre, strategic goals, schedule of actions, analysis of resources and risk, monitoring and evaluation can be found in the further part of the document.

Feel free to read.



1. ANALYSIS OF THE CITY CENTRE

1.1. HISTORICAL CONTEXT

Radlin is a city located in the Silesian Province. It given a town charter on the basis of the Regulation of the Council of Ministers of 11 August 1954. Villages which were so far separate, yet located close to one another: Biertułowcy, Radlin Dolny, Radlin Górny, Obszary, Wypandów and Głożyny - were integrated into a compact Radlin Commune with an administrative centre in Biertułowcy. The 1950s, 1960s and 70s, are a period of development of the city, mainly as a result of non-productive mine operations.

The administrative reform of 1975 led to incorporation of Radlin, Pszów, Rydułtowy and Marklowice to Wodzisław Śląski. The Radlin District occupied at that time 25% of the area of Wodzisław Śląski.

On 1 January 1997, as a result of a referendum, Radlin once again became the city. It consists of former towns: Biertułowcy, Głożyny and Obszary. Radlin Górny and Radlin Dolny - once parts of Radlin - are nowadays districts of Wodzisław Śląski. The city borders Rydułtowy and Rybnik to the north, Pszów to the west, Marklowice to the east on, and Wodzisław Śląski to the south. Radlin, as a self-governing city, quickly adopted a number of investments improving both an image and functioning of the city. Property of the city include KWK Marcel Cultural Centre, public library and Sport Centre, soon transformed into the Municipal Centre of Culture and Sports, and later into separate institutions: Municipal Cultural Centre (MOK), City Sports and Leisure Centre (MOSiR) and the Public Library (MBP). These institutions soon underwent a complete overhaul. The renewed cultural centre hosts national and foreign artists, while MOSiR is where competitions in various scientific disciplines are held. Independence of Radlin stimulated also the activity of many people to become involved in the city's affairs.

The contemporary City of Radlin covers a total surface area of 12.53 km², right at the National Road no. 78 Gliwice-Bohumin (CZ) and the railway route Katowice-Chałupki. The city centre consists of the areas of the former Biertułowcy Commune and a strongly urbanised and industrial area around KWK Marcel (hard coal mine), with a historic 19th-century housing estate-gardens build in early classic modernism style (Emma Colony in Radlin).

The main employers within the city are large industrial plants, "Marcel" Hard Coal Mine, "Radlin" Coking Plant and "Marcel" Heat and Power Station ¹

¹<https://miasto.radlin.pl/miasto-2/o-miescie/historia/>

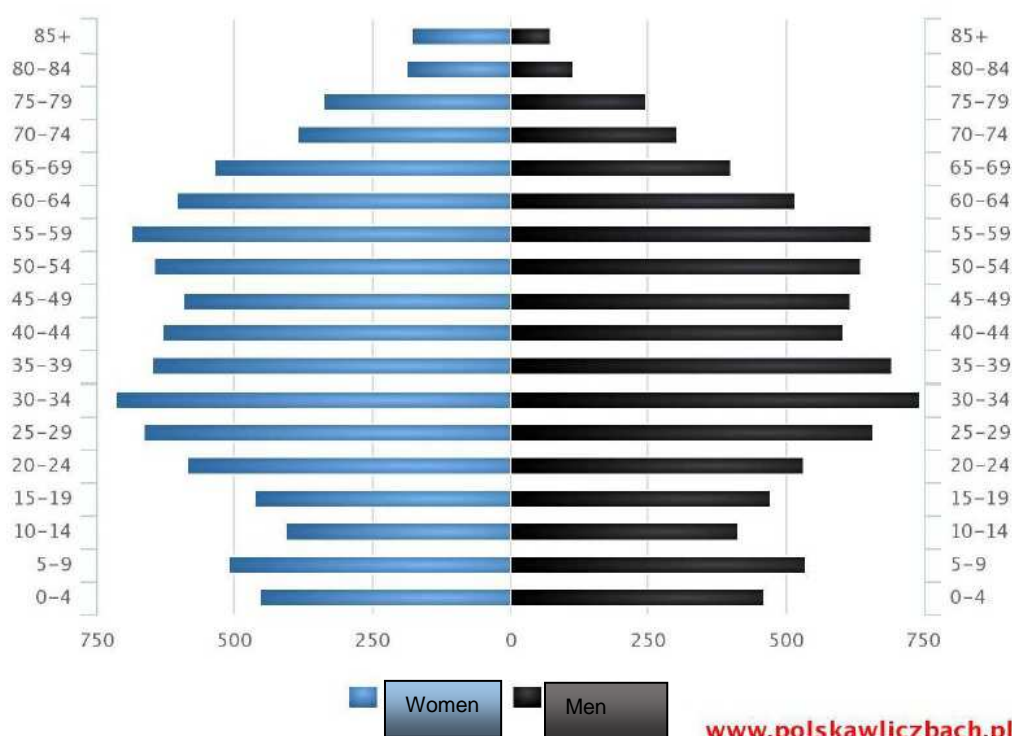
1.2. DEMOGRAPHICS

Radlin occupies 12.53 km² and is one of nine communes of the Wodzisław District. In respect of the area, Radlin occupies only 4.4% of the district and 0.1% of the Silesian Province. Population density is presented below: 1 km² is inhabited, on average, by 1,439 people, which is ca. 2.5 times higher than the population density in the Wodzisław District and ca. 3.5 times higher than the same value for the Silesian Province².

From among the total population, permanently residing Radlin in 2015, amounting to 17,913, there were 9,231 women, and 8,682 men. One can note a large decrease in the number of the inhabitants of the city as compared to the previous years. And so, in 2002 Radlin was inhabited by 18,532 citizens, whereas in 2012 by 18,146. One may also observe the numerical superiority of women over men (women constitute 51.5% of the whole population of the city).

The population pyramid of the citizens of Radlin, 2015

(Source: GUS)



² Source: Area and Population in the Territorial Profile in 2015 - Central Statistical Office (GUS)

Radlin is a population of ageing demographics, where the number of people in the pre-working age only slightly exceeds the number of population in the post-working age. Not very favourable tendency is becoming even more visible, if we compare data from a diagnosis of social problems of 2002, where this ratio was 4168 to 2695.

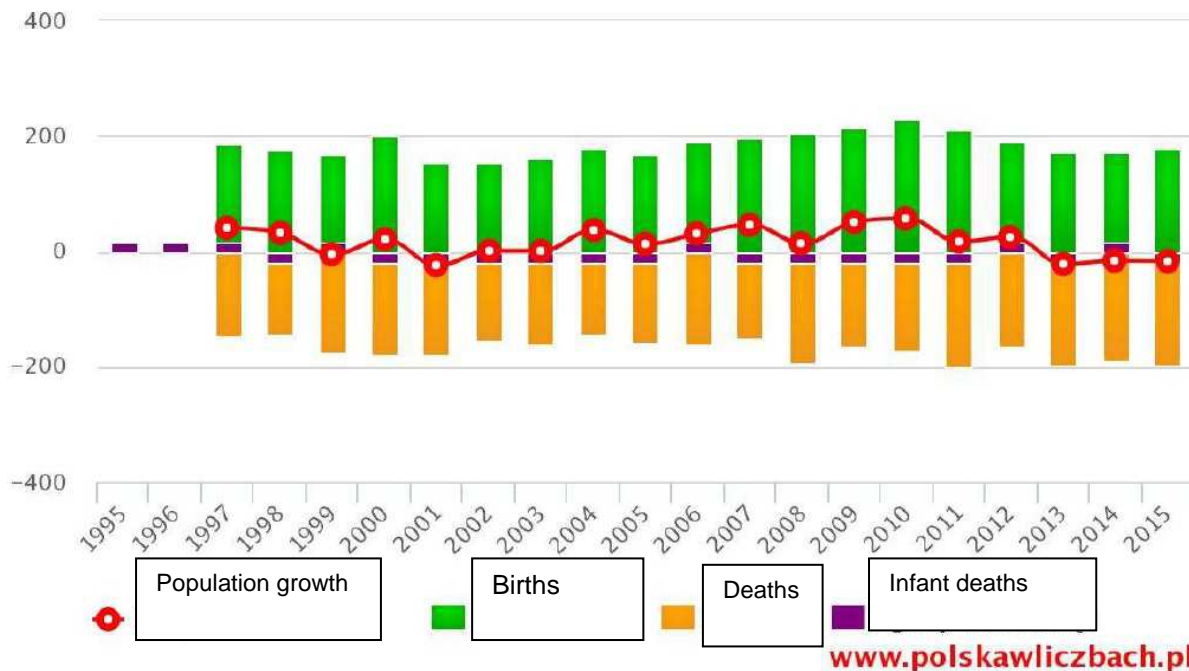
In total, pre-production and post-production age categories account for less than 37% of all the citizens, which is hardly safe, especially if we consider tendencies on the labour market, threatening the city, as well as the Wodzislaw District and the entire province. From the demographic point of view, one can consider that it is a type of the ageing population, with the intensification of this trend.

Radlin has a negative population growth amounting to -17. It corresponds to the natural growth of -0,9 per 1,000 inhabitants. 181 children were born in 2015, from which 54% were boys and 46% girls. Average weight of a new-born is 3,327 grams. Demographic dynamics rate, namely a relation of the number of live births to the number of deaths is 0.9 and is higher than the average for the Silesian province (0.83) and lower than the rate for the country (0.94).

The natural growth in the years 1995-2015 in Radlin

(Source: GUS)

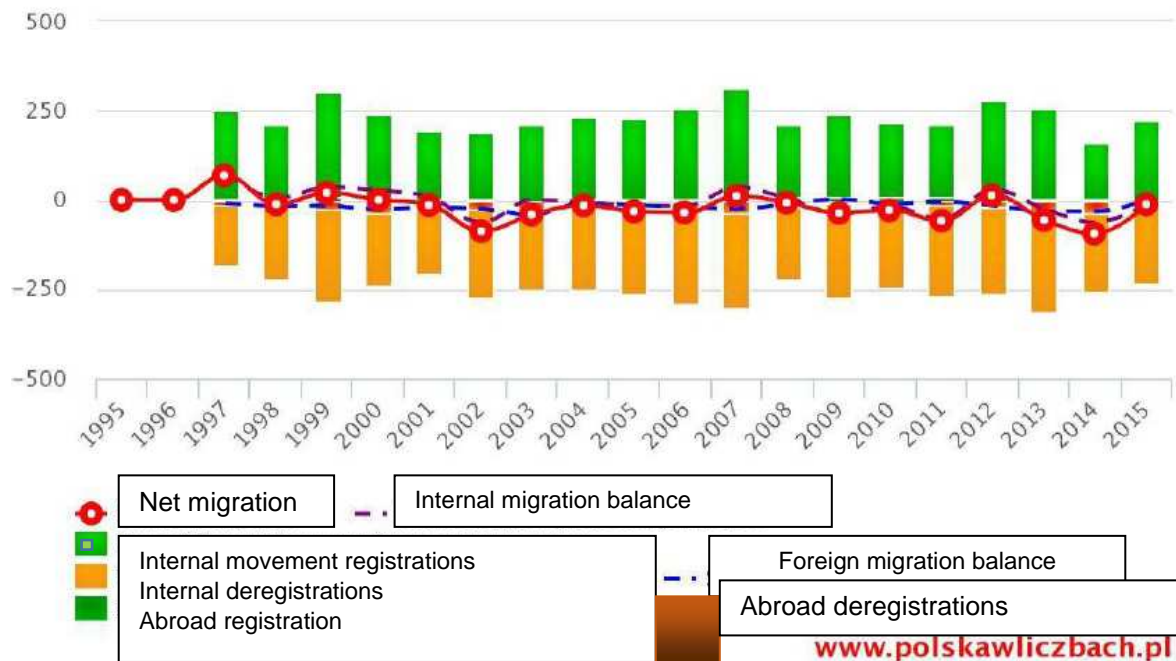
Infant deaths



In 2015, 225 registrations were recorded in Radlin for internal movement and 237 deregistrations, which resulted in internal migration balance amounting to -12.

Permanent migrations in the years 1995-2014 in Radlin

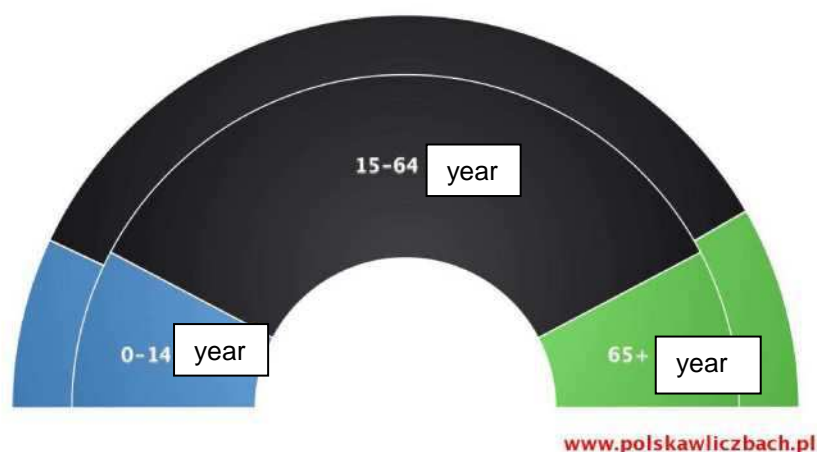
(Source: GUS)



In 2015 division into biological age groups in Radlin was as follows: 69.1% of inhabitants of Radlin were "adults" (15-64 years), 15.5% were "children" (0-14 years) and 15.4% were "seniors" (65 and more).

Biological age groups – Radlin, 2015

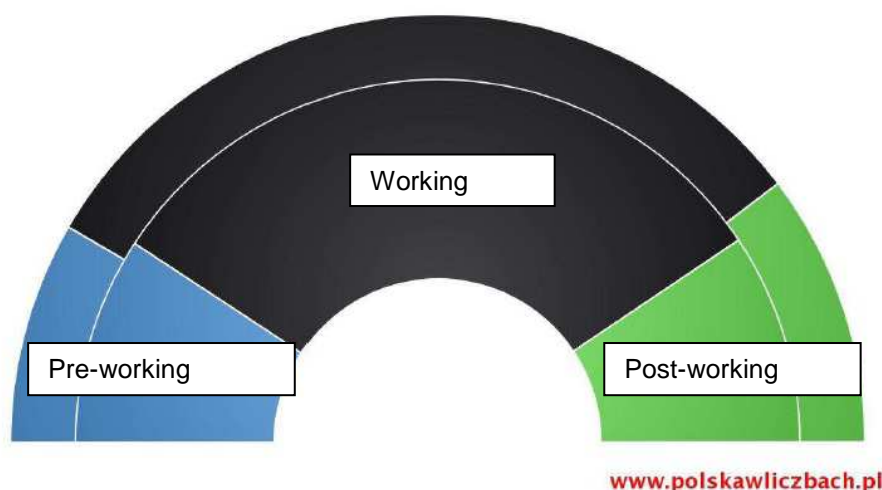
(Source: GUS)



In 2015 division into production age groups in Radlin was as follows: 62.7% - working age population, i.e. 18-64 years (including 58.2% women, 62.7% men), 18.8% - post-working age population, i.e. 65 + and 18.5% - pre-working age population, i.e. less than 18 years old ³.

Production age groups, 2015

(Source: GUS)



Radlin consists of five registry precincts (informal districts), which include: Marcel, Obszary, Biertułtowy, Główny and Reden.

The largest clusters of inhabitants can be found in Biertułtowy (mainly Sienkiewicza, Damrota, Findera, Ściegiennego, Kwiatowa and Rogozina streets), then in Główny (mainly Rymera and Głównyńska, Kominka, Wrzosowa streets) and in Marcel (mainly Wieczorka,

³ Poland in numbers - <http://www.polskawliczbach.pl/Radlin>



Mielęckiego, Solskiego streets or streets Korfantego and Mariacka streets which are located to a considerable extent in the Marcel district).

At the end of December 2014 the Silesian Province, as compared with other provinces, has one of the lowest unemployment rates (9.6%), the highest number of job offers submitted to district employment agencies, as well as the lowest number of the registered unemployed per 1 employment offer. As at 31 December 2014, 550 people were registered in the District Employment Agency in Radlin (ca. 3% of the inhabitants and ca. 5% of working age population), of which 351 were women. The problem continues to increase, when one takes into consideration that 280 of those persons are long-term unemployed, including 205 women, and 155 have no professional experience. In this regard, the Radlin Commune is ranked fourth in the Wodzisław District. A percentage increase of unemployed women as compared to previous years is to be noticed. Currently women constitute ca. 64% of the unemployed, whereas in 2002 they were 57% (with the unemployment rate of 15.1%). One can say that men fare better with growing unemployment than women.⁴

The problem of unemployment corresponds directly to the level of education of inhabitants of Radlin. 57% of the unemployed have basic vocational education or lower. Statistical data demonstrate also that the labour market is not particularly interested in persons having post-secondary or secondary vocational education.

4,404 of inhabitants of Radlin are potential pupils/students (3-24 years) - including 2,209 women and 2,194 men. According to the National Census of 2011, 12.7% of the population has higher education, 2.5 % post-secondary education, 9.9% general secondary education, and 16.8% secondary vocational education. 33.6% of the inhabitants of Radlin have vocational education, 5.2% junior secondary education and 18.7% primary education. 0.6% of the inhabitants ended their education before finishing the primary school. The inhabitants of Radlin are less educated as compared to the entire Silesian Province. Among women living in Radlin the largest percentage has vocational education (25.6%), and primary education (23.7%). Men most often have vocational education (42.1%), and secondary vocational education (19.4%). 19.8% of the inhabitants of Radlin being potential pupils/students (3-24 years) are aged 3-6 - pre-school education (19.6% of them are girls and 20.1% are boys). 656 per 1,000 children in pre-school age attend institutions of kindergarten education. There is 1.59 child in pre-school age per one place in the institution of kindergarten education. In the group aged 3-24, 24.0% of the population attends primary schools (7-12 years) (23.4% of them are girls and 24.7% are boys). There are 21 pupils per 1 class in primary schools. The gross schooling rate (relation of all persons learning in primary schools to persons aged 7-12 years) is 98.05. Among the inhabitants being potential pupils/students 12.0% are aged 13-15 years - junior secondary education (11.2% of them are girls and 12.7% are boys). There is 25 pupils per 1 class in junior secondary schools. The gross schooling rate (relation of all persons learning in junior secondary schools to persons aged 13-15 years) is 110.65.

⁴ On the basis of: Statistical Office in Katowice, - Unemployment in the Silesian Province in 2014

In the group aged 3-24 17.4% of the inhabitants attends secondary schools (16-18 years) (17.7% are girls and 17.0% are boys). There is 0 students per 1 class at secondary schools. There are 26 students per class in basic vocational schools. There are 25 pupils per class in secondary vocational and art schools. The tertiary education age group (19-24 years) include 26.8% of the inhabitants of Radlin being potential students (28.1% women and 25.5% men).

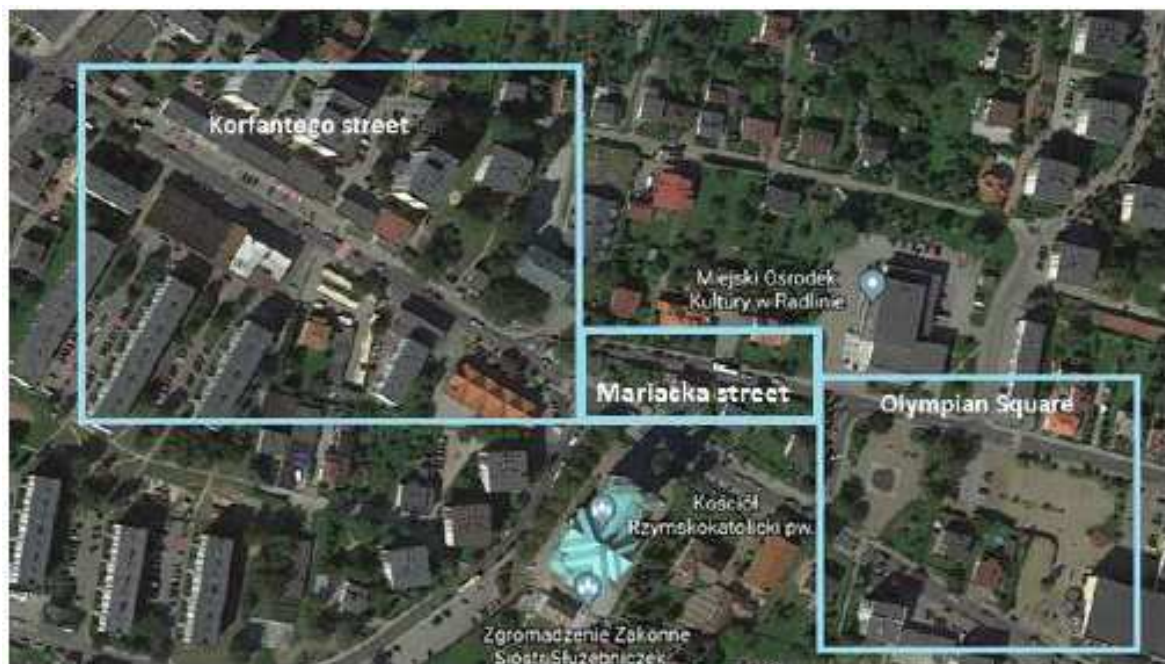
The following educational institutions operate in the city:

- 3 kindergartens,
- 4 primary schools
- the After-School Activity Centre
- the "Koliba" Community Centre.

Number of educational institutions is extremely important, owing to a large impact education has on the standard of living. In addition, educational operations activate the inhabitants, organise their free time, as well as support development of children and teenagers through implementation of prophylactic programmes.

1.3. CENTRE OF THE CITY OF RADLIN AS COMPARED TO OTHER PARTICIPANTS OF THE PROJECT

The area covered by the impact of the project is the strict centre of Radlin, i.e. the Korfantego Street (from the intersection with the Rogozina Street to the intersection with the Rymera Street) and the Radlińskich Olimpijczyków Square.



Source: <https://www.google.pl/maps/>

Other project participants are:

- San Donà di Piave (Italy)
- Petrinja (Croatia)
- Idrija (Slovenia)
- Valašské Meziříčí (the Czech Republic)
- Naas (Ireland)
- Heerlen (the Netherlands)
- Nort-sur-Erdre (France)
- Amarante (Portugal)
- Medina del Campo (Spain).

CITY - PARTNER OF THE PROJECT	CHARACTERISTICS OF THE CITY	SIMILARITIES	DIFFERENCES	CONCLUSIONS
San Dona di Piave	A city with car traffic dominant in the centre. City squares unfriendly for the inhabitants.	Vehicle traffic dominant in the centre. Empty yard not liked by the inhabitants.	A city larger than Radlin with a greater tourism potential.	Both cities should reduce vehicle traffic in the centre, as well as adjust public spaces to the needs of the inhabitants.
Petrinja	A city with car traffic dominant in the centre. Unattractive public spaces except for the park and the promenade along the river.	Vehicle traffic dominant in the centre. Empty yard not liked by the inhabitants.	The city centre is much more dangerous for bikes and pedestrians than in Radlin.	Both cities should reduce vehicle traffic in the centre, as well as adjust public spaces to the needs of the inhabitants.
Idrija	The city centre friendly for the inhabitants, many cafes, restaurants, a lot of greenery, huge bee hives. One empty, improperly developed square.	Empty yard not liked by the inhabitants.	Idrija is a city with far greater tourism potential.	Both cities should adjust public spaces to the needs of the inhabitants.
Valašské Meziříčí	A city with a beautiful market, many services-oriented premises and restaurants. No bicycle routes in the centre.	A small percentage of inhabitants using the city centre for leisure.	No market in Radlin.	Both cities should adjust public spaces to the needs of the inhabitants.
Naas	The city twin of Radlin: one main street in the centre disturbing silence and peace, transit function of the city is dominant.	Vehicle traffic dominant in the centre.	Naas is a wealthier city, having much more cleaner air.	Both cities should reduce vehicle traffic in the centre, as well as adjust public spaces to the needs of the inhabitants.
Heerlen	The city very attractive for the inhabitants, squares, bicycle routes, restaurants - everything at a high level.	No similarities.	The city of Heerlen has bicycle infrastructure, murals,	The city of Radlin should apply solutions from Heerlen.

			promenades, Obana Park, Snow World - Radlin have none.	
Nort-sur-Erdre	A small charming town with an untapped potential of a river. Vehicle traffic is dominant in the centre.	Vehicle traffic dominant in the centre.	In Nort there is a river, which could become a tourist attraction, just like a graduation tower in Radlin.	Both cities should reduce vehicle traffic in the centre.
Amarante	A beautiful town (squares, a restaurant, river, full of citizens and tourists), which needs to restrict vehicle traffic in the centre.	Car traffic in the centre.	Amarante is a tourist city and Radlin is an industrial city.	Both cities should reduce vehicle traffic in the centre.
Medina del Campo	A town with a market, restaurants, however, one may observe that there are no young people in the centre.	Vehicle traffic dominant in the centre.	Radlin does not have a traditional market square being the centre of social life.	Radlin should establish a new central space in the city, serving as the market.

1.4. IDENTIFICATION OF MAIN PROBLEMS

According to the conducted surveys the centre of Radlin is a place visited by the inhabitants of the city mainly for the purpose of making use of services offered in this area. People like to shop in small stores, they go to: banks, florist's, the market, hairdresser's, restaurants. Moreover, the inhabitants of Radlin visit the centre of the city quite often - they walk and shop there, so there is a need to use the centre, however, observations prove that the centre of Radlin have large shortages with regard to service offer which does not make it a place where one wants to spend their free time.

According to the opinion of the inhabitants, they prefer spending their free time in other places, also outside the city borders. The main reasons for this include:

- very large vehicle traffic on the main street of the city, i.e. the Korfantego Street,
- lack of parking places,
- no bicycle paths (according to the conducted surveys people do not feel safe when cycling or crossing the street),
- no cafes and pubs,
- no cinema,
- too few trees providing shade on the Radlińskich Olimpijczyków Square,
- no municipal park,
- bad air quality (mostly in the autumn-winter period).

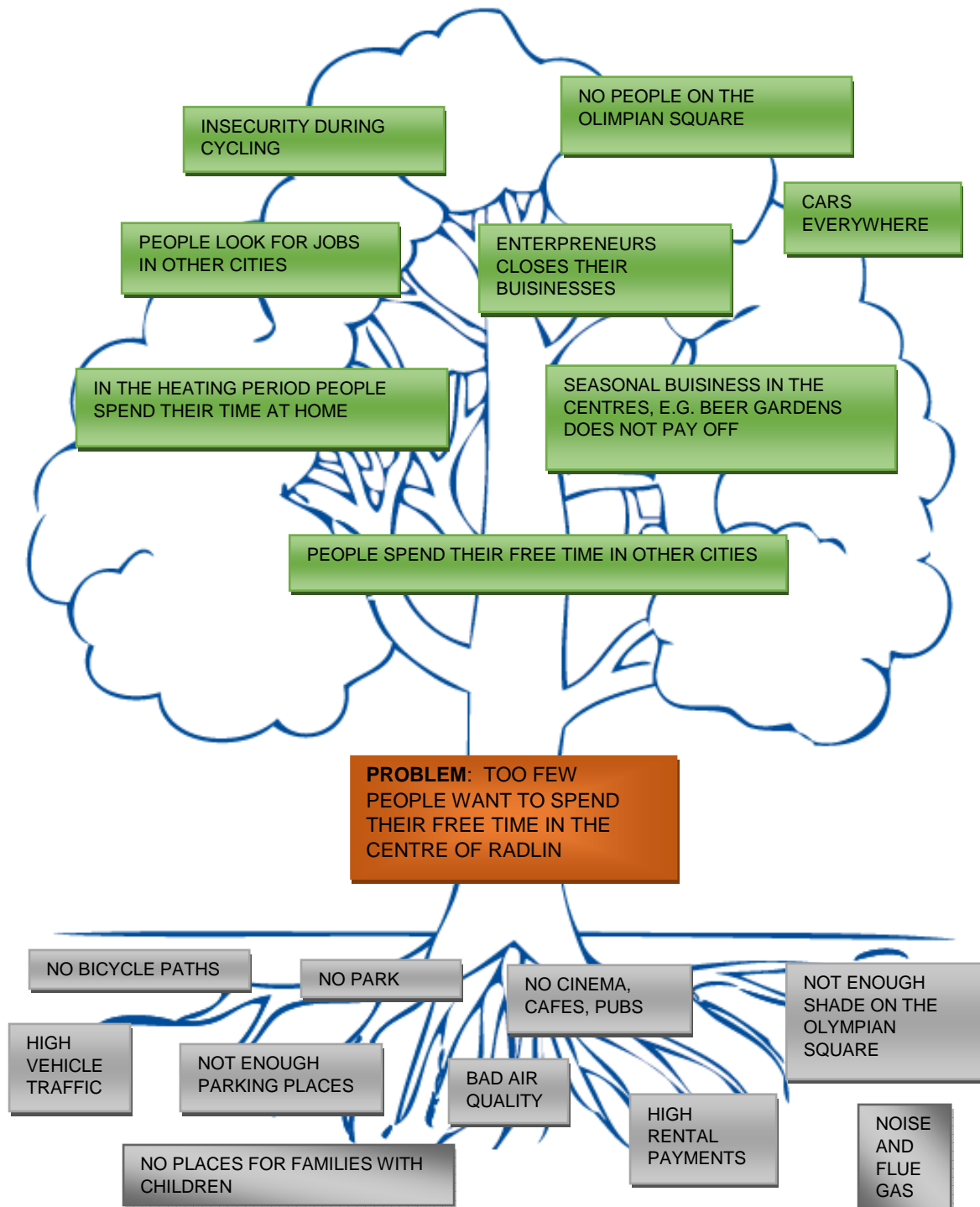
Main problems were identified using the below methods, i.e. SWOT analysis and a problem tree:

SWOT analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. There are people in the city centre 2. Good access to the centre 3. Benches and greenery 4. Fountain 5. Large square where changes can be made 6. Pro-ecological policy of the city, e.g. insect hotels 7. Entrepreneurs running activities in the centre of the city want the planned changes 8. Close distance to the graduation tower and a municipal park in Reden (to be developed) 	<ol style="list-style-type: none"> 1. High vehicle traffic in the city centre 2. Missing car parks 3. No shade on the Radlińskich Olimpijczyków Square 4. Bad air quality 5. No cinema 6. No outdoor pool 7. No cafes and pubs 8. No playground on the Radlińskich Olimpijczyków Square 9. No cycle paths 10. No ice rink 11. People do not use the centre for leisure purposes 12. The centre of the city is not homogeneous (too many colours and advertisements)
Opportunities	Threats
<ol style="list-style-type: none"> 1. More jobs in Radlin 2. Better earnings for persons running their own business in the centre 3. Reduction in traffic 4. New parking places apart from the strict centre 5. New bicycle routes connecting Radlin with the neighbouring cities 6. Safe connection of the Radlińskich Olimpijczyków Square with the Korfantego Street (woonerf at the Mariacka Street) 7. Connection of the centre with the planned park in Reden 	<ol style="list-style-type: none"> 1. Closure of the "Marcel" mine 2. The Korfantego Street is a district road (the city may independently determine its intended use) 3. No funds for planned changes

The main problems can also be presented in a graphic form (problem tree):

The Problem tree





1.5. TOOLS USED TO IDENTIFY PROBLEMS

Main problems present in the centre of Radlin were identified with the use of the following tools:

- a survey entitled "*Perception of the centre of the city*" (a questionnaire had a paper form and was available on the website: <https://miasto.radlin.pl/badamy-postrzeganie-centrum-radlina/>,
- interviews with persons conducting business activities in the centre of Radlin,
- direct (external) observation of the city centre,
- consultation meetings with the Local Support Group and the inhabitants interested in changes that must be made in the city - different methods of acquiring information were used at the meetings, e.g. group interview, workshops,
- SWOT analysis,
- a problem tree method.

By using the above problem identification tools one tried to achieve a participatory approach to development of urban space. They emphasised the role of an active user of the space, who, in line with the City Centre Doctor project, becomes its co-author. Such an approach aims at development of strong partnerships between public institutions, private sector and inhabitants.

1.6. LOCAL SUPPORT GROUP

The Local Support Group - URBACT - has been operating in Radlin since December 2015 and consists of representatives of:

- local government,
- Radlin Town Hall,
- municipal organisational units (the Cultural Centre, the Municipal Sport and Leisure Centre, the Social Aid Centre),
- NGOs (Active Women Association, Radling Cultural Association, Radlin Youth Association, EDUARTE Association),
- entrepreneurs (Forum of Companies in Radlin, Employment Centre),
- students of secondary schools in Radlin.

Such a structure of LGW in the city of Radlin ensures that each local community is represented. The purpose of this group was to ensure that results of international exchange of practices between partner cities of the project are used in such a way as to have the maximum effect. The group established in Radlin guarantees that ideas originating under the project are realistic and feasible at the local level. The members transfer the most important information about the project to a broader circle of recipients, mobilise stakeholders, define needs and, what is most important, help in preparation of the Local Action Plan.



It should be emphasised that it was assumed that the group would be open from the beginning of the project, i.e. that it would be possible to adopt the structure of LGW should the process advance. Depending on the needs, the open membership allowed new stakeholders to intervene with regard to specific issues or to join group activities at any time during the project (e.g. the group invited all entrepreneurs running their business at the Korfantego Street to one of the meetings of the group, concerning trade on that street).

2. THE PROCESS OF PLANNING ACTIONS AIMING AT RECOVERY OF THE CITY CENTRE

2.1. ACTIONS OF THE LOCAL SUPPORT GROUP

The Local Support Group carried out its activities on periodically organised meetings, took active participation in activities scheduled for implementation under the project, and its representatives participated in international exchange during the study visits in all the partner cities of the project. In the course of implementation of the project the Local Support Group met 12 times.

Actions of the Local Support Group became a development platform for a new format of communication and cooperation between the city and its members (especially NGOs and youth) based on an open debate and common initiatives.

Activities the Local Support Group were devoted to selection of the range of problems of the Local Action Plan for Radlin, determination of stakeholders and presentation of available research findings with regard to problems and situation of the centre of the city. Materials for meetings of partners of City Centre Doctor project were jointly prepared. The project coordinator presented effects and results of meetings every time. During the discussion over LPD priority areas for action were selected, as well as main goals which to be achieved by Radlin under the project. Then specific actions and monitoring indicators were selected. In order to verify the present situation and determine target values of the indicators research concerning situation of the centre of the city was conducted (City Centre Analysis). After familiarising itself with the results, the Local Support Group selected actions to be implemented under the project and determined assumed results.

2.2. THE ROLE OF INTERNATIONAL EXCHANGE DURING PLANNING OF ACTIONS

International meetings, as a basic action in City Centre Doctor project, were a forum for development of a value added by exchanging knowledge and practices between 10 partners of the project.

This exchange ensured double-sided communication between the local and the international level. Knowledge and experience acquired during international meetings undoubtedly improved a discussion at the local level, gave a possibility for first-hand experience of innovations introduced by the project partners in their cities and then, following their example, for introduction of similar changes and investments in our city. Experiences of others and possibility to get to know the method of their implementation inspired used to undertake activities in our city, improved the potential of an integrated strategy and lead for development of a better Local Action Plan.

In Radlin we adopted a principle, which allowed us to ensure transfer of knowledge acquired during meetings, consisting in the fact that after the international meetings, the meeting of the Local Support Group was held in order to discuss them, and think about processes and results, then specify those that may be integrated with our Action Plan. Each participant had the possibility to discuss his/her impressions and findings.

Below there are examples of improvements introduced in the partner cities of City Centre Doctor, which may be successfully implemented in Radlin.



An example of using the facade of the building of the Regional Chamber for bee-keeping (Idrija - Slovenia).



“Green tunnel” (Heerlen – Netherlands).



Use of colour backlight (Heerlen - Netherlands).

2.3. IDEAS FOR ACTIVITIES IN THE CITY CENTRE

In the course of the meetings and consultations the participants presented numerous ways of revitalising the city centre, increasing its attractiveness, and hence attracting more people. It should be emphasised that all the inhabitants of the city were invited to join the discussion concerning the city centre (electronic survey), and the Local Support Group is composed of representatives of various organisations, whose age ranged from 15 to over 70, therefore ideas for changes in the centre of the city and undertaken actions cover different issues and are very broad.



Below there are ideas for changing the city centre of Radlin collected in the course of implementation of City Centre Doctor project:

1. The Korfantego Street

- reduction in or ban on driving cars in the city centre and introduction of solutions such as a promenade, a woonerf or traffic calming,
- construction of a public park with trees, benches, playgrounds,
- construction of bicycle paths,
- construction of a car park beyond the city centre,
- introduction of fees for parking in the centre (e.g. 30 minutes for free, a fee for longer parking),
- opening of new cafes and pubs in the city centre,
- modernisation of the market,
- unification of colours of buildings in the city centre and ban on advertisements,
- modernisation of housing estate access ways,
- "green tunnel" over the street
- elimination of architectonic barriers for the disabled, parents with pushchairs,
- organisation of small thematic events, e.g. retro, cooking, the neighbour's day, breakfast on the grass.

2. The Radlińskich Olimpijczyków Square

- opening of seasonal dining facilities, e.g. beer gardens,
- construction of roofing or roofed arbours with the place to seat, all covered with vegetation,
- playground used as a rink in the winter,
- stalls,
- separation of the Square from the roadway by a greenery strip,
- purchase of a new infrastructure, e.g. chess tables, boards for presenting photographs, benches for conducting, e.g. outdoor classes,
- open-air cinema,
- carol singing in the Christmas period,
- reduced rental payments,
- highlighted RADLIN inscription,
- in the summer, a playfield used to play, e.g. for beach volleyball.

2.4. BETA ACTIONS IMPLEMENTED DURING THE PROJECT

Throughout the duration of the project two types of beta actions were implemented - short-term and long-term. One was the organisation of short events called "The breakfast on the grass", while the second one, covering the entire summer season, was establishment of a sandy playfield in the centre of the Radlińskich Olimpijczyków Square - the so-called Radlin's beach - allowing people to play, e.g. beach volleyball.

A short-term action named "The breakfast on the grass" was organised on 22 June 2017, The purpose of the action was to prove the inhabitants of the city that at low cost (artificial grass, pallet furniture, snacks) one can change an unused space into an attractive place to walk, rest and have fun. Use of artificial grass in the action was not a coincidence - the purpose was to emphasise the need to change the concrete centre of the city into a one more friendly for everyone - green and encouraging to spend time actively. This action was joined by members of the Local Support Group, i.e.. representatives of non-governmental organisations (Radlin's Youth Association), teenagers from local schools, local councillors and entrepreneurs (Bar na winklu). The breakfast on the grass was positively received by the inhabitants of Radlin, who gladly joined the meeting and took an active part in it. A form of action turned out to be so attractive that it was decided that the event of this type will be one of the annual events organised in the city centre.



The breakfast on the grass.

A long-term action named Radlin's beach covered the entire summer period. A sand court was open to all the inhabitants for free. The initiative was intended to provide the inhabitants with various forms of recreation and rest, and its location emphasised that the Radlińskich Olimpijczyków Square is a perfect place to meet and relax. The beach was open to the citizens throughout the entire summer season, and there were no open hours, which was supposed to induce them to spontaneously visit the place that they usually pass by. The form of the beach did not limit this investment only to the playing field - the place was used

in accordance with the current need as a playfield, a great sandpit for the youngest or a resting place for teenagers. Near the beach a water curtain was placed, which would allow people to cool on hot days and was an additional attraction attracting people to visit the Radlińskich Olimpijczyków Square.



Teenagers playing beach volleyball



Water curtain on the Radlińskich Olimpijczyków Square

2.5. ANALYSIS OF ACTIONS PLANNED IN THE CONTEXT OF THE ASSUMED OBJECTIVES

To achieve the main strategic objective of the Local Action Plan, i.e. increase in the number of inhabitants using the city centre for the purpose of recreation, the Department of Development and External Funds of the Radlin Town Hall, along with the Local Support Group, developed a detailed action plan, which presents as follows:

- 1) Preparation of **graphic visualisation** of the Radlińskich Olimpijczyków Square, the Mariacka Street on the section from the Municipal Cultural Centre to the Korfantego Street and the Korfantego Street, on the section from the intersection with The Rymera Street to the intersection with the Rogozina Street. The visualisation contains proposals and comments of the inhabitants of Radlin collected in the form of paper and electronic surveys, interviews, meetings and workshops at schools, meeting of the Local Support Group - 2018
- 2) **Social consultations** concerning the visualisation with regard to meeting expectations of the inhabitants of the City, in particular users of the centre - 2018
- 3) Introduction of possible **adjustments** in the graphic visualisation - 2018



- 4) **Adoption** of the Local Action Plan by the City Council in Radlin - 2018
- 5) Preparation of **the architectonic-building project** for reconstruction and changing the function of the Radlińskich Olimpijczyków Square, along with the Mariacka Street on the section from the Municipal Cultural Centre to the Korfantego Street - 2018
- 6) **Reconstruction** of the Radlińskich Olimpijczyków Square along with the Mariacka Street on the section from the Municipal Cultural Centre to the Korfantego Street - 2019
- 7) Preparation of **the architectonic-building project** for reconstruction and changing the function of the Korfantego Street, on the section from the intersection with the Rymera Street to the intersection with the Rogozina Street - 2020
- 8) **Reconstruction** of the Korfantego Street, on the section from the intersection with the Rymera Street to the intersection with the Rogozina Street - 2021

3. GOALS

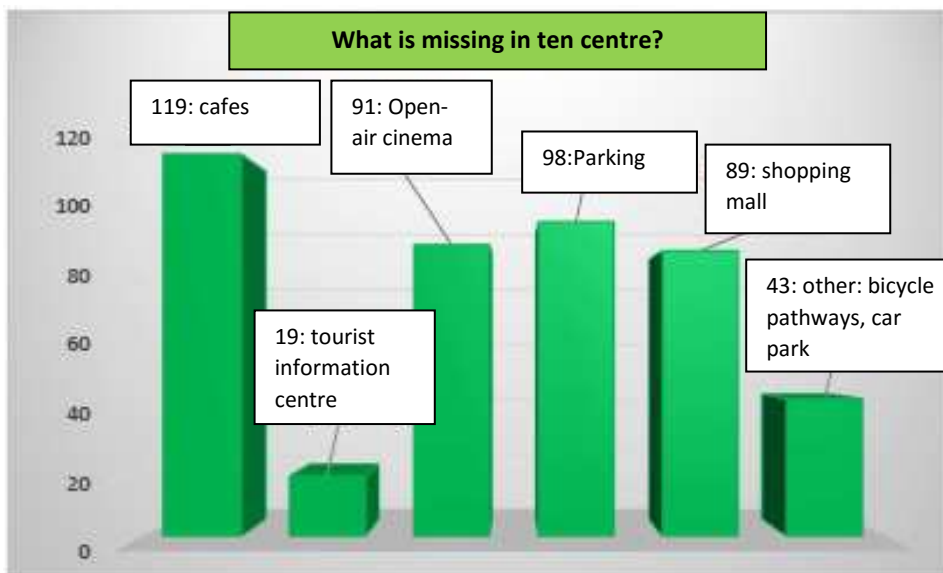
3.1. EXPLANATION OF THE SELECTION OF OBJECTIVES

Definition of strategic goals was preceded by a diagnosis of the city centre of Radlin prepared by the members of the Local Support Group by observing the city centre at different times of the day, as well as using surveys. The purpose of the survey was to identify the opinion of different groups of users of the strict centre of Radlin concerning, among others, the appearance of the centre of Radlin, its functions, types of provided services, purposes for which it is used by the inhabitants, sense of safety, hours in which the inhabitants spend their free time here. Questions were asked to people using and visiting the city centre, as well as to those living and working there. Additionally, questions were asked to students of Radlin's schools and the Internet users. 267 answers were received, including 106 paper surveys and 161 web surveys. The City of Radlin did not receive such a number of answers within 12 days in any survey organised so far. Moreover, during meetings of the Local Support Group of CityCentreDoctor project, its members repeatedly indicated what is cool about the city centre, what should be improved and what should be changed.

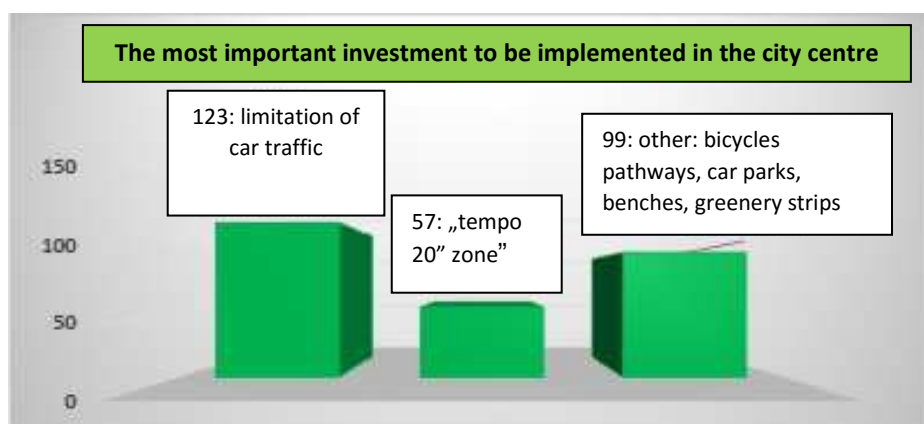
All answers and conclusions from the meetings paints the following picture of the city centre of Radlin. On the one hand, the city centre is used by the inhabitants. People like to shop in small stores, they go to: banks, flower shops, hairdresser's services, exchange office, hamburger stalls, bus stops, post office, restaurant, bakery, supermarket. In addition, the inhabitants of Radlin visit the city centre quite often - they walk and shop, thus they fell the

need to use the centre. One fourth of the respondents uses the centre every day, and half of them is in the centre two times a week. This is a very important, positive indicator. There are no large differences in using the city centre in the summer period and outside the season. The citizens feel safe in the centre. Many people need only 10 minutes to get to the centre. Most of the surveyed visit the city centre to use postal services, official services and medical care. Some people declare that they use services for teenagers, public transport and leisure services. Activities the respondents like to take in the city centre include: shopping, spending free time, working, conducting business operations. The respondents indicated the city centre as the best place to run business operations.

On the other hand, the majority indicated other cities near Radlin as the best place to find a job. According to three fourths of the surveyed, opening hours of places offering recreational services are, on average, satisfactory or unsatisfactory. Also the most answers indicate other cities as the best places to do shopping - Rybnik, Katowice, Cracow. A place, which is the best for spending free time is located not only outside the city centre, but also outside Radlin - it is a different city. People do not feel safe when cycling or crossing the street. The most important challenge in the city centre is to limit the vehicle traffic and limit the speed to 20 km/h. Other challenges indicated by the respondents are: closing the city centre for vehicles, construction of: bicycle paths, new parking places, new jobs, repair of roads, reducing low emission, modernisation of the market, construction of speed limiters. The respondents confirmed that the most the things they miss most in the centre include: cafe, car park, open-air cinema, shopping mall, as well as tourist information, municipal park, bicycle paths, green areas, playgrounds, disco, place for mothers with children, pharmacy.



Source: Prepared by WRiFZ.



Source: Prepared by WRIFZ.

3.2. STRATEGIC GOALS - THEMATIC SCOPE AND DESCRIPTION

Selection of strategic goals results directly from the needs indicated by the inhabitants, as well as observations conducted in the centre of Radlin. Additionally, the answers took into account votes of entrepreneurs who run business operations in the city centre, as well as conclusions of the meetings of the Local Support Group.

The primary strategic goal of the Local Action Plan for Radlin is **to increase the number of inhabitants using the city centre for recreational purposes.**

The main objective will be achieved by implementation of 3 operational goals:

- 1) Reconstruction of public space within the Radlińskich Olimpijczyków Square,**
- 2) Reconstruction of public space in the city centre at The Mariacka Street from the Radlińskich Olimpijczyków Square to The Korfantego Street ("woonerf"),**
- 3) Reconstruction of public space in the centre at the Korfantego Street (on section: from the intersection with Rymera Street to the intersection with The Rogozina Street).**

Reconstruction of the centre of Radlin, understood as revitalization of the urban space and its provision to its inhabitants in the aforementioned scope, will begin from the Radlińskich Olimpijczyków Square. According to opinions of the inhabitants it will be a shaded space with new places to seat, with two playgrounds with references to the graduation tower and the mine. Additionally, a sandbox, small architecture elements and modern greenery will be located on the Square. A completely new arrangement of the Square is supposed to provide

a new visual appearance and functions, as a result of which it will be an attractive space for the inhabitants, where they will spend their time. The plans include rental of the part of the space on the Square for cafe selling ice creams and beverages. A consideration is given to relocation of the market to the Square from the Korfantego Street.

Then the section of the Mariacka Street will be converted into a "woonerf". A woonerf in Radlin will be a type of street in the urbanised area, where an emphasis will be put on a high level of security, traffic calming and high aesthetic qualities, with maintenance of parking places and communication functions with a priority for pedestrians and cyclists. According to the assumption the woonerf will be a public space combining functions of a street, promenade, car park and a meeting place for the inhabitants. The basis for the design of this street will be resignation from the traditional division of space between the roadway and sidewalks and the application of small architecture elements, which discourages transit traffic, without excluding a possibility to introduce public transport ⁵.

3.3. INDICATORS AND THE WAY THEY ARE MEASURED

The implementation of the main objective will affect the fulfilment of 3 strategic result indicators:

- 1) Increase in the number of services in the centre,
- 2) Increase in the number of micro- and small enterprises operating in the centre,
- 3) Increase in income of micro- and small enterprises operating in the city centre.

Description of the way of measurement of indicators

Indicators will be measured by:

- Observation of the city centre of Radlin,
- Surveys of the inhabitants using services available in the centre of Radlin,
- Surveys of entrepreneurs providing services in the centre of Radlin,
- Photo documentation.

Frequency of measurement of indicators

Indicators will be measured twice a year and then their results will be compared with the previous measurements.

⁵ On the basis of information contained in: <https://pl.wikipedia.org/wiki/Woonerf>



3.4. PLANNED RESULTS

Cities are founded and developed due to functions they perform. Municipal functions include the following functions: commercial, industrial, construction, transport, financial, cultural, administrative. The biggest part of the area of cities is occupied by the residential function. The city of Radlin is a mining centre, thereby it performs industrial, transport and residential functions.

Contrary to a stereotypical image of Radlin as an industrial city, we have tried to give it a new image and functions for years. As a result, with a financial support from the EU funds, a saline graduation tower was built (the first in Silesia), due to which the city of Radlin started to perform recreational and health functions. Currently, bicycle paths are built in the city and revitalization of the urban space in the centre is planned, so that it is more friendly for the inhabitants.

For this reason, a main result of the implementation of the Local Action Plan will be a beautiful, modern and functional urban space, which will encourage the inhabitants to go out and come to the centre. Not only to handle a specific case or to do shopping, but also to spend their free time in the centre, meet with other inhabitants of the city and to discover that the place which was so far empty and poorly arranged has a new visual appearance. The new concept of arrangement of the space within the centre combines the Radlińskich Olimpijczyków Square, through the Mariacka Street, with the Korfantego Street, creating a modern, functional space with limited vehicle traffic.

A larger number of people visiting the centre should contribute to an increase in turnover of companies, whose activities are focused around the Korfantego Street and the Radlińskich Olimpijczyków Square.

3.5 CORRELATION BETWEEN STRATEGIC GOALS OF THE LOCAL ACTION PLAN AND OTHER STRATEGIES OF THE CITIES

Increase in the number of inhabitants using the city centre for recreational purposes, the main goal of the Local Action Plan is correlated with the following strategies of Radlin:

➤ **Local Revitalisation Programme for the City of Radlin 2017-2022"**

The Local Action Plan corresponds to the main objective of the Local Development Plan, which is **socio-economic recovery of the revitalisation area through complex integration actions covering (CG):**

- ✓ socio-professional activation of the inhabitants,
- ✓ creation of conditions favourable for development of economic activities,
- ✓ measures to actively tackle poverty and exclusion, as well as modernisation and expansion of the infrastructural and residential layer.



The Local Action Plan is also compatible with detailed objectives of the Local Development Plan:

- **(CS 1): Improvement of living conditions of the inhabitants and support for social and economic development by infrastructural and urban recovery.**

Under the Specific Objective 1 (CS 1) the following separated lines of action (KD) were identified:

- ✓ KD 1 - Modernisation of technical infrastructure,
- ✓ KD 2 - Revitalization of housing infrastructure,
- ✓ KD 3 - Urban renovation of municipal areas and making public space more attractively,
- ✓ KD 4 - Reconstruction and modernisation of the communication system (bicycle paths),
- ✓ KD 5 - Actions leading to promotion of cultural and historical heritage
- ✓ KD 6 - System-infrastructure solutions to improve the quality of the natural environment.

- **(CS 2): Economic activation of the revitalised area.** The Specific Objective 2 correspond to the following lines of action:

- ✓ K7 - Support for local entrepreneurship,
- ✓ K8 - Creation of infrastructural-system conditions favourable for new investment projects,
- ✓ K9 - Improvement in the situation on the local labour market by raising the economic attractiveness of the city,
- ✓ K10 - Active promotion of the city focused on attracting investors,
- ✓ K11 - Increase in tourist attractiveness of the city.

➤ **"Sustainable Development Strategy for the City Radlin 2014-2020"**

The Local Action Plan is compatible with the Sustainable Development Plan for the City of Radlin 2014-2020, and, more precisely, with the Strategic Objective 2 Highly integrated community, actively participating in development and management of the city, using high quality public services adapted to the needs of all social groups, as well as with the specific objective 2.3 Strengthening of the system of educational, social, health and social aid services, including their adjustment to the needs of the aging society.

Furthermore, the Local Development Plan is consistent with the Strategic Objective 3: High quality public space, available due to good public transport, safe and attractive both for



inhabitants and visitors, as well as with the Specific Objective 3.3 Improvement in functionality and aesthetics of particular areas of the city.

➤ **"Strategy for Solving Social Problems in Radlin for the years 2016-2020"**

Projects planned in the Local Development Plan are consistent with the following strategy objectives: 3.5 Enrichment of the leisure offer according to the needs of inhabitants (among others, by increasing awareness of parents of possibilities and methods of creating active attitudes in children and teenagers).

➤ **"Local Spatial Development Plan of the City of Radlin"**

The Local Action Plan for the City Radlin for the years 2016-2022 is consistent with the Local Spatial Development Plan adopted by resolution no. BRM.0007.091.2013 of the Municipal Council in Radlin on 19 December 2013 on local spatial management plan for the city of Radlin, in the scope protection of greenery and landscape values and principles of protecting cultural heritage and monuments and objects of contemporary culture.

➤ **"Communal Housing Asset Management Programme for the years 2015-2019"**

The Local Development Plan is consistent with "the Communal Housing Asset Management Programme" adopted by Resolution of the Municipal Council in Radlin of 23 June 2015 on acceptance of the communal housing asset management programme for the years 2015-2019, in the scope of activities designed to improve use and rationalise management of the housing stock of the Commune.

4. ACTIONS AND SCHEDULE

4.1. DESCRIPTION OF ACTIONS

The following actions are planned:

- preparation of the graphic visualisation of the Radlińskich Olimpijczyków Square, the Mariacka Street on the section from the Municipal Cultural Centre to the Korfantego Street and the Korfantego Street, on the section from the intersection with the Rymera Street to the intersection with the Rogozina Street;
- social consultations concerning the visualisation in terms of meeting expectations of the inhabitants of the City, in particular, users of the centre;
- introduction of possible adjustments in the graphic visualisation;



- adoption of the Local Action Plan by the City Council in Radlin;
- preparation of the architectonic-building design for reconstruction and change in function of the Radlińskich Olimpijczyków Square along with the Mariacka Street on the section from the Municipal Cultural Centre to the Korfantego Street;
- reconstruction of the Radlińskich Olimpijczyków Square along with the Mariacka Street on the section from the Municipal Cultural Centre to the Korfantego Street;
- preparation of the architectonic-building design for reconstruction and change in the function of the Korfantego Street on the section from the intersection with the Rymera Street to the intersection with the Rogozina Street;
- reconstruction of the Korfantego Street, on the section from the intersection with the Rymera Street to the intersection with the Rogozina Street.

4.2. TIMEFRAME OF ACTIONS

The timeframe of scheduled actions was determined from December 2017 to October 2021 and presented on the chart below:

Activities and schedule	
Activities	Timeframe
	Dec-17 Jan-18 Feb-18 mar-18 Apr-18 May-18 Jun-18 July-18 Aug-18 Sep-18 Oct-18 Nov-18 Dec-18 Jan-19 Feb-19 mar-19 Apr-19 May-19 Jun-19 Jul-19 Aug-19 Sep-19 Oct-19 Nov-19 Dec-19 Jan-20 Feb-20 mar-20 Apr-20 May-20 Jun-20 Jul-20 Aug-20 Sep-20 Oct-20 Nov-20 Dec-20 Jan-21 Feb-21 mar-21 Apr-21 May-21 Jun-21 Jul-21 Aug-21 Sep-21 Oct-21 Nov-21 Dec-21
1) Preparation of the graphic visualisation of the Radlińskich Olimpijczyków Square, the Mariacka Street on the section from the Municipal Cultural Centre to The Korfantego Street and the Korfantego Street on the section from the intersection with the Rymera Street to the intersection with the Rogozina Street.	Dec-17, Jan-18, Feb-18
2) Social consultations concerning the visualisation in terms of meeting expectations of the inhabitants of the City, in particular users of the centre	Jan-18, Feb-18
3) Introduction of possible adjustments in the graphic visualisation.	Jan-18, Feb-18
4) Adoption of the Local Action Plan by the City Council in Radlin	Feb-18
5) Preparation of the architectonic-building design for reconstruction and change in the function of the Radlińskich Olimpijczyków Square along with The Mariacka Street on the section from the Municipal Cultural Centre Korfantego	Apr-18, May-18, Jun-18, Jul-18, Aug-18, Sep-18
6) Reconstruction of the Radlińskich Olimpijczyków Square along with the Mariacka Street on the section from the Municipal Cultural Centre to the Korfantego	Mar-19, Apr-19, May-19, Jun-19, Jul-19, Aug-19, Sep-19, Oct-19
7) Preparation of the architectonic-building design for reconstruction and change in the function of the Korfantego Street on the section from the intersection with the Rymera Street to the intersection with the	Mar-20, Apr-20, May-20, Jun-20, Jul-20, Aug-20, Sep-20
8) Reconstruction of the Korfantego Street, on the section from the intersection with the Rymera Street to the intersection with the Rogozina Street.	Mar-21, Apr-21, May-21, Jun-21, Jul-21, Aug-21, Sep-21, Oct-21



5. RESOURCES AND SOURCES OF FINANCING

5.1. HUMAN RESOURCES

The entity responsible for achievement of objectives of the plan is the Mayor of Radlin. Implementation of the Local Development Plan in Radlin will be based on the "workgroup" model. In this model management actions are performed by employees of the Municipal Office. Coordination of the whole process and management of investment projects and implementation of the instruments are divided between the operational coordinator and a unit responsible for implementation of objectives assumed in the plan.

The Local Development Plan Operating Coordinator - a person within the structure of the Municipal Office, playing a central role in the management and implementation of the programme, responsible for coordination and integration of operations of other cells/units with regard to implementation of the Local Development Plan in Radlin. The Coordinator manages the cell responsible for implementation of the Local Development Plan (the Department of Development and External Funds). Tasks of the operational coordinator will include, in particular:

- monitoring of the Programme and assessment of the degree of its implementation;
- preparation of reports from implementation of the action;
- supervision over projects included in the document;
- information-promotion activities, receiving comments and applications from the inhabitants, as well as reporting of own original ideas;
- preparation of the final report from implementation of the Programme.

The Local Support Group established under implementation of City Centre Doctor project will also participate in the process of implementation of the Local Action Plan. Its members will meet periodically in order to assess reports from implementation of the action (once a year), as well as on an ad hoc basis, should there be a need to make changes in the programme related to a change in the term of implementation of the adopted goals or a change consisting in adding new objectives or extension/limitation of objectives to be implemented under the adopted Local Action Plan.

5.2. FINANCING

By funding of the Local Action Plan one should understand funding of all projects and undertakings planned for implementation within the area covered by the Plan.

Implementation of tasks specified in the Local Action Plan requires substantial financial outlays and cooperation between different entities. Depending on the type of design and



the beneficiary (contractor), sources for funding the action or the project will be different. The beneficiary, on the other hand, as a principle, is the owner of the property covered by the project action. It was him who will have competence and, to some extent, independence in acquisition, use and settlement of funds for implementation of the project.

The main, potential sources of financing of actions under the Local Action Plan include, first of all:

- public sources - domestic:

- budget of the commune (own funds)
- governmental programmes and special purpose vehicles, among others, the National Fund for Environmental Protection and Water Management,
- programmes and provincial funds, among others, Provincial Fund for Environmental Protection and Water Management.

- public sources - foreign:

- European funds, including: The European Development Regional Fund, the European Social Fund, e.g.: The Regional Operational Programme of the Silesian Province for the years 2014-2020,
- other foreign funds.

- private measures:

- from the financial market: credits and loans, leasing, issue of municipal bonds, bank guarantees,
- own funds of private investors,
- measures of non-governmental organisations,
- own funds of inhabitants.

5.3. ACTIONS

The Local Action Plan is based on the principle of partnership and participation. The main goal of actions related to socialisation of the process is reaching the widest possible group of beneficiaries and stakeholders, institutions that may be partners in projects under the programme, but also encouraging inhabitants to undertake initiatives used to implement objectives adopted in it.

The principle of partnership and participation of the local community in implementation of the Local Action Plan will proceed in two ways:

- indirectly - informing,
- directly - interactively.



Information will be published indirectly in the local press, on the website of the city, in promotional and information materials and brochures.

The Local Action Plan will be presented directly during meetings with the inhabitants, representatives of local environments, non-governmental organisations. Main partners, in respect of which communication and information policy under the Local Development Plan will be conducted, will be: inhabitants of the city, including also specific social groups, such as seniors or teenagers, non-governmental organisations and social and business entities conducting operations within the area covered by revitalisation, owners and administrators of real estate in the area covered by the Local Action Plan.

Under promotion of the Local Action Plan the following actions will be taken:

- publications of the Local Action Plan on the website of the Municipal Office,
- adding information about tasks newly implemented under the Local Development Plan on the website of the Municipal Office,
- cooperation with local press aiming at informing the public about the course of implementation and monitoring of the Local Action Plan.

Ways of initiating cooperation between the public sector, private sector and non-governmental organisations:

- preparation of current information from the course of implementation of the Local Action Plan,
- preparation and implementation of web surveys addressed to inhabitants and other stakeholders, concerning assessment of the Local Action Plan,
- organisation of common meetings (debates) of the three sectors in the course of which it will be possible to determine proposals for new tasks to be introduced to the Local Action Plan,
- continuous cooperation and obligation of members of the Local Support Group to propagating the ideas set forth in the Local Action Plan among the local community.

Such large-scale actions will ensure popularisation and publication of this document, and hence achievement of public acceptance for its implementation, by preventing potential conflicts of interests.

6. RISK ANALYSIS

The purpose of the risk analysis is to identify actions that will reduce or eliminate the adverse effect the risk has on the process of implementation of the programme. As a result, it is possible to identify, assess and monitor the risk level in a qualitative and quantitative manner.

A risk analysis form including description of possible classification of risks, and actions to be taken to reduce the risk is given below.

Risk analysis form

Risk description	Probability (D - high, M - low)	Significance for the project (M - low, S - average, D - high, K - critical)	Ease in detection (Ł - easy, S - average, T - difficult)	Can we prevent the risk (T - yes, N - no)	Actions reducing the risk
Delays in implementation of particular projects incorporated into the Local Action Plan resulting from external reasons	D	S	S	T	Adoption of a realistic schedule of actions, taking account of possible delays at different stages of implementation. On-going and restrictive supervision over particular stages of implementation and human and financial resources assigned to them.
Difficulties in cooperation with the social and business party to the process of revitalisation of the city centre of Radlin	D	S	S	T	Analysis and forecast of the quality of cooperation with particular groups of cooperating entities. Care for technical and qualitative side of current communication with partners; a language and a communication channel adapted to possibilities and needs of the partners. When necessary, use of specialists, e.g. negotiators, mediators, moderators of discussions and debates.
Legal changes which can affect the process of implementation of the programme	D	D	T	N	On-going monitoring of changes in the provisions of the national law and the EU law Consultations with the legal experts and experts in fields covered by implementation of the

					programme
Failure to obtain external funding assumed in the project	D	S	S	T	Lack of external funds will prevent implementation of some of the assumed projects. The coordinator of the programme should make any efforts to prepare projects to the competition in which he will apply for funding. At the stage of implementation of the Local Action Plan potential sources of financing of the projects should also be monitored on the on-going basis.
Failure to achieve the assumed indicators	M	S	S	T	Responsibility for achieving specific indicators will rest with the Beneficiaries of the projects, first of all, the coordinator of the Programme - the Municipal Office of Radlin. On-going monitoring of implementation of the Programme as well particular projects will minimise the risk.
The risk of delays in connection with administrative procedures	D	S	S	T	Preparation of a rational schedule of preparation and implementation of particular projects, taking account of aspects related to obtaining funding and bids (including: extra time). At the same time, contracts with contractors will contain relevant provisions concerning contractual penalties for delays in implementation and improper performance of investment.



7. MONITORING AND EVALUATION

7.1. MANAGEMENT STRUCTURE AND MONITORING

The monitoring process is an internal project management mechanism. It was prepared to test compliance of implementation of the Local Action Plan with the schedule and financial assumptions.

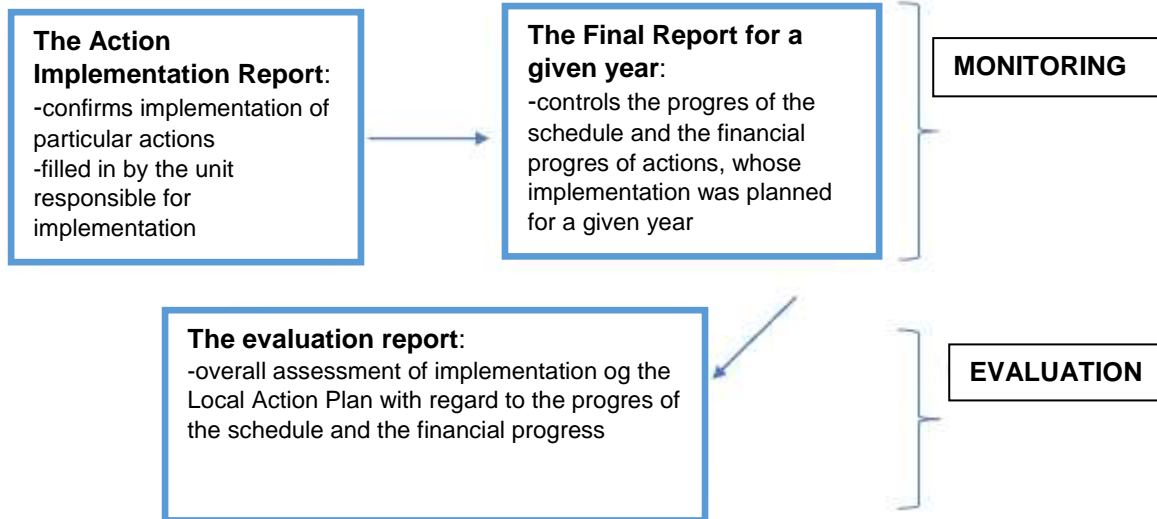
Management and direct supervision over implementation of the Local Action Plan will be exercised by the Department of Development and External Funds of the Town Hall in Radlin. It will perform the following tasks:

- monitoring of implementation of the programme in terms of compliance with assumptions and goals specified in the programme,
- verification of assumptions of the programme on the basis of collected materials, documents and evaluation of conducted activities,
- conducting informational activities, social consultations and publication of information about implementation of the Programme,
- coordination of works related to implementation of the Local Action Plan.

The lowest level of monitoring will be the Report on Implementation of Actions, constituting a standardised tool confirming performance of particular activities. This document constitutes appendix 1 of this study. The Project manager transfers appendix to the unit responsible for implementation of each of the activities, according to the schedule included in chapter 4. Designated units must complete the report after completion of an assigned action and send it by e-mail to the project manager, no later than until the end of a year for which its implementation was planned. In the case of actions with multi-stage implementation, the responsible entities fill out the report for a part of action, which, according to the plan, was to be completed in a given year. Such a system of controlling implementation of projects provides a possibility to react to encountered barriers and make all necessary modifications of the action very quickly.

On the basis of reports from of execution of particular actions the project manager fills in the Final Report for a given year, controlling the progress of the schedule and the financial progress of actions, whose implementation was planned for that year. That document constitutes Appendix no. 2 to this study. Evaluation of implementation of the Local Action Plan with regard to the progress of the schedule and the financial progress will be made on the basis of the final monitoring reports for each year. The evaluation report will be composed of 3 parts, corresponding to the following research problems: Were designated goals achieved?, What barriers were encountered during implementation? and Did it results in positive transformations from the social and economic point of view? (an evaluation report template constitutes Appendix no. 3 to this study).

Scheme of the monitoring and evaluation process:



7.2. SCHEDULE OF MONITORING MEETINGS

Monitoring meetings will take place once a year in the following periods:

- January 2019 (assessment of the implementation of actions aimed at achieving the strategic objective and operational objectives planned in 2018)
- January 2020 (assessment of the implementation of actions aimed at achieving the strategic objective and operational objectives planned in 2019)
- January 2021 (assessment of the implementation of actions aimed at achieving the strategic objective and operational objectives planned in 2020)
- January 2022 (assessment of the implementation of actions aimed at achieving the strategic objective and operational objectives planned in 2021)

Scope of monitoring: it will cover the implementation of activities aimed at achieving the strategic objective and operational objectives planned to be carried out in 2018-2021.

Monitoring methods and tools: main - monographic method: analysis of reports on the implementation of activities, summary of the calculation sheet with the financial plan, supplementary - quality method: direct interviews with the units responsible for their implementation.



Responsibility for carrying out: project manager or person indicated by him.

Monitoring organization: the responsible person collects reports on individual tasks that were to be fully or partially completed by the end of 2018, 2019, 2020, and 2021. Then, on the ready monitoring card, enter the values of the achieved indicators and compare them with the intended ones. Additionally, he conducts interviews when the report is imprecise. The same procedure applies to all activities of the given scope of monitoring.

7.3. ACUTALIZATION OF THE LOCAL ACTION PLAN

The Local Action Plan will be updated at least once every three years by means of verification in a social process, after public acceptance. The document's updating will be prepared using a participatory process, the local community will be ensured, among others: members of the Local Support Group, representatives of the commune and commune organizational units, representatives of non-governmental organizations, representatives of entrepreneurs, local leaders, representatives of other groups from the position stakeholders. The application of this method will enable the participation of many people in the decision-making processes, help take into account their opinions and enable the implementation of common identified priorities.

The basis of actualization the LPD will be:

- monitoring of social phenomena,
- reaction to existing needs and the current situation (legal, economic, political and social changes),
- changes and socio-economic trends,
- local environment opinions,
- evaluation processes.



Attachment No. 1

Local Action Plan of the City of Radlin
Action Implementation Report

No. action / target

Action/target	Planned realization date	Realization date	Planned value	Achieved value	Planned cost	Incurred cost

1. Problems during implementation

.....
.....
.....
.....

.....
Date

.....
Signature



Attachment No. 2

Local Action Plan of the City of Radlin
Final Report for a given ... year

Name and surname of the person preparing the report
.....

- 1. progress of the monitoring and financial profile of individual activities

Action/target	Planned realization date	Realization date	Planned value	Achieved value	Planned cost	Incurred cost

- 2. Description of the LPD monitoring result in the ... year
.....
.....
.....
.....

.....
Date

.....
Signature



Attachment No. 3

Local Action Plan of the City of Radlin
Evaluation report

Name and surname of the person preparing the report

.....

Part I

Evaluation of the schedule and financial progress of individual activities

Action/target	Planned realization date	realization date	Planned value	Achieved value	Planned cost	Incurred cost
	until the end of the year					

Part II

Problems during implementation

.....
.....
.....

Part III

Changes related to implementation of LPD

A. Description of the impact - social aspect

.....
.....
.....

B. Description of the impact – economic aspect

.....
.....
.....

.....
Date

.....
Signature