Strategic Approach in Creating a Vision of the City Development (example of the City of Częstochowa – Poland)

Introduction

This study is devoted to three issues. The first of them is examining the possibilities of application of strategic approach to the problems concerning city development. The second issue is related to defining within the scope of this approach a variant of a vision of the city development. The third issue concerns defining the way of selection of a variant of the city development and implementation of a chosen variant. These three issues will be presented on the example of the city of Częstochowa – Poland.

The application of a strategic approach to the problems connected with city development requires a simplified model of presenting the city. This simplification will be presented by means of a spatial structure of the city. The use of the strategic approach to the problems concerning the city development requires examining the city development in a longer period. Thus, the city spatial structure will be examined as the future structure. Using the strategic approach while creating the development of the city spatial structure, it is possible to impinge on the choice of the most suitable way of the city development. It requires the preparation of variants of the future city development. Different criteria of choice are applied in order to make the choice of a variant. Their application does not allow to obtain an explicit choice. Thus, it is necessary to use a specific procedure for the choice of the variant of the city spatial structure development. Within the scope of this procedure different criteria of the variant choice are used.

These three issues: the strategic approach in the city development, city development variants and the choice of a city development variant, are presented in six parts. In the first part the use of the strategic approach in an analysis concerning city development was characterized. In order to apply this approach, four phases should be carried out. In the second part the use of the city spatial structure in the strategic approach was discussed. In the third part, applying the SWOT approach – strengths and weaknesses, opportunities and threats in development, analysis and diagnosis of the city spatial structure was carried out. From this follow the premises for the creation of the variants of development of the city spatial structure. In the fourth part three variants of development of the city spatial structure were defined – namely: extrapolative, intermediate and a variant called visionary. They concern the future 30-year period. In the fifth part three variants of development of the city spatial structure were evaluated. This evaluation was conducted using the following three criteria: economic, necessities and resources. Subsequently, the best variant was chosen, which turned out to be the visionary one. In the sixth part the implementing of the chosen variant of development of the city spatial structure was presented. In closing, the conclusions concerning the three problems – the use of the strategic approach to the problems of the city development, defining the variants of the city development, and the choice of a variant of the future city development.

1. The application of strategic approach in the analysis of city development

The aim of the strategic approach is a combining the effectiveness of present action with the success in future[1], that is ensuring and maintenance of the competitive edge and further development of the organization. The Strategic approach is based on adapting between internal resources and organizational skills and threats and opportunities occurring in the surroundings[2] through creating the visions and scenarios concerning future situations.

It enables also in a considered and planned way to steer the development of a given organization[3]. The strategic approach starts from gathering of necessary information, creating the necessary knowledge and finishes with the preparation of the new strategy and its implementation. The methodology of the strategic approach can be reduced to four basic phases, which are the analysis of the surroundings, diagnosis of strengths and weaknesses, creation of variants of strategies and the choice and formulation of strategies. The strategic approach can be applied to analyses concerning city development. It means that the approach in four phases is applied for this purpose. These phases should be preceded by the initial phase and the final phase should be added. All together, it will be six phases.

In the initial phase, the city spatial structure, which is a tool for analysis concerning city development, is set apart. In the first phase, the analysis of the situation concerning existing conditions for the city development, which can inhibit or create a chance for city development, is carried out. In the second phase, a diagnosis of the city development is prepared. From that it results what can be the chance or inhibition for the city development. The analysis of the situation and its diagnosing concern the spatial structure of the city. In the third phase, variants of the future city development concerning the city spatial structure are prepared. In the fourth phase, the evaluation of the variants of development of the city spatial structure is accomplished. This evaluation is used for the choice of a desired variant. The basis for the evaluation are the applied evaluation criteria of the variants. In final phase, the way of implementation of the chosen variant of development of spatial structure is defined.

The strategic approach, with setting apart the initial phase, four proper phases and the final phase, was adapted to the analyzed problem. This adaptation was based on connecting the first phase with the second phase. Next, in the third phase, concerning the preparation of the variants of development of the spatial structure, two sub-phases were set apart. In the first sub-phase the variants were defined, and in the second sub-phase criteria of evaluation of the variants were determined. Similarly, in the fourth phase, concerning the evaluation of the variants, two sub-phases were set apart. The first of them is carrying out the evaluation with the use of the criteria, and the second is making a choice of a variant.

As a result of this adaptation, eight phases of implementing of the strategic approach to the analysis of the city development were distinguished. These phases were presented in six chapters. The problems, phases and chapters in implementing the strategic approach were presented in Fig. 1. It contains the scheme of implementing of the strategic approach to the analysis of city development.

Phase I is examining the possibilities of application of the strategic approach to the analysis of the city development. It requires a concise formulation of the city in a form of its spatial structure. Phase II is setting apart the city spatial structure, which renders the essence of features of the city development. Phase III is carrying out the total analysis and diagnosis of the city spatial structure, with the possibility of using the SWOT approach. In phase IV, the most important for implementation of the strategic approach, variants of development of the city spatial structure are defined. In phase V, criteria used for the evaluation of variants are established – namely: economic criterion, necessities criterion and resources criterion. In phase VI, the evaluation of variants of development of the city spatial structure, using the above criteria, were carried out. In phase VII, the choice of the best variant, from the point of view of long-term features of the variant, was made. In phase VIII, the ways of implementing of the chosen variant in reference to the components of the spatial structure were discussed.

2. City spatial structure in the strategic approach to the development of the city.

The term "spatial structure" is not an explicit concept.[4] It means mutually situated elements, which constitute the way of development of a given area. In case of the city spatial structure, it consists of components, which are typical for the way of city development, i.e. its buildings. In every city, typical components of its development can be set apart. Spatial

structures of the cities usually bear concentric features. Nevertheless, because of the specific way of building development in a number of cities, the concentric development feature is transformed into the belt development feature. The extreme variety of the belt development feature is the axial development feature, resulting from the dominant characteristic, which transforms the concentric development feature and the belt development feature into the axial development feature.

Axiality is the vital feature of the spatial structure of the city of Częstochowa. It was created within the span of centuries as the main axis of the city. The axis is situated between The Old Town, situated by the Warta River, and the Paulinite Monastery, localized on the hill of Jasna Góra. This axial development feature in the spatial structure is clearly seen on the 1809 city map, presented in fig. 2.

The city of Częstochowa is situated in the north part of Silesia region. It has a population of 250 thousand. For the sake of the Heavenly Mother – Black Madonna icon, situated in the Paulinite Monastery in Jasna Góra, in the Catholic Church Częstochowa belongs to the main pilgrimage centers in the world. It is visited by 4 to 5 million pilgrims from 80 countries every year. The beginnings of the city are connected with the settlement and the stronghold situated by the Warta River. The first date connected with the history of the city appeared in a year 1220. In 1356 the city was given city rights, according to *Ius Teutonicum Culmensis*, which was the Polish version of the Magdeburg Law. The city was the important trade center situated on the road from Kiyev Ruthenia and Wallachia to Lower Silesia and Saxony. The development of the city was influenced by location of the Paulinite Monastery on Jasna Góra in the XIV century. An icon painted in Byzantium and previously located in the cathedral church in Halicz[5], was placed there. The icon is famous for its miracles, hence its importance for the pilgrimage movement.

The city development was also influenced by ore mining and smelting it into iron. The city developed next to the Paulinite Monastery. XIX century was a period of intensive development for the city. The cause for this development was the industry. The basis for the dynamic development of the city was in 1826 joining of both parts – monastic and Old Częstochowa into one spatial organism. The compositional axis for an integrated space became an avenue marked out with a flourish, connecting Old Town with the Paulinite Monastery. The concept of the avenue came into being in 1823. The architect and land-surveyor Jan Berhard was the creator of the concept. At that time the avenue was 2km long and 44m wide. Nowadays, the avenue leads the pilgrims to the destination place which is the Monastery. It constitutes the most characteristic element of the spatial structure of city.

In the city development, as a result of the industrial revolution, the location next to the oldest in Poland Warsaw–Vienna Railway was used. Textile factories, iron mill, accessory industry and chemical factories came into existence. In the end of the XIX century it was the most dynamically developing industrial center and the fourth biggest city in the then Kingdom of Poland. Currently the city is the academic center with 9 higher education institutions and more than 40 thousand students. It is the cultural center and the pilgrimage movement center. It has the conditions for further development.

The axial development feature of the city outlined as a result of historical development was subsequently developed into a belt feature. The belt is situated perpendicularly to the previous axis. Thus, the current spatial structure of the city of Częstochowa can be defined as bi-axial. The first of these axes, is a historical axis in the W–E direction, with a dominant characteristic of this axis – the Paulinite Monastery. It came into being as a result of developing the pilgrimage functions in the city.[6] The second axis, in the form of a belt, in N–S direction, was created nowadays. It came into existence as a result of developing the following functions in the city – first, industrial, then, higher-order services.

The current state of the spatial structure of the city of Częstochowa is presented in fig. 3. The present structure is characterized by the axial development feature, with the advanced belt development feature and the concentric development feature. The axial

development feature is particularly visible in the historical development direction of the city, that is in W–E direction. The second feature, belt development, was formed in N–S direction. While the third feature, concentric, appeared around the dominant point, which is the Paulinite Monastery. Currently, in the spatial structure of the city none of these features prevails: axial, belt or concentric development. For the sake of developmental needs of the city, concerning the pilgrimage function, business function and higher-order services function alike, it seems that the most desired feature of the spatial structure of the city, which should be developed, is the axial feature.

3. Analysis and diagnosis of the spatial structure of the city

The analysis and diagnosis of the spatial structure of the city will concern the present structure. This structure has mixed features. It can be called the axial-belt-concentric structure. The analysis and diagnosis will be examined together. Analyzing and diagnosing the spatial structure of the city, the influence of both external and internal features was taken into consideration. Out of the external features the following features can be set apart:

– keeping the pilgrimage function of the Paulinite Monastery on Jasna Góra causes the necessity of developing axiality in the spatial structure of the city,
– aiming at introducing the whole area of the present city center and the Paulinite Monastery on the UNESCO List of World Cultural Heritage, which will strengthen not only the city rank in the tourist movement, but also the axial development feature in the spatial structure of the city,
– establishment of a University, which will create a new vital dominant element in the spatial structure of the city,
– increasing of the role and importance of the city in economy of the country[7], which will cause the necessity of creating a business centre, which in turn can create the next new dominant element in the development of the spatial structure of the city,
– the current construction of A1 highway (connecting the south and north of Poland), which runs in the west of the city and will influence significantly the changes in the spatial structure of the city, and particularly it will form the factors for creating new developmental axes in the city,
– establishing the Jura National Park situated in the east of the city, which will make a barrier for the development of its spatial structure in the eastern direction.

Whereas, out of internal features the following features can be set apart:

– creating two new city centers, the north center with developing cultural and academic functions, and the south center with business functions and connected with trade fairs and international exhibitions,
– creating new areas of economic activities, including Częstochowa Industrial Park, conducive to economic potential growth of small and middle enterprises,
– aiming at the reconstruction and rehabilitation of the monuments in the city center, comprising the historical axis, with the Old Town and the Paulinite Monastery,
– establishment of intentional association of the city and neighbouring communes, which would administer the urbanized area, and would create the conditions for development of the spatial structure not limited by city boundaries,
– introducing railway service to the passenger transport in the city, that would improve the functioning of the spatial structure of the city with axiality features,
– creating residential buildings in the city with the majority of single-family buildings, conducive to both development of entrepreneurship as well as better satisfying the housing needs in accordance with social expectations,
– increasing the feature of openness of the spatial structure, both directed to the areas protected from the future building development as well as the areas intended for building development.

Domination of a pilgrimage movement service axis in the spatial structure of the city causes the appearance of a feature connected with monumentality in the city. This feature, in spite of developing in the past the controversial second axis in the form of a transverse belt, still dominates in the city. Thus, this feature was subject to the more intense analysis and diagnosis, and then it was used in creating the variants of development of the city spatial structure.

The general phenomena, which influence the development of the city, were also taken into consideration in the analysis and diagnosis. These phenomena are connected with the metropolisation, which is the tendency to the growth of the number of population in the city and the growth of the number of population around the city. Next, it is the general aspiration for raising the qualifications and related to it the increasing possibility of implementing innovations in all aspects of life. Moreover, it should be taken into account, that the creativity will be developed, i.e. some new, so far unknown, forms of activity will come into existence. Creativity will also increase the diversity of this activity. The increase of stability of the essential conditions conducive to development of spatial structure will follow.

The heart of the matter that was taken into account in the analysis and diagnosis is setting apart such problems, which impinge on shaping the spatial structure of the city. These problems include:

– the problems connected with the creation of the dominant points in the city, namely, keeping of the present functions and the possibilities of establishing the new dominant points with new functions,
– the factors for creating new axes in the urban development, based on the modern solutions within the scope of the public transportation and technical infrastructure,
– shaping new forms of building development, using the single-family house features on one hand, and the high intensity of development on the other hand.

Taking into account the above external and internal features, general phenomena and the problems in reference to components of the spatial structure of the city, enabled carrying out the analysis and diagnosis with the use of SWOT approach. In this approach strengths and weaknesses were examined and the opportunities and threats for development were estimated. The SWOT approach has undergone some simplification, consisting in the reference to three elements of the spatial structure: dominant points, city axes and building development. The results – using this approach – are presented in table 1.

The results inclusively comprise of 24 synthetic evaluations. In the evaluations strengths dominate over weaknesses. The essence of strengths is the total use of external and internal features, occurring in all the components of the spatial structure of the city. Moreover, there exist rather opportunities for development than the threats. The basic opportunities lie among other things in the use of the axiality feature, higher efficiency of the way of development, and in possibilities of developing the city in stages.

4. Variants of development of the city spatial structure.

On the basis of the conducted analysis and diagnosis of the current spatial structure of the city it can be noted that in this structure strengths dominate over the weaknesses and there are chances for the future development of this structure. Adopting these results as the starting point, the variants of the development of the city spatial structure were prepared. The period of approximately 30 years was assumed as the future period, with two sub – 15-year periods. The variants of the city future spatial structure will be these variants which will have three dominant features chosen from: the features of axial, band and concentric development. The extrapolative variant will correspond to these tendencies of changes in the location, which occurred in the previous season. It will be a variant with the dominant feature of concentration. The intermediate variant is the variant with the dominant band development feature. However, the visionary variant with the most advanced changes of the spatial structure will be the variant with the dominant axiality feature.

While preparing the three variants of development of the spatial structure the phenomena related to facts and "hard" data i.e. material data as well as "soft" phenomena based on opinions were taken into account. They impinge on the creation of the particular variants with different intensity. Generalizing these impingements, variant 1 of the development of the city spatial structure was prepared mainly on the basis of "hard" phenomena. Variant 2 of the development of the city spatial structure was prepared on the basis of "hard" facts , however also "soft" opinions were taken into account. Whereas, variant 3 is based on "soft" opinions to a greater extent than variant 2. It is to a large extent the variant of the idea. In the impingement of the "soft" opinions, the preferences of inhabitants concerning the selection of the way the city will be developed were also taken into account. This choice refers to the higher, multistorey building development and the lower, single-family buildings development, but with keeping the similar intensity of development. While designing the development variants, the requirements related to the observance of the cultural and natural heritage (UNESCO) were taken into account. Moreover, the feature of the city spatial structure was taken into consideration, which is the openness. This feature means that the city can be developed without limits as far as the number of population and the area are concerned. "Hard" facts and "soft" opinions influenced the forecasted components of the city spatial structure for three variants of development in different ways:

– extrapolative variant 1 is a variant of minimal changes including quantitative and area changes and it corresponds to the feature of concentric development,
– variant 2 is a variant of intermediate quantitative and area changes and it corresponds to the feature of belt development,
– variant 3 called a visionary variant is a variant of the greatest quantitative and area changes and it corresponds to the feature of axiality.

For each of these three variants the values related to population and area as well as the features of the spatial structure are dissimilar. Thus, the components of the spatial structure are deployed in a different way. In table 2, the basic quantitative data characterizing the three variants was presented. It follows from this data that variant 3 creates bigger chances for the city development. These chances lie in the greater possibility of the territory growth for building development as well as are the result of creation of new developmental axes in the city. In fig. 4, three variants of the city spatial structure development were presented. In variant 1, it was assumed that two developmental axes and one dominant point, which is the Paulinite Monastery will be kept. The future development of the city will take place through concentric expanding of the city buildings around these two axes and one dominant point. In variant 2, it was assumed that on the present elongated N–S ax two new dominant points will be created. The building development will be concentrated around the present dominant point and around two new dominant points. In variant 3, it was assumed that not only two new dominant points localized in another place will be created, but there will also be created two new developmental axes of the city. The new dominant points, which are to be created in variants 2 and 3, are in short referred to as university-cultural variant and business-exhibition variant. These new points will enable in variant 2 the lengthening of the existing two axes. In variant 3 localization of the new dominant points will allow to increase the number of axes from two to even five axes. new building development in variant 3 would be constructed in the direct vicinity of these new axes.

5. The evaluation of the prepared variants of development of the city spatial structure and the selection of a variant.

To evaluate and choose one of the prepared variants of development of the city spatial structure, it is necessary to compare these variants. Therefore, the variants were put to quantification. The quantification of the variants includes a series of data referring to their size, buildings area, building development intensity, investment value and operating costs, etc. This data is used for the establishment of the evaluation indicators. The evaluation

indicators are based on three types of criteria. The criteria are as follows: economic – k_e, necessities – k_p and resources criterion – k_z.

The application of the economic criterion – k_e, in order to compare the effects with the work input, requires to introduce evaluating measures, referred to 1 inhabitant (reference a – unit reference) or to the size in general (reference b – comprehensive reference). Application of these to references usually results in two divergent evaluations. Therefore, there is a necessity to use additionally the necessities and resources criteria. In the point where the indication according to the necessities criterion will correspond to the indication of one of the economic criteria (reference a or b), it can be assumed that this variant will be the better one. The application of the resources criterion leads to the indication of the same variant as in case of the necessities criterion.

One of the methods of comparison of various variants of the city development is the comparison taking into account the building development intensity. The building development can be more intense and therefore it has to be higher. It can also be less intense i.e. lower. With the more intense building development the demand for the development grounds is lower. With the less intense building development the demand for the development grounds increases. Comparing the various solutions for the different ways of building development, for high and low building development, with the application of the economic criterion we will receive divergent results.[8] For the shorter 15-year period the high building development is more advantageous.

The process of evaluation and selection of the vision variant of the city spatial structure development with the use of the economic, necessities and resources criteria is as follows: The comparison of variants w_1, w_2 and w_3 is successively conducted according to the k_e, k_p and k_z criteria. The application of the economic criterion k_e consists in comparing the results obtained for the variants through the application of the suitable calculating algorithms and choosing one of them. Whereas, applying the necessities criterion k_p, the choice of a variant is corroborated. The application of the resources variant k_z, is used to confirm the choice of a variant according to the k_p criterion. The process of variant evaluation and selection was presented in fig.5.

For the unit approach, the economic criterion coefficient is as follows:[9]

$$k_{ea} = \frac{\sum_{i=1}^{i=30} I + \sum_{i=1}^{i=30} K}{1 inhab.}$$

where: i – years,

I – investment expenditures for the city development,

K – operating costs of the city.

According to this approach the better variant is the variant for which the coefficient value of the economic criterion k_{ea} is lower.

For the comprehensive approach the economic criterion coefficient is as follows:

$$k_{eb} = \frac{\sum_{i=1}^{i=30} W - \sum_{i=1}^{i=30} K}{\sum_{i=1}^{i=30} I}$$

where: W – the value of the built real property in the city,

Other values – see above.

According to this approach the better variant is the variant for which the coefficient value of the economic criterion k_{eb} is higher.

For the three variants, two results in the form of coefficient values were obtained respectively with the application of the economic criterion. They are divergent. Therefore, it was necessary to use two additional criteria for the evaluation and selection of the variant. To use the necessities criterion – k_p, physical measures referring to the inhabitants needs were established for the variants. Similarly, in order to use the resources criterion, the physical measures on the resources side for each variant were established. The list of measures on the side of needs and resources alike was established on the basis of the experts evaluation[10].

The aggregation of measures for the three variants and for the two criteria k_p and k_z, can be carried out in two ways: They are as follows: simple and complex method of aggregation. The simple method of aggregation means using a point scale, where one point means a strong dominance over other variants for a given measure, 0.5 point means a weaker dominance of a given variant over another variant and 0 points means a lack of dominance of a given variant over other variants. The complex method of aggregation is based on establishing first the weight coefficients (per basket) for a given measure in the whole set (basket) of measures for a given variant. Next, the point evaluation is carried out, which is the quotient of weights and points. As a result of the calculations carried out, variant 3 of the visionary development of the city spatial structure was indicated as to be chosen. This choice was presented in table 3.

6. Implementing the chosen variant of the vision of the city spatial structure development

From the conducted evaluation of the variants of the city development it follows that variant 3 is better (called the visionary variant). Three main features prove the superiority of the variant 3 over the variants 1 and 2. The first of them is openness. This openness allows to develop the city without limits. The second feature is the use of axiality that allows to emphasize monumentality in the city architecture. The third feature is creating two new dominant points, which could fulfill the complementary role in relation to the current dominant point.

Using these three features, which gave the superiority to the chosen variant, it will be easier to implement this variant. This implementation should be started from localizing in the new dominant points, functions connected with these points. It concerns the localization of the new academic functions in the dominant north point. Whereas, in the dominant south point, it concerns the localization of the new business functions. The localized new dominant points will allow to mark out new axes, along which the expansion of urban development would take place. The axes would become the new developmental directions of the city. It is suggested that the marking out of these two dominant points and axes connected with these points would be the object of an international competition (under the auspices of ISoCaRP).

External conditions are conducive to the realization of such idea of a city, based on the dominant points and developmental axes. The conditions are as follows:

– great importance of the city as the pilgrimage center,
– significant growth of entrepreneurship in the city, which is supported by educational possibilities,
– the growth of the city importance as the academic center, which will have the potential of educating 50–60 thousand students,
– creating Jura National Park, adjacent to the city boundaries in the east,
– the increase of housing needs and services connected with these needs etc.,

– the construction of the highway, encircling the city from the west, which will be the element of trans-European transport network TEN–T, of priority importance.

The future spatial structure of the city, compatible with the visionary variant, will be shaped by the emerging new components of this structure. In order to develop such structure, compatible with this variant, it is necessary to make three strategic decisions, which will enable to create this structure. They are as follows:

– localizing new dominant points in the city: in the north point – University of Jan Długosz[11], and in the south point – The International Conference Center,
– marking out new developmental axes of the city, three axes in the E–W direction and two axes in the N–S direction, in the shape of wide avenues with the indispensable terrain reserve for public transportation equipment and technical infrastructure[12],
– designation,
– defining the future areas for development in the city in the vicinity of dominant points and new axes, and their buy up for the communal land resources.

Realization of the visionary variant 3 requires courage while making the strategic decisions. It is the same type of decision as the decision made by Bilbao municipal council, concerning both construction of the branch of Guggenheim Museum and the further transformations of the city spatial structure. Hope should be cherished that such decisions will be made and the implementation of this variant will be commenced. One of the future ISoCaRP Congresses could take place in the discussed city. The topic of shaping the city spatial structure is proposed as one of the Congress topics.

Conclusions

The strategic approach is useful for creating the future city development. This usefulness was presented on the chosen example. Shaping the future city development allows to set apart the features in the city that determine this future development. The conclusions concern three issues: the possibility of application of the strategic approach to the problems concerning the city development, defining the variants of the city development and the choice of a variant of this development.

The conclusions concerning the possibilities of using the strategic approach:

– the application of the strategic approach requires a division of tasks concerned with this approach into the series of phases, of which the most important is defining the variants of the city development and selection of one of them,
– preparing the variants of the city development is based on the results of analysis and diagnosis of the existing state, with taking the external and internal conditions into consideration,
– the essence of the prepared diagnosis of the existing state of the city is the possibility of defining the conditions conducive to its development.

The conclusions concerning the defining of the variants of the city development:

– the use of a tool that is the city spatial structure is helpful for defining the variants of city development,
– the elements of the city spatial structure such as the dominant points, developmental axes and developed areas, as well as the external and internal phenomena for the structure, such as the infrastructural relations, protected areas etc., should be set apart in the city spatial structure,
– the features of the spatial structure, which are: the dominant points, developmental axes and concentricity of the building development influence the shape of the future variants of the city development,
– both, "hard" or material phenomena, and "soft" or ideological phenomena influence the development variants.

The conclusions concerning the choice of the variant of the city development:

– the choice of the variant of development of the city spatial structure is based on multicriterial choice,
– multicriterial choice means the need of arranging the criteria used: economic, necessities and resources, as far as the sequence and the way of application is concerned,
– quantification of the basic quantities, characterizing individual variants of the development, is the essence for choosing the variant,
– implementation of the chosen variant requires arranging the activities concerning the components of the spatial structure in sequence: points – axes – areas.

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Table 1. Using the SWOT approach for the evaluation and diagnosis of the spatial structure of the Częstochowa City.

Components of the structure/features		Strengths	Weaknesses	Opportunities for Development	Threats for Development
Dominant points	- external	Dominant characteristic of the Paulinite Monastery.	Surrendering to the illusion concerning the influence of this dominant point	Using the idea of dominant characteristics	Unfavourable opinion about the role of dominant characteristics
	- internal	Concentration of functions	Lack of motivation for concentration	Higher effectiveness of realization of functions in concentration	Poor coordination
Axes	- external	Using A2 highway junctions	Lack of coordination	Concentration of activities around axes	Overestimation of the axiality
	- internal	Concentration of the municipal service infrastructure	Lack of motivation for concentration	Realization by staging	Dispersion of functions
Building development	- external	Social preferences for lower building development	Impingement of the various ways of development	Staging the realization	Dispersion of the building development
	- internal	Self-realization of the building development	Diversification of the existing building development	Initiative approach to the building development	Disharmony in the building development

Source: Own work.

Table 2. Quantitative characteristic of the forecasted variants of development of the city spatial structure.

No.	Detailed list	Variants		
		1 extrapolative	2 intermediate	3 visionary
1.	Future number of population (in thousands)	400	450	500
2.	Population growth in the 30-year period (in thousands)	150	200	250
3.	Number of storeys in buildings (on average)	5	3,5	2
4.	Intensity of building develop. (no. of people/1ha net area)	250	200	150
5.	Gross area growth (in km^2)	12	20	30
6.	Growth of the developmental axes (in km)	0	3	9

Source: Own work.

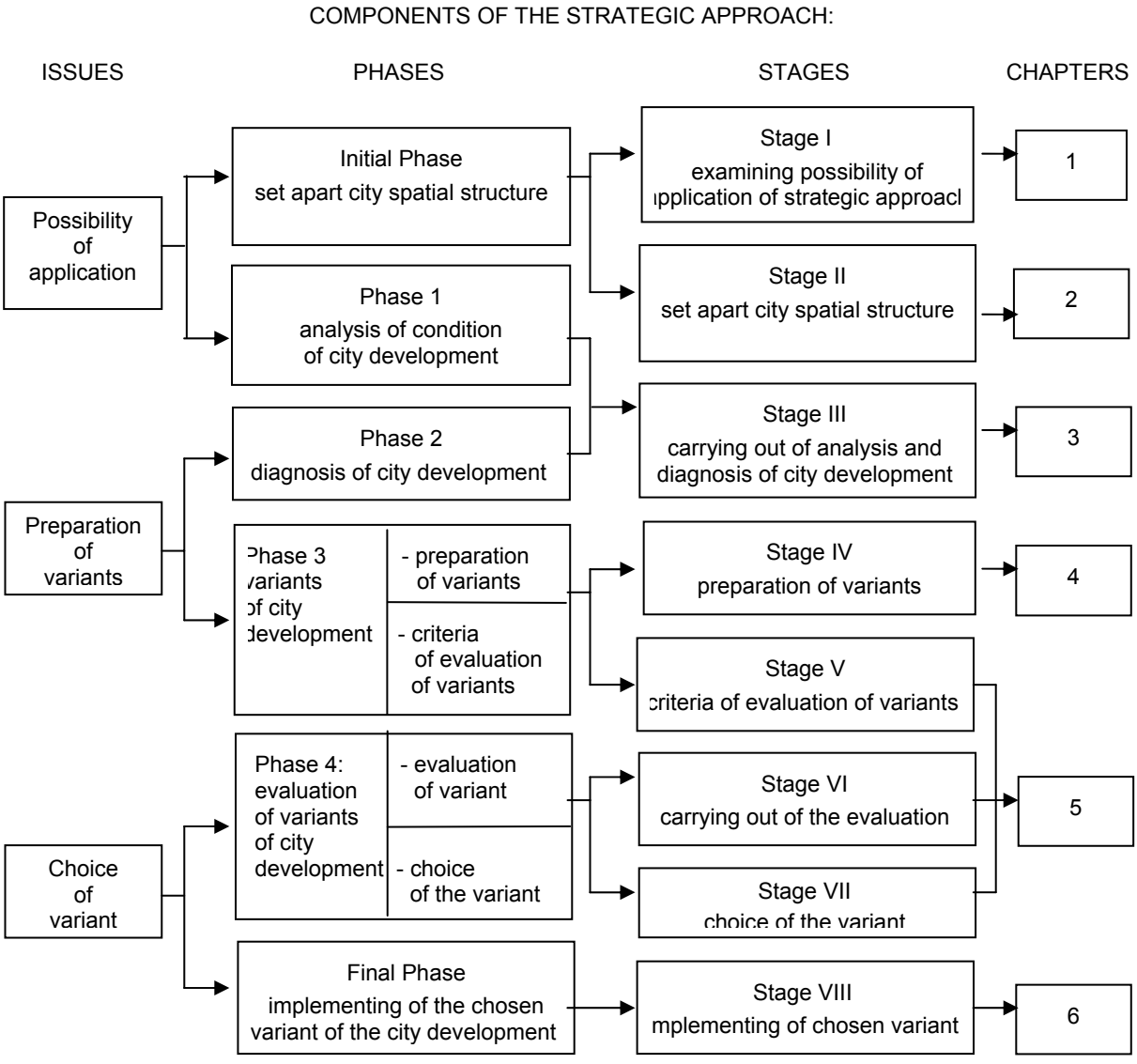
Table 3. The choice of variant of development of the city spatial structure (period of 30 years).

Criterion type		Variant		
		1 extrapolative	2 intermediate	3 visionary
k_e	a	–	–	+
	b	+	0	–
k_p		–	–	+
k_z		-2	-3	+2

Markings: + positive dominance, 0 no dominance, – worse

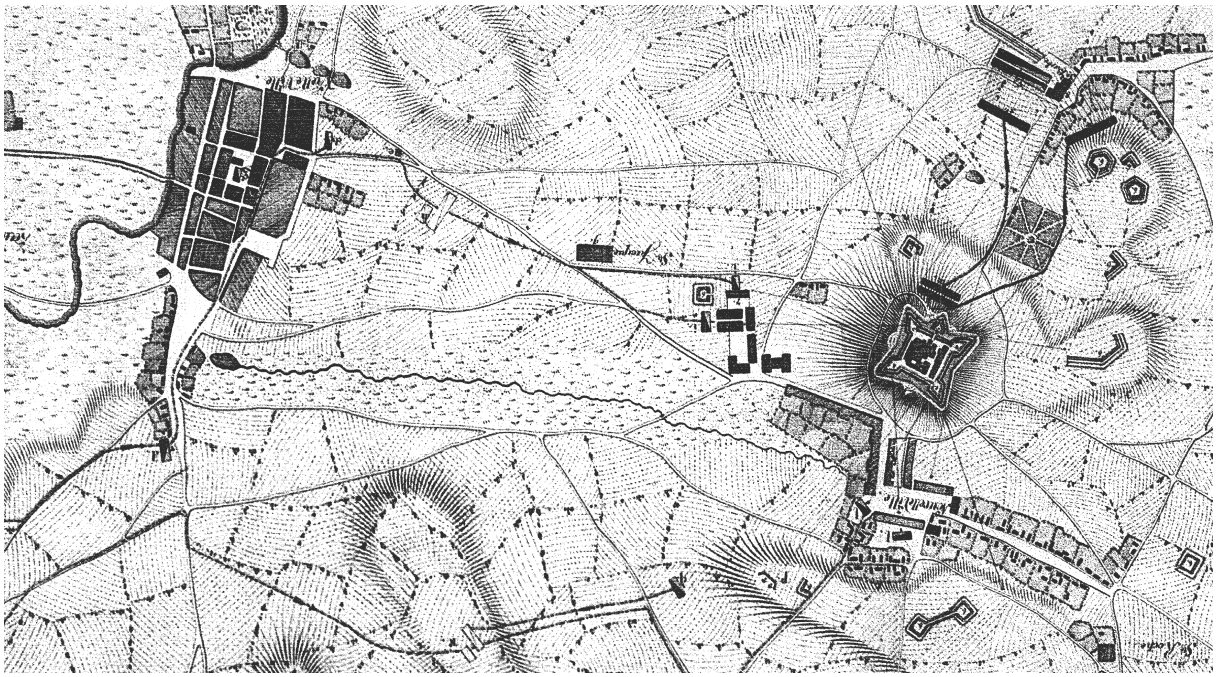
Source: Own work.

Fig. 1. Model of the strategic approach implementation to the city development analysis.



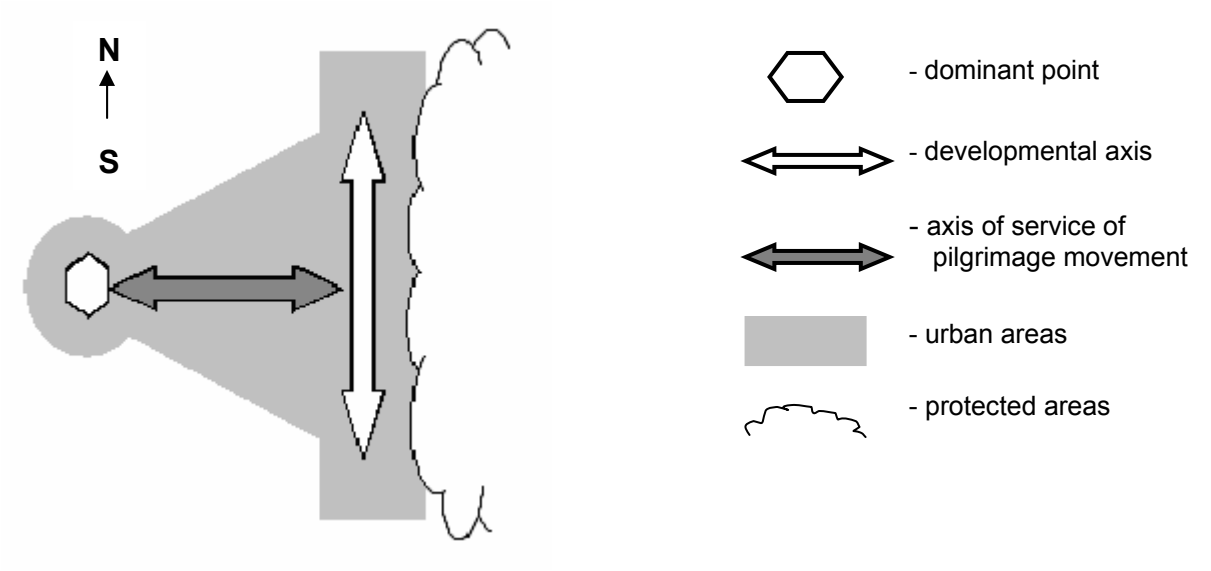
Source: Own work.

Fig. 2. The Częstochowa City by a map of 1809



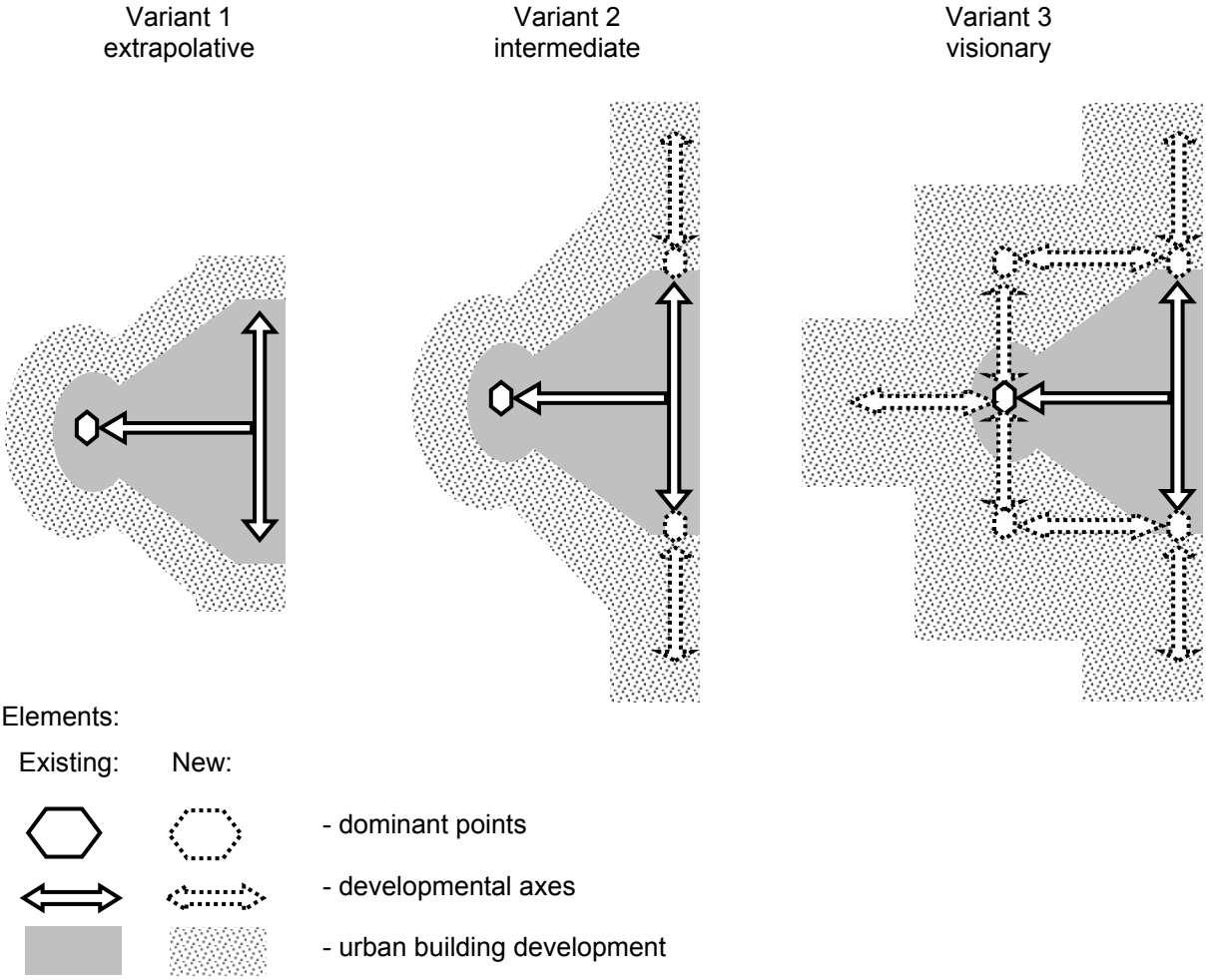
Source: Copy of *Plan de la defense du fort de Częstochow par les troupes de l'armée polonaise depuis le 2 au 17 mai 1809 avec les attaques des Autrichiens*, by Malletski, „*24 feuilles de dessins relatifs à la Campagne de Gallicie en 1809*".

Fig. 3. The Częstochowa City spatial structure – present state



Source: Own work.

Fig. 3. The spatial structure of the Częstochowa City – variants of development.



Source: Own work.

Fig. 5. The process of evaluation and choice of the forecasted variant of development of the city spatial structure

Variants	Choice criteria:		
	Economic - k_e	Necessities - k_p	Resources - k_z
w_1 extrapolative w_2 ntermediate w_3 visionary	Unit approach (a) Comprehensive approach (b) Choice of variant	simply method Measures aggregated 1 onstatation of choice of the variant complex method	simply method Measures aggregated 2 onstatation of choice of the variant complex method

Source: Own work.

[1] Bogdanienko J. (2001), *Wprowadzenie do zarządzania*, WSFiZ: Białystok p. 31.
[2] Grant R.M. (1991), "*The Resource-Based "Theory of Competitive Advantage: Implications for Strategy Formulation"*, *California Management Review*, vol. 33, no. 3, p. 114.
[3] Penc J. (1994), *Strategie zarządzania. Perspektywiczne myślenie. Systemowe działanie*, Agencja Wydawnicza Placet: Warszawa, p. 63-64.
[4] Fiedorowicz K. (1996), *Koncepcje polityki przestrzennej*, Prace Instytutu Zarządzania Politechniki Częstochowskiej, Seria: Zarządzanie 3, Politechnika Częstochowska: Częstochowa.
[5] Therefore in the Ruthenian nomenclature the icon of the Częstochowa Heavenly Mother is called the Heavenly Mother of Halicz.
[6] The pilgrimage movement to Jasna Góra stays on the same level. The city of Częstochowa is a second after Lourdes in France center of pilgrimage movement in Europe. The specificity of this movement are group pedestrian pilgrimages.
[7] The city of Czestochowa is placed in the gravity center, defined by the deployment of the Gross Domestic Product.
[8] These results were obtained from the comparison of the two planned and divergent ways of building development: high and low for the New City situated in the north of Algeria with the population of 100.000.
[9] The calculating formulae used for the evaluation of the spatial structure on the national scale were used. The formulae can be found in: Fiedorowicz K. (1996), *Koncepcje polityki przestrzennej*, Prace Instytutu Zarządzania Politechniki Częstochowskiej, Seria: Zarządzanie 3, Politechnika Częstochowska, Częstochowa.
[10] These measures are the following: density of population – people/ha of area, population activity, sector structure of the working, the ration of population with higher education, work productivity, water demand, building grounds' needs, dust and gas emission, density of persons/1 flat, etc.
[11] The Polish historian from the Renaissance period.
[12] Each of these new axes would have historical names connected with the function of the dominant point.