

Annex no. 1 to Resolution no. 458/XXII/12
Of the Sejmik of Pomorskie Voivodeship of 24th September 2012
on adoption of Pomorskie Voivodeship Development Strategy 2020



SEMIK
WOJEWÓDZTWA POMORSKIEGO

Pomorskie Voivodeship Development Strategy 2020



GDAŃSK 2012

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The shape of the Pomorskie Voivodeship Development Strategy 2020 is determined by 8 assumptions:

1. The strategy is a tool for creating development targeting available financial and regulatory instruments.
2. The strategy covers only those issues on which the Self-Government of Pomorskie Voivodeship and its partners in the region have a real impact.
3. The strategy does not include purely local issues unless there is a close relationship between the local needs and potentials of the region and regional interest, or when the local deficits significantly restrict the development opportunities.
4. The strategy does not focus on issues of a routine character, belonging to the realm of the current operation and performing the duties and responsibilities of legal entities operating in the region.
5. The strategy is selective and focused on defining the objectives and courses of action reflecting the strategic choices made.
6. The strategy sets targets amenable to verification and establishment of commitments to specific actions and effects.
7. The strategy outlines the criteria for identifying projects forming part of its implementation.
8. The strategy takes into account the specific conditions for development of different parts of the voivodeship, indicating that not all development challenges are the same everywhere in their nature and seriousness.

I. OUTPUT SITUATION

A. SUMMARY OF STRATEGY IMPLEMENTATION TO DATE

1. The Pomorskie Voivodeship Development Strategy was adopted by Resolution No. 587/XXXV/05 of the Sejmik of Pomorskie Voivodeship of 18th July 2005. The summary of its implementation is presented in detail in the *Report on the Implementation of the Pomorskie Voivodeship Strategy* (Resolution No. 294/31/2011 of the Pomorskie Voivodeship Board of 22nd March 2011) and auxiliary materials - *Report on development projects in Pomorskie voivodeship in 2005-2010*.
2. In the years 2005-2010, the Strategy was implemented in terms of all the *Priorities* and *Strategic objectives*. During this period, almost 17.5 thousand projects worth over PLN 34.8 billion were launched. The biggest priority of the Strategy in terms of value was Priority 3. *Availability*, involving 65% of the funds. The share of Priority 1. *Competitiveness* reached 20%, while the lowest share was of Priority 2. *Cohesion*, in which 15% of funds were allocated.
3. The main sources of funding for implementation of the Strategy were foreign public funds (mainly EU), whose share was 43.5%, and national public funds (42.5%). The expenses incurred in connection with the implementation of the Strategy were both of the investment (92% of) and "soft" (8% of the funds) nature, while nearly 38% of the total number of projects were of non-investment character (e.g. training projects). At the same time, a high proportion of expenditure on implementation of the Strategy (35%) can be classified as investments with the highest growth potential.
4. Individual large investments such as the construction of the Pomeranian section of the A1 Motorway, the modernization of the railway line E-65, construction of Kwiatkowski Route, the 10 + Program of LOTOS S.A. Group and investments of ENERGA Group, or DCT Gdańsk investment (Deepwater Container Terminal)

had a very significant impact on the level of total expenditure on implementation of the Strategy.

5. Direct participation of the Self-Government of the Voivodeship in financing the implementation of the Strategy was only 5.5%, with over 31% share of the gminas and poviats, and more than 14% share of enterprises of strategic importance. The role of regional authorities, however, was greater because they had a decisive influence on the orientation of 23.5% funds related to the implementation of the Strategy.
6. In the case of 8 (out of 14) *Strategic objectives*, the difficulties of strategic execution were recognized and described as thematic problem areas. The territorial problem areas, that is poviats which, in addition to the relatively worse socio-economic situation, gained less than average of the voivodeship funds in the implementation of the Strategy were selected. These poviats are as follows: bytowski, chojnicki, człuchowski, kościerski, kwidzyński, malborski, nowodworski, starogardzki and sztumski.
7. In the process of further implementation of the Strategy, action concerning the following issues should be taken: concentration of the range of interventions, mechanisms of effective attracting of financing for development projects, as well as increasing the role of the Self-Government of the Voivodeship in the targeting public intervention in the region and a significant modification of the instruments implementing the Strategy.

B. RATIONALE FOR STRATEGY UPDATE

The essential prerequisites to update the Strategy include:

1. The magnitude and directions of changes in the socio-economic situation in the voivodeship and the country, resulting mainly from the general development trends conditional, e.g. to Polish accession to the EU.
2. Dynamic processes in global, European and Baltic region's environment, primarily associated with turbulence which the global economy is experiencing in recent years, indicating the need to take account of new challenges which in the coming years Pomorskie will have to meet.

3. The size, direction and effects of intervention related to the current implementation of the Strategy, pointing to the need for a stronger thematic concentration and spatial public intervention.
4. The need to enhance positive socio-economic transformation in the region, which is mainly due to emerging signals that might indicate that the voivodeship did not reduce its distance to the strongest economic regions of the country.
5. The challenges of efficient implementation of the Strategy's goals and development policy in the region that rely on the need to develop a standard on the scope, structure and procedures for the preparation and implementation of strategic documents.
6. Legal and strategic, and program changes in the country and the EU mainly related to the adoption by the Parliament of the Republic of Poland of the *Act on the principles of development policy* (defining e.g. the structure of development strategy for voivodeships and imposing an obligation to adapt the applicable strategies to its requirements on the voivodeship self-governments), and to the approval of strategic documents on the EU and national level, which are crucial to the voivodeship's development policy: *Europe 2020. A strategy for intelligent, sustainable and inclusive growth, the European Union Strategy for the Baltic Sea Region* (together with the *Action Plan*), *the National Strategy for Regional Development 2010-2020: Regions, Cities, Rural Areas* and *the National Spatial Development Concept 2030*.
7. The need to identify of the voivodeship's strategic development objectives in relation to programming and allocation of the EU funds in the next financial perspective 2014-2020.

C. TRENDS AND EXTERNAL CONDITIONS OF DEVELOPMENT OF POMORSKIE VOIVODESHIP

GLOBAL trends and conditions

1. The increase in international economic, scientific and technology relations and the growing importance of transnational corporations and other non-state actors of global range and the online network communities.
2. The uncertain situation on the markets and shifting of the economic center of the world to Asia.

3. The increasing pace of technological change and the growth of knowledge and information resources which are accompanied by changing social attitudes, structure of the economy (development of new industries) and the labour market (demand for new skills and competencies).
4. The continuing concentration of economic potential and population in cities.
5. The increasing level of education, and professional and spatial mobility of the population, the increasing need for cooperation between representatives of different generations and different cultures, the increase in importance of the creative class and the intensifying competition of countries and regions for talents.
6. The aging of populations in developed countries and high rate of population growth in developing countries, with increasing migration flows.
7. Exhaustion of readily available natural resources, especially energy, and the unstable political situation in the areas of strategic raw materials causing pressure on increasing their prices, as well as the introduction of new technologies and the search for alternative energy sources.
8. Accelerating climate change, including an increase in the frequency and extent of extreme events.

EUROPEAN trends and conditions (including Baltic ones)

1. Unfavorable outlook for economic growth resulting from the instability of public finance and the crisis in the euro zone.
2. Lack of final decisions about the direction and intensity of the process of integration in the EU.
3. EU dependence on supplies of energy resources and the lack of a common energy market.
4. Increasing EU legislative action to increase the efficiency of use of resources and energy, reduce CO₂ emissions and increase the importance of renewable energy.
5. Adverse changes in the demographic structure, and the growth in demand for health, welfare and leisure time services in connection with the increase in length and changing of lifestyles.
6. Not fully controlled non-EU migration processes, as well as intensifying suburbanisation and depopulation of the centers of large cities.
7. The concentration of strong and innovative research centers and transnational clusters in the Baltic Sea Region.
8. The high level of pollution and eutrophication and threats to biodiversity in the Baltic Sea.

NATIONAL trends and conditions

1. Larger than average, in terms of European conditions, economic growth and an increase in public investment, largely financed by the EU.
2. Actions to reduce the imbalance in public finances and the need to maintain a low level of public deficit.

3. Lack of a coherent and efficient transport and energy system integrated with the European system.
4. Unsatisfactory level of social capital reflected by low rates of civic trust and activity in the European context.
5. The need to implement the findings of the climate and energy package and other obligations under the Accession Treaty and EU Directives.
6. Perpetuating concentration of growth and economic potential in several voivodeships despite the reduction of inequalities of infrastructure equipment between regions.
7. Fiscal, legal and systemic barriers to the development of the economy, especially the SME sector.
8. Lack of a fully formed, stable and efficient health system.
9. Low effectiveness of innovation and maritime policy.

D. CONCLUSIONS ON THE SOCIAL AND ECONOMIC SITUATION OF POMORSKIE VOIVODESHIP

The information used comes mainly from research, expert opinions, analyzes and studies, as well as own studies based on the latest available data from the official statistics system..

Relatively good starting position ...

1. In terms of the size and strength, Pomorskie is an average economy with a relatively stable position in relation to other Polish regions (5th place in terms of GDP per capita). The voivodeship is characterized by openness of economic relations, as evidenced by, among others, high value of exports in relation to GDP (3rd position in the country) and a significant

share of high-tech products in exports (2nd in the country). Pomorskie is, therefore, unusually sensitive to the effects of external shocks, especially given the high degree of concentration of export product. Due to the population growth in the voivodeship projected by 2020, the voivodeship's share in the Polish GDP should increase slightly. The rate of economic growth is still higher than the EU average.

2. Pomorskie is characterized by high economic activity of residents expressed e.g. in a large number of SMEs per thousand people (4th place in the country) and significant capital investment, including in the corporate sector (4th place as well), forming cluster structures, as well as the high, compared to the rest of the country, expenditures attributable to one industrial company running innovative activity (3rd place in Poland). The largest concentration of essential SMEs is in the Tri-City Metropolitan Area, in the gminas around the major cities, as well as seasonally in the coastal zone. The economy of the region, both in terms of employment, as well as the created value is characterized by service orientation, while maintaining the strong position of certain industries. The sectors particularly developed in the voivodeship include, among others these associated with the sea, petrochemical, electrical engineering, wood and furniture, and food industries, and tourism. The coastal location makes a number of economic opportunities for the region associated with the use of marine resources and cooperation in the Baltic Sea Region within the economic, administrative, cultural and infrastructural links.

3. Compared to other regions, Pomorskie stands out with the highest birth rate (especially in the gminas located in Kaszuby) and positive balance of migration (3rd in the country). This results in the highest real growth in population in Poland. Residents of the region are also relatively younger than the national average, which is important for the labour market. However, the process of aging has already begun, which will be exhibited by a systematic increase in the share of the population aged over 65 (to the level of 17.3% in 2020 against 12.2% in 2010) and a decrease in population to 24 years of age (about 8.5%). However, the process will be smoother than in other regions, with the result that in 2020 Pomorskie will be the youngest voivodeship in Poland demographically with the highest positive birth rate, as well as one of the four voivodeships which will note a growth in population. The region's share in the Polish population in 2020 will be about 6%, and the population will increase by nearly 50 thousand compared to 2010, while population will decline across the country.

The region tends to have high rates of morbidity and premature mortality due to certain civilization diseases, including some due to complications of diabetes, cardiovascular disease and cancer. The increase in the incidence of mental illnesses is also alarming. Access to health care is gradually improving although there are big problems with the provision of specialist health services, especially in the western part of the region.

It should be expected that changes in the age structure of the population will, among other things, contribute to an increase in demand for health and nursing services. Due to the above-average attractiveness and developed tourist infrastructure of the region, it is expected that the services for the elderly (an element of the so-called *silver economy*), but also related to the spending of leisure time will be an increasingly important segment of economic activity, mainly strengthening the local economy.

4. Pomorskie is characterized by a unique environment and landscape values and cultural diversity, resulting from regional and local identity which derives from the heritage of

Kaszuby, Kociewie, Powiśle, Żuławy and other parts of the region and maritime and historic tradition, including solidarity. The cultural heritage is increasingly perceived as an important factor of local development (a way to economic activation, creating new jobs and creating a positive image of a given area). In addition, the importance of regional culinary and food products of high quality is beginning to increase. The region also has a rich tourist offer and one of the largest accommodation bases in the country, concentrated mainly in the coastal zone. The voivodeship also offers ample opportunities to participate in the culture. Numerous investments in cultural facilities as well as more and more ambitious cultural events (exhibitions, performances and festivals) allowed for the creation of a qualitatively new artistic offer recognizable on a national and international level. This affects the multidirectional development of tourism by making the region one of the key destinations in the country (3rd position in terms of overnight stays). However, the complexity and cultural tourism products and their active and consistent promotion is insufficient.

The voivodeship is at the forefront of Polish regions in terms of the level, conditions and quality of life. This translates into life satisfaction and positive perceptions of the future by the residents.

... but large spatial diversity ...

5. From the point of view of public intervention, the most important feature of the region is evident and unfavorable spatial diversity in the level of socio-economic development, especially between dynamically and comprehensively developing the Tri-City Metropolitan Area and the areas most distant from it. These disparities manifest themselves with different levels of social activity (including educational, cultural, civic) and economic activity (including employment). This is due to, among others, the historical, institutional and infrastructural conditions (including various quality and accessibility of public services). The diversity within the region have been deepening in recent years, with the risk of its disintegration in many dimensions, including weakening the settlement competitiveness and attractiveness, as well as the ability to effective launch of internal potential and to overcome barriers to development.

The suburbanization process is also progressing in the voivodeship and, as a result, in 2020 the proportion of people living in cities will fall to about 64% (from 66% in 2010). There are also areas in need of revitalization and obtaining new social and economic functions.

... and strong barriers to development ...

6. Pomorskie is not a key Polish region attracting large economic investments. It is determined by factors of the infrastructural, institutional, image nature, as well as market capacity, the availability of skilled workers, and the growing competitiveness of other regions and countries. Moreover, the low quality and efficiency of service offer to outside investors, including the weakness of system solutions, reduces the possibility of investments in sectors with the greatest potential for development, which include, among others, information and communication technologies, pharmaceutical and cosmetic industry, biotechnology, logistics, *off-shore* technologies, energy, business services and creative industries. Due to the significant diversification of the structure of the economy, the region is potentially attractive to a wide range of investments. In the future, the intensity of external investment should increase in the

region, including foreign direct investment, and the specific potentials of the region can contribute to the improvement of their structure.

7. A significant barrier to development of the region is the persisting insufficient level of employment among the residents. This translates into a large economically inactive population and high levels of unemployment, including structural unemployment (especially in nowodworski, człuchowski and sztumski powiats), and still higher than the national average percentage of people benefiting from social assistance (mainly in the powiats along the borders of the voivodeship). These adverse events are enhanced by strong geographically diverse labour demand and low labour and spatial mobility of the population. This overlaps with the decreasing number of people entering the labour market (by 2020, the number of people of working age will decrease by about 90 thousand), which may lead to a deficit of labour resources in some sectors.

Demographic trends and the increasing professional activity will affect the change in the structure of demand for education services, which will be used increasingly by persons wishing to improve their professional qualifications. Pomorskie is characterized by poor quality of vocational and continuous learning (informal and non-formal education at the upper-secondary and higher education level) and its inadequacy to the needs of the labour market. Still, the offer of continuous learning is varied and more and more people participate in it.

8. The educational system (at all levels) is not yet used effectively and committed to meeting the needs of the labour market and creating an attractive human capital. At the same time, it does not stimulate the development of social activity of citizens, and does not strengthen the regional identity. Spatially differentiated access to kindergartens results in a low level of participation of children in pre-school education, especially in słupski, sztumski and starogardzki powiat. This may contribute to the formation of educational inequality, limited opportunities to acquire social skills, and consequently worsening of the outlook for the labour market. The competence gaps of Pomeranian students' are a problem. That is evidenced by the deteriorating results of external tests and examinations that apply to most of the region located outside of the Tri-City Metropolitan Area, as well as the low success rate of examinations confirming professional competence. Also, the system supporting gifted students is not developed sufficiently.

The changing demographics in the coming years will significantly affect the Pomeranian education system. By 2020, the most significant changes are to occur in the group of children of primary school age (ca. 15%) and secondary school age (down by about 22%).

9. Social and economic processes, including the level of professional and social activity of population in the region are limited, among others, by inefficient functioning of the transport system. Compared to other Polish regions, Pomorskie is characterized by low external availability of transport and a large diversity of internal consistency of the transport system. Overcoming of this barrier is hampered by large disparities in the development of different modes of transport, as well as poorly developed public transport system characterized by the insufficient degree of integration and coordination of carriers, relatively low quality of offered services and the mismatch between the offer and needs related to the access to public services and the labour market. In turn, the low level of external availability hinders

development opportunities and strengthening of the position of the region in the port and transport and logistics sector, as well as others creating high added value. The areas of the western and south-western parts of the voivodeship are particularly vulnerable to the adverse effects of poor performance of the transport system.

By 2020, the region is expected to witness an increase in traffic of all modes of transport. The demand for full-service transportation and logistics is going to increase as well. Containerisation and increasing intermodality of transport, and sustainable development of the cargo handling capacity and infrastructural facilities of Gdansk and Gdynia ports will influence the strengthening of their competitive position on the Baltic market. An increase in air passenger and freight services is also expected. Owing to that, Pomerania may become an important transport and logistics hub, both in the country and in the Baltic Sea Region, but the needs concerning availability of transport still remain high. Meeting them will depend on the full integration of the region in the trans-European transport network (mainly road and rail, but also inland waterway) and on ensuring the highest possible performance of the network. This is particularly important in the case of the expected high growth rate of individual car transport and subsequent increase in road freight traffic that will increasingly burden the transportation system of the region, especially in the Tri-City Metropolitan Area.

10. Pomorskie stands out with a high risk of flooding in the north-east and north parts, which limits the development potential of the area. Currently, the state of existing flood protection infrastructure is insufficient. In addition, the threat of local flooding, and inefficient operation of the systems receiving, cleaning and draining rainwater and snowmelt is of major concern to the urban areas.

In the region, there is need for further development of environmental infrastructure, including municipal waste management systems. The pressure on natural areas also increases. In addition, there is surface water pollution and degradation and fragmentation of natural habitats.

... and lots of still unused potential ...

11. The level of regional expenditure on R&D over the years has been below the national average, both in per capita terms (6th position in Poland) and in relation to GDP (9th place). A positive feature of Pomorskie is a relatively high, compared to the country, and steadily increasing share of the private sector in the financing of R&D (4th place), as well as developing research potential. The share of human resources in science and technology as a percentage of the economically active population gives the region second place in the country. Despite this observed low level of knowledge and technology transfer to the economy, there is too little awareness of the impact of R&D on innovation and competitiveness of enterprises and the lack of an adequate offer Pomeranian commercial R&D institutions, including universities. The lack of coordination of activities to support innovation processes is also noticeable. In addition, the potential of entrepreneurship support infrastructure (e.g. technology parks, incubators) is not used effectively, and the offer of business support institutions to promote the development of companies is not fully adequate to the needs of enterprises.
12. Higher education in Pomorskie is not at the forefront of the national "providers" of academic knowledge, as evidenced e.g. by the lack of significant increase in interest in studying in the

region among persons from outside of the voivodeship and the country (97% of final year students come from Pomorskie voivodeship). Also the internationalization of higher education institutions is low, especially in terms of the number of foreign students and researchers. In the perspective of 2020, that will overlap with a nearly 25% decline in the population aged 19-24 years, which will make the Pomeranian universities have to compete for students with national and foreign universities. Some reasons for optimism, however, imply from a systematic increase in the number of PhD students, as well as the share of students in science higher than the average in the country, which can have a positive result in the dynamics of the development of economic operators in the region.

13. The voivodeship has failed to fully use the potential of high social activity of population such as measured with the number of non-governmental organizations against the size of the population (4th place in Poland). There is lack of e.g. a systemic approach based on that potential to deliver high quality services for people who are excluded or at risk of social exclusion. The existing social economy entities require comprehensive strengthening, since the current level of their professionalism and organizational and financial independence is too low for activation requiring support for social groups and generating new jobs.

14. In the social and economic life in the voivodeship, the possibilities of digital technology are not fully exploited. The insufficiently developed and very diversified, in terms of the spatial density, broadband network infrastructure (the largest deficits are in the west of the region), and the still modest range of digital services, including these in education, government and business, are the main obstacles. There is also no conscious policy of expanding digital literacy and creating demand for such services and technologies that can have a significant impact on improving the educational, employment, economic, cultural and civic activity of the residents.
15. Pomorskie is a region heavily dependent on external supplies of electricity, with large backlog of investment in the energy sector and energy efficiency more than twice lower than the EU average. This translates into a low level of energy security, which reduces the flow of new investment to the voivodeship. The pressure on the environment resulting from the production of energy, as well as local air quality exceedances arising from the so-called low emissions and transport, is also significant. At the same time, there are particularly favorable conditions for the development of various forms of renewable energy, conventional and nuclear power in the region. The need to ensure supply of good quality energy necessitates investment in transmission and distribution networks. Significant investments in the creation of new elements of the liquid fuels and gas supply are also planned. The potential unconventional hydrocarbon resources, particularly shale gas, and offshore wind energy also raise investor interest. It is expected that numerous workplaces will be created in the widely understood energy sector and eco-efficient technologies will develop (e.g. in the field of *smart grids*) which will gradually be extended into other sectors of the economy. Together with the change of social attitudes, it should affect the energy efficiency and a significant reduction in energy intensity of the economy.

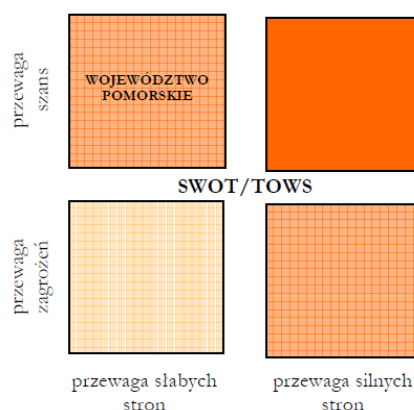
E. SWOT ANALYSIS FOR POMORSKIE VOIVODESHIP

The following is a synthetic presentation of the most important features of the voivodeship and external factors that may arise in the near future, exerting a strong influence on the development of the region.

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Attractiveness of settlement and growth opportunities associated with the coastal location, as well as diverse and rich resources and natural and landscape values 2. Tri-City Metropolitan Area as one of the centers of Polish and the Baltic Sea development and gaining of the importance as an international transport and logistics hub 3. High economic activity of the population and pro-export orientation of Pomeranian companies 4. The relatively high level of social capital and a strong sense of identity of local communities 5. Good market position of regional specialization industries, including these conditioned by waterfront location 6. Stable and relatively high population growth and positive balance of migration 7. Unique heritage and cultural diversity of the region 8. Favorable natural conditions for the development of energy, including renewable energy 	<ol style="list-style-type: none"> 1. Peripheral location and poor transport accessibility of the region, the lack of a coherent regional organization of public transport management, poorly developed multimodal transport system 2. Low levels of employment and economic activity, low labour and spatial mobility of the population 3. Low effectiveness of offers for foreign investors 4. Unused academic potential, low efficiency of cooperation between the R&D sector and the economy, and weak institutional and infrastructural capacity of entrepreneurship support used 5. Insufficient levels of energy and flood security 6. Insufficient cooperation and coordination of development initiatives in the Tri-City Metropolitan Area and in other functional areas 7. Large disparities in quality and access to public services, including the under-developed broadband infrastructure 8. The low level of participation of children in organized forms of care, as well as the relatively low quality of education at the primary and secondary level 9. The high morbidity and mortality due to civilization diseases 10. Unsatisfactory parameters of the environment's condition, the growing pressure on the environment and the fragmentation and degradation of natural habitats

CHANCES	THREATS
<ol style="list-style-type: none"> 1. Increased activity of foreign investors, particularly in sectors with the greatest potential for growth in the region 2. Intensification of economic relations in the Baltic Sea Region and the increase of its importance in the global economy 3. Increase in civic participation, including public participation in the processes of public management 4. Changing social attitudes, including in the field of educational behaviour (such as lifelong learning, digital literacy) 5. Spatial and industry reorientation of directions of fuel and energy sector in Poland, associated with better use of the potential of natural resources and infrastructure of Northern Poland 6. Decentralization of management of country development, including public finances 	<ol style="list-style-type: none"> 1. Persistent weakening of the EU's position in global economic relations, including the disintegration of the structures of the EU and the single European market 2. Fiscal, legal and systemic barriers to the development of the economy, including the inhibition of nationally important point and network infrastructure investments and actions resulting from the accession commitments 3. Low effectiveness of systemic reforms in the country in terms of health care, social security and education, including the persistent inadequacy of the education system for equipping in the professional and social skills 4. The severity of the negative demographic processes, including aging of the society 5. The increasing risk of negative effects of human activity pressures on the environment 6. High risk of extreme natural phenomena and other emergency situations with a mass range

The analysis of socio-economic situation of the region and the resulting SWOT/TOWS analysis indicate a large number and some strength of connections between the weaknesses and opportunities facing the region. This points to the need to adopt such a strategy of action and concentration of public intervention which primarily allows overcoming identified weaknesses in order to effectively use the chances implying from the external environment and opportunities, and at the same time will allow to maximize the opportunities for eliminating weaknesses of the voivodeship.



[WOJEWÓDZTWO POMORSKIE – POMORSKIE VOIVODESHIP
 przewaga szans – prevalence of chances
 przewaga zagrożeń – prevalence of threats
 przewaga słabych stron – prevalence of weak sides
 przewaga silnych stron – prevalence of strong sides]

II. SCENARIOS AND VISION OF DEVELOPMENT

A. SCENARIOS OF DEVELOPMENT OF POMORSKIE VOIVODESHIP

The development processes identified in the region and its surrounding, as well as the forecasts of their formation in 2020, define the context of regional development policies pursued by the Self-Government of Pomorskie Voivodeship.

The scenarios indicate the potential paths of development of the region, taking into account the external conditions not dependent directly on the implementation of the Strategy and the activities of the Self-Government of Pomorskie Voivodeship. Their role is to support the strategic decision making and optimal targeting of interventions in a manner conducive to the attainment of the most anticipated directions of changes in the region. This will allow to maximize the positive effects regardless of how the key factors affecting the situation in Pomorskie voivodeship will shape.

The starting point for the determination of the scenarios was to identify planes against which they can be created and diversified with regard to the intensity of occurrence of both positive and negative trends. These include the following:

- a) the scale and structure of available development resources, such as private funds and public funds derived from domestic and foreign sources (including the EU), as well as their concentration on building a solid base of competitiveness of the region;
- b) transport accessibility of the region, the changes of which will be reflected in the development of the voivodeship.

Both of the above-mentioned dimensions are resultant from the strongest determinants influencing the development of the voivodeship, which include the geopolitical situation, community (EU) policies, the problems of the public sector's debt, decisions on the implementation of investments in energy in the Pomerania (including nuclear power plant construction , exploitation of deposits of unconventional hydrocarbons).

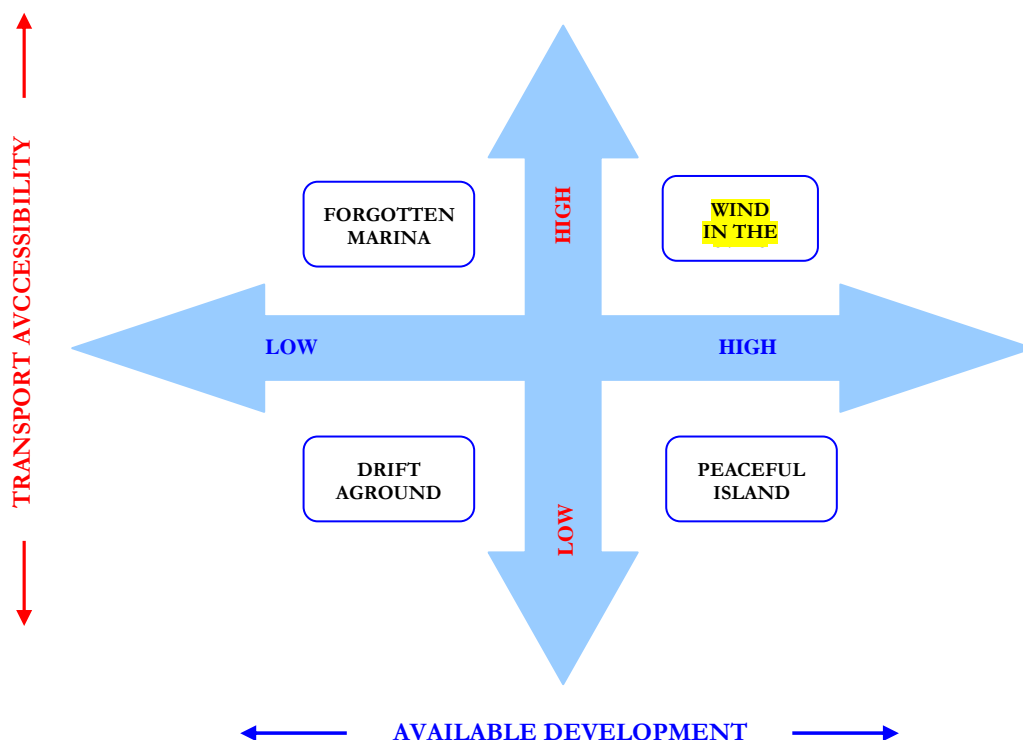
The results of the SWOT/TOWS analysis, according to which the focus of public intervention in Pomorskie voivodeship in the coming years should be put on overcoming weaknesses for effective use of opportunities facing the region, were the crucial factors for the formulation of the scenarios. The most significant chances and weaknesses were grouped into the following areas of analysis:

- a) the behaviour of foreign investors towards the region;
- b) the activity of the regional community;
- c) the development of a knowledge-based economy in the region;

d) the dynamics of development and the position of the region as compared to other Polish voivodeships.

Potential directions of changes in the above-mentioned areas - in response to the changing conditions - defined the scenarios of development of Pomorskie voivodeship in the perspective of 2020.

Possible directions of development of Pomorskie voivodeship in the perspective of 2020



A1. SCENARIO *WIND IN THE SAILS*

(conditions: good transport accessibility, significant development resources)

Favourable conditions stimulate the inflow of external investments, especially in those economy sectors where the voivodeship has a strong position or the greatest potential for development, and which are characterized by both high added value and determine the internationalization of the economy of the region.

The increase in the funds available for R&D and the innovative solutions and technologies coming together with investors enhance the potential of Pomeranian science and economy, accelerating the development of new industries. As a result, the demand for labour in the prospective knowledge-intensive industries and the economy, as well as the demand for new competencies and skills in the region is growing.

The high quality of education and focus on the development of universal competences and the development of creativity gains value. The position of major Pomeranian universities, which in

some areas can successfully compete with national and international universities, attracting students and researchers from outside the voivodeship and the country, increases.

Pomorskie offers attractive jobs and high quality of life, thus attracts skilled workers. The region also offers a more and more attractive opportunity to participate in the culture and develops tourism infrastructure, being a key tourist destination in Poland. The influx of people increases the diversity of the voivodeship and openness of the society. The labour and spatial mobility of the population and their citizenship activeness, as well as the awareness of the necessity of lifelong learning, is increasing.

Pomorskie is an important transportation and logistics, and fuel and energy hub in the country and in the Baltic Sea Region. Its energy security is improving, and the region is gradually transformed into an exporter of energy on a national scale.

The voivodeship is a dynamically developing region and becomes one of the economic leaders in the country. As a result, the prosperity of the region and its inhabitants is growing. However, rapid development raises the risk of deepening polarization of the voivodeship's development, and the high pressure on natural areas. Consequently, there is the challenge faced by the public authorities concerning the need for special care to preserve the natural heritage and the efficient use of natural resources, and natural and environmental values.

In the case of heavy dependence on public funds, including the EU funds, the dynamics of development of the voivodeship is likely to be lower. It might be affected e.g. by lower durability of jobs created for the execution of public investment in infrastructure, or sub-optimal financing structure for R&D activity (mainly from public funds) resulting in an insufficient adjustment to the needs of entrepreneurs. Despite this, the region will develop at a relatively high rate and will maintain a good position in the country.

A2. SCENARIO *PEACEFUL ISLAND*

(conditions: low transport accessibility; significant development resources)

Low transport accessibility limits inflows of external investments to Pomorskie voivodeship and does not favour increasing its openness. The development is based largely on internal resources and potentials.

Moderate activity of external investors enforces economic activity of the residents. Local entrepreneurship, focused mainly on regional and national markets, develops.

The quality of education is increasing, which translates into a higher quality of human and social capital. This results in higher cultural and civic aspirations of the residents. Construction of civil society promotes widespread presence of communication technology, which results in further increase in popularity of telecommuting. Better educated population and high development funds contribute to the development of innovation based on the region's specificity, as well as enhance the atmosphere of caring for the environment, which creates a good foundation for the development of eco-efficient technologies.

Due to its natural, cultural, clean environment and high-quality food, Pomorskie becomes an attractive place to live and spend leisure time. The region develops infrastructure of culture, tourism, sports and recreation, as well as health services for the elderly (Spa and rehabilitation centres).

The level of social cohesion is increasing, and the development of the region is not accompanied by uncontrolled deepening of development disparities. Pomorskie has no growing impact on the economy of the country, and the position of the voivodeship among Polish regions does not change significantly. Indigenous entrepreneurship and activity may, however, in the long run prove to be insufficient to maintain this position.

A3. SCENARIO *FORGOTTEN MARINA*

(conditions: good transport accessibility; little development resources)

The region bases its development mainly on the advantages of the seaside location and good transport accessibility. The economy is based primarily on transportation and its related sectors, as well as tourism.

Significantly lower than the desired, developmental measures prevent the creation of many new private and public enterprises, affecting the deterioration of the investment climate, which becomes a disincentive for investors.

The lack of impulse for the development of modern sectors of the economy raises the demand for semi-skilled workers. The profile of teaching changes in the direction of greater emphasis on vocational education at the upper secondary level and the current needs of the market. Pomeranian science and colleges gradually increase their distance to the top of the most competitive centers in the country.

The opportunities to develop high-tech industries, despite good availability of transport, remain limited. As a result, Pomeranian economy is vulnerable to competition from regions offering lower labour costs, and the development of the voivodeship is based on hard replaceable human capital to a small extent. The relatively low level of social capital and deficit of core competencies are becoming a stronger barrier to economic growth.

Failures to act in an economy based on knowledge and intellectual capital make the development gap towards the more developed regions of southern and central Poland increase. The most enterprising people are increasingly opting for economic emigration. Creating new, sustainable foundations of competitiveness in the region fails. Pomorskie is entering a period of economic stagnation, which may be permanent and, as a result, cause a worsening of its position relative to other voivodeships.

A4. SCENARIO *DRIFT AGROUND*

(conditions: low transport accessibility; little development resources)

Adverse conditions in the form of poor transport accessibility and low development funds lead to a situation when new outside investors do not appear in the region, and the current ones withdraw gradually. In addition, appropriate mechanisms of support for local entrepreneurship

do not function, which contributes to a decrease in the level of economic activity and rising unemployment. The most enterprising people leave the voivodeship, and the current trend of population growth in the region is reversed.

Due to the lack of resources to generate or import innovation and the deepening technological delay, the region's economy deteriorates and is based primarily on declining industries or these with low added value. Also Pomeranian universities and research institutions go into decline, so that the quality of human and intellectual capital in the region decreases.

The conditions and quality of life in the region begin to deteriorate gradually, and the level of wealth of the society starts to decrease. Also, the activity of residents and the quality of social capital decreases. The society is focused on survival and adaptation rather than development and innovation. The population and economic potential is increasingly concentrated in the Tri-City Metropolitan Area. The territorial disintegration of the region and the growth of social inequality progresses.

The voivodeship, as a result of economic and social degradation, gets marginalized and gradually transforms into the economic periphery in the country, in the Baltic Sea Region and Europe.

* * *

Wind in the sails should be considered the most advantageous scenario, i.e. providing the most dynamic development, but also the scenario *Peaceful island* involves the development, as well as (in the slightest degree) the scenario *Forgotten marina*. These three scenarios (especially *Wind in the sails*) influenced the shape of the projection part of the Strategy. Although the implementation of the Strategy does not guarantee that Pomorskie will realize the most desirable scenario, it should make it possible to prepare for the changes in the region's surrounding, which - with the high activity of the Self-Government of the Voivodeship and its partners – may bring it closer to this scenario. It should also enable the region to respond appropriately in the event of a situation characteristic for the other scenarios.

B. VISION OF POMORSKIE VOIVODESHIP IN 2020

Pomorskie in 2020 is a region:

- of sustainable growth, which launches and uses diverse territorial potentials for strengthening and balancing of development processes;
- of a unique position, thanks to the activities of civil society, strong social and intellectual capital, rational management of environmental resources, economic use of the potential of the sea and the intelligent infrastructure networks and widespread use of eco-efficient technologies;
- being a leader of positive social and economic changes in Poland and in the South Baltic area.

A region characterized by:

1. **MODERN ECONOMY**, attractive to domestic entrepreneurs, foreign investors and tourists, researchers and students; effectively utilizing the unique strengths, such as those related the waterfront location, based on creativity, collaboration networks and friendly business environment in which the R&D sector responds to the needs of enterprises; involved in the international flows of information, knowledge and economic, scientific and cultural cooperation, and effectively discounting the potential of the Tri-City Metropolitan Area in the external and internal economic relations.
2. **ACTIVE RESIDENTS**, dynamic, entrepreneurial, comprehensive in developing, improving their competence and functioning well in the labour market; forming a community capable of creative cooperation in various spheres of social life; strengthening regional identity based on a diverse and rich heritage; effectively influencing the improvement of the efficiency of public institutions providing better access to higher quality public services.
3. **ATTRACTIVE SPACE**, forming a permanent basis for the development by adapting the transport and energy system to the long-term needs, the rational use of resources and of natural, cultural and landscape values, as well as reduction and effective resolution of spatial conflicts, creating high-quality space and counteracting the effects of extreme natural events in the region.

III. THE PRINCIPLES OF STRATEGY AND ROLE OF THE SELF-GOVERNMENT OF THE VOIVODESHIP

The Self-Government of Pomorskie Voivodeship is committed to the organization and implementation of interventions aimed at the development processes taking place in the region. Its main task is to strengthen the competitive position of the voivodeship, preventing the deepening of disparities within the region and ensuring a stable base for its long-term and secure development.

The intervention in this area must be conducted with the knowledge of real possibilities and limitations resulting from the political position of the voivodeship, its responsibilities and the resources remaining at its disposal. Therefore, it does not cover all aspects that may relate to the needs and conditions associated with the operation of the region.

A. PRINCIPLES OF IMPLEMENTATION OF THE STRATEGY

All parties involved in the implementation of the Strategy should be guided by the principles described below.

Implementation of the Strategy has to be carried out mainly in line with the requirements of the general principles of conducting the development policy of the region. These rules affect e.g. the selection and the system of objectives and courses of action adopted in the Strategy, the range of topics and space targeting, as well as the shape and orientation of the mechanisms and tools for implementation. These are the following principles: **sustainable development** (achieving a lasting improvement of living standards of residents requires the development implemented by providing a social, environmental and spatial balance); **regional subsidiarity** (the Self-Government of the Voivodeship only realizes these goals and projects that cannot be implemented adequately effectively at the local level); **development programming** (the Strategy is the basis for a new generation of implementation tools in the form of a coordinated bundle of programs launched in collaboration with stakeholders at the local, national or European level and concentrating most of the development tools being within the impact range of the Self-Government of the Voivodeship); **efficiency of administration** (public institutions implementing the Strategy should work efficiently, effectively and make decisions in a transparent manner, they should cooperate well, and better meet the expectations and needs of the residents, businesses, investors and tourists).

The general principles of conducting the development policy are related to the principles of realization of the Strategy, forming a kind of decalogue determining the mechanisms of its implementation. Some horizontal criteria that will be applied to the identification and evaluation of projects implementing the Strategy derive directly from these principles. The principles are as follows:

1. **The principle of multi-level governance and partnership** means that cooperation between entities involved in the implementation of the Strategy, which leads to an integrated and coordinated implementation of development initiatives, improvement of the coordination of actions taken, as well as increased efficiency and effectiveness of public spending, including

involvement in decision-making and executive processes of the social and business partners, should be strengthened. The implementation of this principle means that projects important for the realization of the Strategy will be analyzed in terms of the criterion of social partnership and participation indicating the network projects, of supra-local scale, being a result of sustained cooperation of many entities, and public acceptance. Another important point of reference will be the criterion of public-private partnership that stresses implementation of cost-effective projects, particularly involving private capital, which leads to strengthening of the impact and effectiveness of public intervention.

2. **The principle of thematic and place-based intervention** means that the Strategic Areas of Intervention will be the primary tool for concentration of development activities. These are areas standing out with a specific set of social, economic and environmental features that determine the occurrence of the structural barriers to their development or sustainable and possible to activate development potentials to which thematically adequate public intervention should be addressed. These areas obtain the status of preferred areas or, in appropriate cases, are eligible for assistance in the implementation of the Strategy. The delimitation is based on one or more of the criteria under the provisions of the Strategy, and the update will be carried out, in principle, once every two years and will be preceded by a strategic debate. The implementation of this principle means that the strategically important project will be analyzed in terms of the criterion of location and spatial interaction. This principle implies the need for development of strategic intervention on the basis of an integrated territorial approach. It depends on the use, where possible and reasonable, of related, complementary and well-focused "packages" of projects resulting from a holistic approach to the management of the functional areas in which sectoral understanding of the problems and socio-economic challenges is replaced by problematic and territorial recognition.
3. **The principle of rational space management** means that the implementation of the Strategy includes requirements of spatial order development, ensuring compliance and effective use of the limited space resource, including inhibition of chaotic urbanization and investment pressures on valuable natural areas and landscapes. Implementation of this rule will be an incentive to strengthen the ties between spatial policy and socio-economic situation in the region. It means that projects of strategic status should meet the criterion of space quality using the zoning rules adopted by the Self-Government of the Voivodeship.
4. **The principle of positive impact on the environment** means that projects identified as significant for implementation of the Strategy will be analysed through the criterion of environmental effect promoting improvement of efficiency of resource use and reduction of negative environmental effects or compensating actions.
5. **The principle of promoting employment** means that the Strategy focuses on supporting projects to create high quality sustainable jobs, characterized by high levels of competence required, particularly in industries that determine the competitive position of the region. The implementation of this principle means that the projects identified as important for the implementation of the Strategy will be analyzed through the prism of the criterion of employment.

6. **The principle of promoting civic attitudes** means that the implementation of the Strategy will contribute to creating the conditions for high activeness of the residents, including the shaping and strengthening of desired patriotic, environmental, cultural, health promotion, transportation, entrepreneurship and innovative attitudes, as well as improving the quality of life. The implementation of this principle means that the strategically important project will be analyzed in terms of the criterion of raising civic awareness.
7. **The principle of equal opportunities, non-discrimination and social integration** means that the implementation of the Strategy will take into account and promote social inclusion and equality of all residents regardless of sex, racial or ethnic origin, religion or beliefs, disability, age or sexual orientation. The implementation of this principle means that the projects undertaken as part of the implementation of the Strategy will be reviewed using the criterion of needs of disfavoured and excluded groups.
8. **The principle of smart specialization** means that the implementation of the Strategy should focus on start-up or use of the economic potential of these industries which are considered important for the economy of the region. On the one hand, there are industries with outstanding level of development, high added value and the nature of jobs being created. On the other hand, there are industries that have good conditions for rapid growth due to the specific characteristics of the region, for example, related to the economic possibilities of the use of marine resources. From the point of view of the Strategy, sectors with the greatest potential for development, which include in particular: information and communication technologies, energy, logistics, business services, light chemistry (pharmaceutical and cosmetics industry), biotechnology, technology, *off-shore* technologies and creative industries, require special attention.

The implementation of this principle means that a mechanism to identify and verify sectors with the greatest growth potential, which determine the future competitive position of the region, will be launched in the region, which will enable flexible customization of possible public intervention to changing circumstances, especially international ones. This principle will translate well on the criterion of regional specialization which allows granting the strategic status to projects focused on the sectors with the highest growth potential.
9. **The principle of focus on innovation** means that the strategy should foster innovation and creativity in different sectors and fields. It is both about an innovative approach to drive business processes, as well as about the dissemination of new technology solutions (such as *smart grids*, eco-technology) and social solutions, including those related to education and the labour market. The implementation of this principle is that the projects identified as strategic ones will be analyzed through the prism of the criterion of innovation.
10. **The principle of digital dimension** means that the Strategy will respond to the challenges of building the information society, which involves the dissemination of digital technologies and services, particularly with enhanced digital competence of residents, businesses and institutions. The implementation of this principle means that projects important for the implementation of the Strategy will be analyzed in terms of the criterion of digitization.

B. THE ROLE OF THE SELF-GOVERNMENT OF THE VOIVODESHIP

1. The system of goals of the Strategy determines the extent of the offer of joint action of Self-Government of the Voivodeship addressed to the key partners in the region. It refers to selected barriers and development potentials inclusion of which creates the greatest chance of triggering noticeable and positive changes in the region.
2. Depending on the analyzed objective, the Self-Government of the Voivodeship will play different roles in the implementation of the Strategy:
 - a) **Investor** – the entity directly implementing and co-financing the directions of action identified in the Strategy through its own or partner projects;
 - b) **Coordinator and leader of development activities** – the entity compiling and updating the Strategy, responsible for its implementation, defining the obligations, marking the realization units and monitoring the implementation, as well as managing external resources (including those of the EU) aimed at achieving the objectives of the Strategy ;
 - c) **Inspirer** – the originator and supporter for the region's key development projects arising from the Strategy that are implemented at other levels of public governance, particularly at the national and European level.

IV. CHALLENGES AND OBJECTIVES

A. STRATEGIC CHALLENGES FOR POMORSKIE VOIVODSHIP

1. **Employment and population health.** An increase in employment of residents of all ages, as well as improvement of the public health for better use of the potential resulting from extending of life.
2. **Educational services and competitiveness of universities.** Improvement of the quality of education at all levels, including the signals from the labour market and the effective use of scientific potential of the Pomeranian universities to make them more competitive in the national and international arena.
3. **Economic links.** Effective co-operation of the research sector with the business sector, better conditions of development of export-oriented companies and business clusters, as well as an increase in investment in sectors with the greatest potential for growth based on the specific potentials of the voivodeship.
4. **Social capital and regional identity.** Stimulating social activity and the construction of regional civic community deriving from e.g. the multicultural heritage, maritime and solidarity traditions, as well as an increase in competences of residents that determine the ability to function in a dynamically changing world.
5. **Transport accessibility.** Providing efficient transport links with the economic centers of Poland and Europe, integration of the public transport system to increase the internal consistency of the voivodeship and the mobility of the population (also in the urban dimension), including improved road and rail access of areas with the lowest accessibility in the region.
6. **Areas with not fully launched potentials.** The increase in the revenue base of the areas within the influence of transport corridors and hubs (such as ports, airports, intermodal terminals), areas with unique tourist offer, and located outside of the Tri-City Metropolitan Area.
7. **Access to public services.** Reducing disparities within the region and ensuring access to quality public services (including education, health care, broadband internet, culture and administration), including infrastructure.
8. **Energy security and environmental technologies.** Exploiting the potential of existing resources to improve the security of energy supply and better management of energy demand (*smart grids*), as well as reducing the environmental impacts of energy and transformation of the region into a national leader in the production of green energy and eco-efficient technologies.
9. **Space management.** Better space management to reduce pressure on the environment, improve flood safety, and for optimal use of territorial potentials (natural, landscape, cultural and economic one) to ensure a high quality of life.
10. **Institutional capacity.** Improving the quality of development management, including the creation of urban area of intelligent specialization and the core in the Tri-City Metropolitan Area; as well as development of optimal forms of cooperation between the self-government of the voivodeship with the partners in the region, the country and the EU, and also effective and timely implementation of EU law in the field of environment and energy.

The above-mentioned challenges determine the choice of objectives and mechanisms for the implementation of the Strategy.

B. STRATEGIC AND OPERATIONAL OBJECTIVES

The strategy suggests 3 strategic objectives being of a general nature and determining the desired target states in problematic terms. They are instantiated by 10 operational objectives and 35 courses of action.

MODERN ECONOMY	ACTIVE RESIDENTS	ATTRACTIVE SPACE
High efficiency of enterprises	High employment level	Efficient transport system
Competitive higher education institutions	High level of social capital	Energy safety and efficiency
Unique tourist and cultural offers	Effective educational system	Good condition of the environment
	Better access to health services	

Strategic objective 1.

MODERN ECONOMY

Premises

The strategic interest of the region is to improve its position in the added value chain on a national, Baltic and European scale. The intensification of internal and external economic links determines the improvement of competitiveness of the region, enabling the attraction of human, capital and technology resources, and their formation in such a way as to work towards its sustainable development.

The modernization of the region's economy creates opportunities to build good economic (external investment, foreign trade, attracting and implementing innovation) and educational and scientific links (regional, Baltic, European and global networks), as well as social links (including cultural ones).

Desired direction of change

- An increase in export activity and the level of investment in enterprises;
- An increase in activity of external investors, including foreign ones (also through reinvestment);
- An increase in employment in sectors of high added value and the largest development potential;
- Strengthening of the Tri-City Metropolitan Area as a center of international trade;
- Extension of control over the key economic assets of the region by the Pomeranian companies;
- An increase in activeness of research institutions and enterprises in research programs;
- An increase in the number of foreign lecturers and students and those from outside the region;
- Improving cooperation between universities, business and government to offer better educational offer;
- Increasing access to broadband Internet with very high performance parameters;
- Becoming the first tourist destination in Poland.

Measure of success

GDP *per capita* growth dynamics in 2013-2020 higher than the Polish average, and higher than the EU average.

Operational objectives

- 1.1. High efficiency of enterprises
- 1.2. Competitive higher education institutions
- 1.3. Unique tourist and cultural offers

Operational objective 1.1.

High efficiency of enterprises

Strategic challenges

3. Economic links
7. Access to public services
8. Energy safety and eco-technologies

Strategic choice

Innovation and knowledge transfer mechanisms for enterprises, economic projects of clusters, the expansion of businesses in foreign markets, conditions for placing external economic investments in the region, broadband Internet, mostly with very high throughput.

Expected effects

- A larger number of innovative companies and more expenditure on innovation (especially in the industries with the greatest potential for growth);
- Higher incomes and stronger competitive position of the Pomeranian companies, high activity in the domestic and foreign market;
- New permanent jobs in the private sector, including in knowledge-intensive and creative sectors;
- Operating mechanisms of cooperation between business and R&D, and transfer of knowledge and technology to the economy;
- Functioning of financial mechanisms of commercialization and implementation of innovation;
- Commercially strong markets engaging a wide spectrum of actors;
- High quality of investment offers and incentives (including financial ones) to invest in the region;
- New and numerous external economic investment, especially foreign (mainly in sectors with the greatest potential for growth);
- The widespread use of information and communication technologies in the economy, e.g. owing to access to broadband Internet with a very high throughput.

Targeting of interventions

No.	Direction of action	Area of Strategic Intervention
1.1.1.	Dissemination of innovation in enterprises and the transfer of knowledge to the economy	The whole voivodeship
1.1.2.	Support for cluster initiatives and projects implemented by clusters	
1.1.3.	Support for foreign expansion of enterprises	

No.	Direction of action	Area of Strategic Intervention
1.1.4.	Acquisition of external investment	The whole voivodeship Regarding infrastructure: – the Tri-City Metropolitan Area and the gminas along the infrastructure of regional transport corridors identified in the <i>Plan of Spatial Development for the Pomorskie Voivodeship</i>
1.1.5.	Ensuring access to broadband internet, including the network with a very high throughput	Areas in which implementation of investment is not justified commercially

Indicators (contextual)

Definition	Base value	Tendency to 2020
The share of expenditures on R&D in GDP	0.52% PL – 0.68% (2009)	reaching the national average
The proportion of industrial enterprises cooperating in the field of innovation	4.8% PL – 6.1% (2010)	reaching the national average
The share of the Pomeranian exports in the domestic exports	5.6% (5th place) (2010)	a place among the top five voivodeships in the country
Number of new investments of businesses from outside the region (including foreign ones)	0	min. 30
Number of jobs created in the framework of the above-mentioned new investments	0	min. 5,000
The share of enterprises with the Internet access at speeds of at least 100 Mbit/s	4.0% PL – 4.4% (2010)	an increase above the national average

The liabilities of the Self-Government of Pomorskie Voivodeship

- Development of a system of support for new investors and investors operating in the region (including pre- and post-investment support)
- Establishment of a regional economic promotion system;
- Establishment of a regional system for export support.

The role of the Self-Government of Pomorskie Voivodeship

- Coordinator and leader;
- Inspirer;
- Investor.

Key partners for implementation of the Objective

- Businesses, chambers of commerce and business organizations;
- Units of the R&D sphere, including institutions of higher education;
- Business support institutions;
- Clusters;
- Unit set up for regional coordination of the services provided to investors;
- Local government entities;
- Entities dealing with servicing investors and business promotion.

Conditions for success

- Increased confidence and strengthening of collaboration among key partners, e.g. in dissemination of innovation, transfer of knowledge to the economy and attracting new investment;
- Good climate of innovation in economic and scientific environment of the region;
- Improving administrative efficiency of investment services (including the preparation of planning, taxes and local fees, administrative decisions, incentives);
- An effective national system of incentives for foreign investors;
- Growth in the business services market.

Expectations towards the central government in the implementation of the Objective

- Implementing solutions to enhance the motivation of cooperation between science and business;
- An increase in public spending on R&D activities and strengthening of the research potential of the region, particularly in sectors with the greatest potential for growth;
- Promoting access to risk capital and its instruments;
- Maintenance of decision-making centers of companies controlled by the State Treasury in the region.

Areas of regional and international cooperation

- Modern industries associated with economic use of marine resources;
- International scientific and research networks and cluster cooperation, including in the Baltic Sea Region;
- Areas of accelerated socio-economic development along the transport corridors of European and national importance.

Operational objective 1.2.

Competitive higher education institutions

Strategic challenges

2. Educational services and competitiveness of universities
3. Economic links
6. Areas with not fully launched potentials
7. Access to public services

Strategic choice

The Pomeranian universities as a destination for students and academic staff from outside the region and the country; consolidation and network cooperation of the Pomeranian universities with foreign universities, among themselves, with business, with upper secondary education; a network of higher vocational schools in the region, taking into account the specific nature of sub-regional labour markets and the need to strengthen the polycentric development of urban functions in the centers of supra-local importance, furthest from the Tri-City.

Expected effects

- The Pomeranian universities as an important exporter of educational services (including an increasing number of studies conducted in foreign languages and an increase in the number of international publications);
- Developing and promotion of the Pomeranian pedagogical specializations;
- The Pomeranian academic sector more involved in international intercollegiate networks, including increased activity of the Pomeranian universities in international programs;
- Reinforced university staff potential by improving and increasing international mobility of staff and acquisition of academic staff as a result of international cooperation;
- Implemented inter-university cooperation mechanisms to better exploit the potential of human resources and infrastructure;
- Implemented mechanisms of systematic cooperation between universities and higher secondary schools to improve the coherence of education at various stages of educational path;
- Implemented mechanisms of systematic cooperation between the academic and economic sector for better forming of educational offer and improvement of the quality of education, taking into account the identified needs of employers, including in sectors with the greatest potential for growth;

- Functioning system of higher vocational education based on transformed universities in the major urban centers, taking into account the specificity of economy of each of the parts of the region.

Targeting of interventions

No.	Direction of action	Area of Strategic Intervention
1.2.1.	Internationalization of higher education and the export of educational services	The Tri-City Metropolitan Area and Słupsk
1.2.2.	Inter-cooperation within the region	The whole voivodeship
1.2.3.	Cooperation of universities and employers to improve the quality of education	The whole voivodeship
1.2.4.	Support for sub-regional centers for vocational education	Słupsk, Chojnice-Człuchów, Kwidzyn

Indicators (contextual)

Definition	Base value	Tendency to 2020
Number of foreign students in the region	1114 persons (2010/2011)	min. 3,000 persons
The percentage of students of courses relating to industries with the greatest potential for growth	55% (2010/2011)	70%
The percentage of students in the sub-regional academic centers	7.6% (2010/2011)	10%

The liabilities of the Self-Government of Pomorskie Voivodeship

- Preparation and promotion, involving the key Pomeranian universities, of a comprehensive offer for foreign students and an offer supporting employment of foreign scientists;
- Coordination of scholarship policy instruments available in the region and their adaptation to the needs related to internationalization of higher education institutions and supporting the offer of studies in the fields related to the industries with the greatest potential for growth;
- The implementation, in cooperation with the existing educational institutions, local governments and businesses, of projects that lead to the transformation of the three centers most distant from the Tri-City into the sub-regional training centers at a higher level.

The role of the Self-Government of Pomorskie Voivodeship

- Inspirer;
- Coordinator and leader.

Key partners for implementation of the Objective

- Institutions of higher education;
- Chambers of commerce and business organizations, entrepreneurs;

- Business support institutions;
- Local government units.

Conditions for success

- Activity and creativity of the Pomeranian academic milieu in international and intercollegiate cooperation and cooperation with the business community;
- The involvement of entrepreneurs in sustainable mechanisms for systematic cooperation with universities and local governments to improve the efficiency of higher education, including vocational training;
- Adoption by local governments of the role of inspirer and coordinator in the development of a modern system of higher vocational education.

Expectations towards the central government in the implementation of the Objective

- Covering with the procedure of territorial contract of the significant stream of measures available to the minister responsible for higher education for the purpose, e.g. of the ordered directions, expansion of the range of training, educational quality assurance systems, promotion of higher education institutions and internationalization, as well as investments in infrastructure and other purposes related to the quality of management of universities;
- The successful implementation of reforms raising the competitiveness of higher education carried in the country;
- Further decentralization of the country, leading to the competence strengthening of regional authorities in the field of regulation and financial instruments of co-establishing the higher education offer.

Areas of regional and international cooperation

- The offer of vocational education at the tertiary level in the urban functional areas clustered around the following centers: Słupsk-Koszalin, Kwidzyn-Elbląg-Grudziądz, Chojnice-Człuchów-Tuchola;
- International cooperation of universities, for example, in the formula of a systematic cooperation network of higher education institutions in the Baltic Sea area, based, among others, on the coordination of education courses, as well as mechanisms of permanent staff and student exchange.

Operational objective 1.3.

Unique tourist and cultural offer

Strategic challenges

6. Areas of not fully launched potentials
3. Economic links
1. Employment and population health
9. Space management

Strategic choice

Network, complex, recognizable (at least at the national level), based on the values of natural and cultural heritage resources, as well as those using the region's cultural offer potential, products and tourist packages; independence of the tourist offer from the season of the year, its differentiation on the basis of potential of the leisure industry, as well as stronger regional specialization in the field of health-related and business tourism.

Expected effects

- Year-round, comprehensive and attractive tourist and cultural offer of the region also including the effective use of sports facilities of national importance;
- The unique natural, cultural and heritage qualities, including culinary ones, used in a rational, efficient and sustainable manner;
- Reinforced image of the region and greater recognition and consistency of key regional tourism and cultural brands;
- Strong collaboration between the actors of tourism and cultural industry.

Targeting of interventions

No.	Direction of action	Area of Strategic Intervention
1.3.1.	Development of network and comprehensive tourist products	Areas with high potential for tourism and recreation of the natural and cultural environment
1.3.2.	Creating a recognizable, high-quality cultural offer	Gdańsk, Gdynia, Sopot, Słupsk, Malbork

Indicators (contextual)

Definition	Base value	Tendency to 2020
Number of domestic and foreign tourists	5.3 mln (2nd place)	place among the top three voivodeships

Definition	Base value	Tendency to 2020
	(2010)	in the country
Number of users of accommodation per 1,000 people	728 (3rd place) (2011)	place among the top three voivodeships in the country
Number of tourists using accommodation in the low tourist season	597.5 thousand (2011)	average annual increase of 3%
Number of international exhibitions in exhibition facilities	26 (2nd place) (2011)	place among the top three voivodeships in the country
Number of viewers and listeners theaters and cultural institutions, and museums visitors per 1,000 inhabitants	1.054 (3rd place) (2011)	place among the top three voivodeships in the country

The liabilities of the Self-Government of Pomorskie Voivodeship

Development of regional network tourism products including e.g. small harbours, marinas, bike trails and canoe and inland waterways, as well as a unique regional heritage and cultural offer.

The role of the Self-Government of Pomorskie Voivodeship

- Coordinator and leader;
- Investor;
- Inspirer.

Key partners for implementation of the Objective

- Local government units;
- Tourist organizations;
- Cultural institutions;
- The National Institute of Heritage;
- National Institute of Museology and Collections Protection;
- Regional Conservator of Historical Monuments;
- NGOs;
- Chambers of commerce and business organizations, entrepreneurs, including tour operators.

Conditions for success

- Maintaining the image of the voivodeship as a region which has an attractive tourist offer and conducive to the organization of major cultural and sports events;
- Development of cooperation between the public sector, the travel industry and actors in the field of culture in the development of common, network, supra-local tourism products and cultural offerings.

Expectations towards the central government in the implementation of the Objective

- Conclusion of the ongoing (e.g. the construction of the World War II Museum) and the implementation of new investments in the field of culture and tourism of national importance in the voivodeship;
- Inclusion of Żuławy in the national tourist product status;
- Transport activation of the waterway of the Lower Vistula and the removal of all legal barriers to allow free international shipping on the Vistula Lagoon;
- Participation of the state budget in maintenance of the most important cultural institutions and saving the most precious monuments of the region;
- The adoption of *the National Programme for the Protection of Historical Monuments* providing organizational and financial mechanisms determining the effective protection of cultural heritage.

Areas of regional and international cooperation

- Image and tourism brand of the Baltic Sea Region;
- Network supra-regional tourism products utilizing e.g.:
 - international waterways: E-60 (marine), E-70 and E-40, including Żuławy and the Vistula Lagoon;
 - supra-regional waterways such as Brda, Gwda, Wda, the Grand Brda and Wieprza Canal;
 - cultural routes: the twentieth century, Cistercian, gothic castles, architecture and hydrotechnical heritage of Żuławy, of checkered Land, lighthouses, hydrotechnical structures;
 - Bory Tucholskie Biosphere Reserve, Słowiński Biosphere Reserve;
 - European Network of Regional Culinary Heritage;
 - international and interregional cycling routes.

Strategic objective 2.

ACTIVE RESIDENTS

Premises

The strategic interest of the region is to strengthen:

- a) the activeness of residents so that they are more likely to have a job meeting their aspirations; understand the need and seek to acquire new skills; they are enterprising, creative and open to seeking innovative solutions, while striving to maintain the Pomeranian tradition and cultural and historical heritage; to act together for regional community and local communities development, and to be active as participants in cultural life, cultural animators, citizens, neighbours, members of non-governmental organizations or informal cooperation networks;
- b) the competence of the public and non-governmental sector (e.g. in terms of their cooperation with each other and with the private sector), which will improve the quality of public services more effectively supporting residents in carrying out their plans in the social, professional, cultural and economic dimension, and in the long term will determine the effective use of endogenous potentials of the region.

Desired direction of change

- An increase in the level of employment and professional competence of residents;
- Activation of the socially excluded and at risk of exclusion, and limitation of social pathology;
- Strengthening the basic functions of the family;
- Strengthening of the regional cultural and civic community;
- Development of key competencies, mainly in children and young people;
- Inclusion of a wide range of partners in the definition and implementation of the regional development policy;
- Reduction in the incidence of civilization diseases due to lifestyle changes;
- A better state of health of residents.

Measure of success

The employment rate in 2020 higher than the Polish average, and not lower than 90% of the EU average.

Operational objectives

- 2.1. High employment level
- 2.2. High level of social capital
- 2.3. Effective system of education
- 2.4. Better access to health services

Operational objective 2.1.

High employment level

Strategic challenges

1. Employment and health condition of residents
2. Educational services and competitiveness of higher education institutions
7. Access to public services
3. Economic links

Strategic choice

Economically inactive and unemployed persons; employment support mechanisms in enterprises and social economy entities; system of upper secondary vocational education and lifelong learning.

Expected effects

- Higher level of employment of population, especially women, young people, the elderly, the disabled, and persons living in rural areas and small towns;
- Stronger social inclusion of people at risk of work exclusion, especially the disabled and the elderly;
- Financially and institutionally reinforced social economy entities, capable of self-employment;
- More developed and professionalized vocational guidance system;
- The increase in the number of micro and small enterprises, mainly in rural areas and in small towns;
- A higher level of employability of graduates of higher secondary vocational schools and more interest in taking up education in such facilities;
- A higher level of participation in lifelong learning;
- The growing importance of lifelong learning in the core activity of the Pomeranian higher education institutions;
- Popularized standards of professional training of employees by companies.

Targeting of interventions

No.	Direction of action	Area of Strategic Intervention
2.1.1.	Activation of the inactive and unemployed	In activation of the inactive: – the whole voivodship In activation of unemployed: – areas with high unemployment
2.1.2.	Support for development of micro and small enterprises	Areas with low levels of economic activity
2.1.3.	Improvement of the quality higher secondary vocational education and lifelong learning	The whole voivodship

Indicators (contextual)

Definition	Base value	Tendency to 2020
The percentage of economically inactive in the total population (according to BAEL)	45.0% PL – 43.9% (2011)	decrease below the national average
The percentage of long-term unemployed in the economically active population (according to BAEL)	2.4% (3rd place) (2011)	first place among the top voivodeships in the country
Number of new enterprises per 10 thousand residents	109 (2nd place) (2011)	first place in the country
The percentage of people involved in lifelong education at the age of 25-64 years	5.5% (2nd place) (2011)	first place in the country

The liabilities of the Self-Government of Pomorskie Voivodeship

- Implementation of a regional system of monitoring and evaluation of the situation on the labour market, based on the Pomeranian labour market observatory;
- Integration of regional labour market, assistance and social integration institutions for assistance in exiting labour inactivity of the inhabitants in the voivodeship;
- Implementation of a regional system of vocational guidance.

The role of the Self-Government of Pomorskie Voivodeship

- Coordinator and leader;
- Inspirer;
- Investor.

Key partners for implementation of the Objective

- Local government units;
- Labour market institutions;
- Welfare and social inclusion institutions;
- Educational institutions, including institutions of higher education;
- Business support institutions;
- Chambers of commerce and business organizations, entrepreneurs;
- NGOs;
- Social economy entities.

Conditions for success

- Coordination of actions concerning activation of the inactive among the labour market, social assistance and social integration institutions, with the active participation of non-governmental organizations and social economy entities;
- Establishing partner, long-term relationships between local governments responsible for vocational training in their area, and employers and academia.

Expectations towards the central government in the implementation of the Objective

- Equipment of self-governments of voivodeships with the tools of real influence on the formation and coordination of the regional labour market policies, including increasing decisiveness in the disposition of the Labour Fund resources at the regional level;
- Creation of legal and technical mechanisms of close cooperation of labour market institutions and social assistance and integration institutions for professional activation of persons benefitting from social assistance, able to work;
- Extending range of incentives for employers of people with disabilities and the elderly, and creating incentives for people with disabilities for their professional activation;
- Creating a system of incentives for employers employing part-time employees taking up cooperation with vocational schools and also training their employees;
- Transfer of the tasks concerning development of the provincial network of upper secondary vocational schools, including the development and maintenance of training courses, to the regional level.

Areas of regional and international cooperation

- Traditional occupations (crafts) using specific economic resources, including in the cross-border area;
- Common labour market in the South Baltic area.

Operational objective 2.2.
High level of social capital

Strategic challenges

4. Social capital and regional identity
1. Employment and population health
10. Institutional capacity

Strategic choice

Non-governmental organizations (stimulating social activity); regional and local identity (drawing on the rich and diverse cultural heritage of the region); activation and social inclusion; participation in culture and other forms of social activity (including sports), as well as public spaces (as places conducive to the strengthening of social contacts).

Expected effects

- Participatory attitudes common in public life;
- Non-governmental organizations as a strong partner in the implementation of public tasks and an attractive employer;
- Greater participation of citizens in volunteering and community animation;
- A stronger sense of relationship of the residents with the region and care about maintenance of the cultural diversity of the voivodeship;
- Effective mechanisms for inclusion of the excluded and facing the risk of social exclusion;
- Significant participation of citizens (including children, adolescents, and the elderly and disabled) in local cultural, sports and recreation events;
- Developed readership culture;
- Urban areas which were reinstated or given social functions;
- High quality public space;
- Preserved heritage and cultural and natural landscape.

Targeting of interventions

No.	Direction of action	Area of Strategic Intervention
2.2.1.	Systemic strengthening the capacity of NGOs	The whole voivodship
2.2.2.	Raising the level of regional and local identity and integration of local communities	The whole voivodship
2.2.3.	Active participation in culture, sports and recreation	Areas with above-average levels of social exclusion
2.2.4.	A comprehensive revitalization and development of public spaces	In terms of comprehensive revitalization: – degraded (spatially and socially) urban areas In terms of development of public spaces: – areas with above-average levels of social exclusion

Indicators (contextual)

Definition	Base value	Tendency to 2020
The average number of people working socially (volunteers) in NGOs	11 persons PL – 11 (2008)	increase above the national average
The percentage of taxpayers who make "1% of tax" deductions for non-profit organizations	48.6% (2010)	65%
Participants in events organized by cultural houses, centers, clubs and community centres per 1,000 residents	746 (2011)	increase by 20%
Readers of public libraries per 1,000 residents	139 (2010)	increase by 20%

The liabilities of the Self-Government of Pomorskie Voivodeship

Establishment a regional system of support to NGOs.

The role of the Self-Government of Pomorskie Voivodeship

- Coordinator and leader;
- Investor.

Key partners for implementation of the Objective

- Non-governmental organizations and entities performing charitable activities;
- Local government units;
- Cultural institutions;
- Educational institutions, including institutions of higher education;
- Local action groups;
- Local fisheries groups.

Conditions for success

Increase in trust and intensification of cooperation between key partners, particularly in the relationship: local government units - NGOs.

Expectations towards the central government in the implementation of the Objective

- Covering with the procedure of Government contract of the significant stream of measures available to the Minister of Labour and Social Policy for the social inclusion and implementation of initiatives of NGOs;
- Definition of urbanization standards to ensure the adequate availability of the local social infrastructure and public spaces at the stage of planning.

Areas of regional and international cooperation

- European identity (especially Baltic) supported e.g. by cultural exchange;
- International volunteering networks supporting activeness of citizens.

Operational objective 2.3.
Effective system of education

Strategic challenges

7. Access to public services
2. Education services and competitiveness of universities
4. Social capital and regional identity
1. Employment and population health

Strategic choice

Educational services at the primary, lower secondary and upper secondary level taking into account the skills essential to function in the labour market, technological progress and civilization challenges; access to pre-school education and organized forms of care for children up to 3 years.

Expected effects

- Higher quality of education, especially in terms of key competencies, including social competencies and facilitating access to the labour market;
- Reduced intra-regional variations in the competency gaps among Pomeranian pupils;
- Improvement of the consistency of education at different stages of the educational path;
- A larger share of children in pre-school education and organized forms of care for children up to 3 years.

Targeting of interventions

No.	Direction of action	Area of Strategic Intervention
2.3.1.	Providing high-quality education at the primary, lower secondary and upper secondary level	The areas of worst results of external examinations at all levels of education
2.3.2.	Improving access to primary education and organized forms of childcare for children up to 3 years	Areas of the proportion of children in pre-school education below the provincial average
2.3.3.	The development of system support for pupils with special educational needs (including particularly talented ones)	The whole voivodship

Indicators (contextual)

Definition	Base value	Tendency to 2020
The average result of lower secondary school exam in mathematics and natural sciences	45.8% PL – 47.3% (2011)	increase above the national average
The mean score of the test for six-graders	62.2% PL – 63.2% (2011)	increase above the national average
The percentage of children aged 3-6 years subject to pre-school education	63.7% PL – 69.9% (2010)	increase above the national average
Children in crèches per 1,000 children aged 0-3 years (including branches)	20 PL – 27 (2010)	reaching the national average

The liabilities of the Self-Government of Pomorskie Voivodeship

- Establishment of the regional school support system that includes e.g. teacher training;
- Implementation of a regional system of support for pupils with special educational needs, including particularly talented ones;
- Setting up a mechanism for continued cooperation of universities with schools and educational institutions;
- Establishment of the regional system monitoring the fate of graduates at each level of education;
- Starting a network of educational dialogue in the region based on educational councils.

The role of the Self-Government of Pomorskie Voivodeship

- Coordinator and leader;
- Inspirer;
- Investor.

Key partners for implementation of the Objective

- Local government units;
- Educational institutions, including the Education Office and the Regional Examination Board;
- NGOs;
- Universities and colleges;
- Chambers of commerce and business organizations, entrepreneurs.

Conditions for success

- Sustained cooperation between local authorities, educational institutions, labour market institutions and non-governmental organizations to improve the quality of education, taking into account the development of key competences at every level of education;
- The interaction of students, teachers, parents and local government units to improve the quality of education at all stages.

Expectations towards the central government in the implementation of the Objective

- Completion of reforms in the education system;
- System solutions that increase the impact of the Self-Government of the Voivodeship to provide quality education in the region;
- Changing the education subsidy allocation algorithm, also taking into account quality criteria, in addition to quantitative criteria.

Areas of regional and international cooperation

- Supra-local education services in urban functional areas concentrated around the following centers: Malbork-Elbląg, Kwidzyn-Grudziądz, Słupsk-Koszalin and Chojnice-Człuchów-Tuchola;
- International networking and educational programs with the participation of schools.

Operational objective 2.4.
Better access to health services

Strategic challenges

1. Access to public services
7. Employment and population health

Strategic choice

Prophylaxis and diagnosis, as well as specialist health services concerning civilization diseases understood as cancer, cardiovascular diseases, diabetes and old age diseases, as well as mental diseases and disorders.

Expected effects

- High intrinsic quality of specialized health services in the area of civilization diseases;
- Increasing the effectiveness of prophylaxis and diagnostic programs;
- Health services tailored to the long-term civilization trends;
- Promotion of health and a better level of health of the voivodeship's residents.

Targeting of interventions

No.	Direction of action	Area of Strategic Intervention
2.4.1.	Improved access to quality health specialist services concerning civilization diseases	The Tri-City Metropolitan Area, in particular Gdańsk, Gdynia and Sopot, and Słupsk, Ustka, Chojnice, Kwidzyn, Malbork, Starogard Gdański, Lębork, Kościerzyna and Bytów
2.4.2.	Intensification of prevention and diagnostic activities concerning civilization diseases	The whole voivodship

Indicators (contextual)

Definition	Base value	Tendency to 2020
The percentage of the voivodeship's population covered by health programs	17.4% (2011)	above 24%
Mortality due to tumors per 100 thousand residents	255.3 PL – 251.6 (2010)	decrease below the national average
Mortality due to cardiovascular disease per 100 thousand residents	344.2 PL – 455.7 (2010)	decrease below 70% of the national average
Mortality due to complications of diabetes per 100 thousand residents	18.1 PL – 17.0 (2010)	decrease below the national average

The liabilities of the Self-Government of Pomorskie Voivodeship

- Establishment of an effective regional network of hospitals providing specialized health services of high real quality, primarily concerning civilization diseases;
- Implementation of a regional system of monitoring and evaluation of health programs;
- Implementation in hospitals of a long-term action plan regarding improvement of the real quality of health services.

The role of the Self-Government of Pomorskie Voivodeship

- Investor;
- Coordinator and leader;
- Inspirer.

Key partners for implementation of the Objective

- The National Health Fund;
- Local government units,
- Universities and colleges;
- Operators carrying out medical activities (public and private ones);
- NGOs.

Conditions for success

- Cooperation between the National Health Fund and the Self-Government of the Voivodeship, and the other partners in the coordination and effectiveness of financing of health services in the region;
- Introduction of system solutions for the prevention and diagnosis of civilization diseases.

Expectations towards the central government in the implementation of the Objective

- Adaptation of the allocation algorithm for the National Health Fund resources for the regions to the actual needs;
- Completion of systemic reforms in healthcare, including the equipment of self-government of voivodships with appropriate tools to conduct effective health policy.

Areas of regional and international cooperation

- Supra-local health services in the functional urban areas concentrated around the following centres: Malbork-Elbląg, Kwidzyn-Grudziądz, Słupsk-Koszalin and Chojnice-Człuchów-Tuchola;
- Support for activities of entities operating in healthcare in international networks and cooperation programs.

Strategic objective 3.

ATTRACTIVE SPACE

Premises

The strategic interest of the voivodeship is to provide the basic conditions for a stable, long-term and sustainable development. It is necessary to lay the foundation for high mobility of the population, as well as the efficient and safe flow of goods and energy, based on the effective (*smart*) functioning infrastructural networks and systems conducive to balancing spatial development processes.

Long-term development needs to be based on respect and skilful use of the resources and values of the environment, with a particular focus on reducing human pressure and continuous improvement of environmental parameters (e.g. through the production of *green* energy), as well as the conservation of natural habitats. It is also important to prepare to effectively reduce the negative effects of extreme natural events, especially floods, which involves the need to increase public safety and reduce the risk of doing business.

Desired direction of change

- Complete integration of the region in the trans-European transport and energy networks;
- Increase in the attractiveness of public transport and the importance of individual active mobility;
- Increase in the share of intermodal transport in freight transport;
- Increased energy efficiency and the development of distributed generation;
- Improvement of the environmental state and the environmental conditions of life;
- Increased flood safety.

Measure of success

Dynamics of decline in the energy intensity of the economy, including transport energy consumption, in 2013-2020 faster than the average in Poland.

Operational objectives

- 3.1. Efficient transport system
- 3.2. Energy safety and efficiency
- 3.3. Good environmental status

Operational objective 3.1.
Efficient transport system

Strategic challenges

- 5. Transport accessibility
- 6. Areas of not fully launched potentials
- 9. Space management

Strategic choice

Public transport; availability of peripheral parts of the region and the key multi-modal nodes.

Expected effects

- Developed public transport characterized by the high quality of services (e.g. through the improvement of infrastructure and rolling stock, the coordinated organizers' offer, intelligent transport systems, *Park&Ride* schemes and links with cycling infrastructure) and a strong competitive position against private car transport, especially in the Tri-City Metropolitan Area;
- Modern, efficient junction and linear (mainly rail) infrastructure of public transport, binding poviats cities with the Tri-City;
- Developed road links of the Tri-City with regional and sub-regional centers located far from the capital of the voivodeship, as well as between poviats cities and gmina centers;
- Multi-modal nodes (e.g. ports, airports, logistics centers) well connected with the transport infrastructure of the region;
- Reduced negative impact of transport on the environment and a higher level of user safety.

Targeting of interventions

No.	Direction of action	Area of Strategic Intervention
3.1.1.	Development of public transport systems	The whole voivodeship
3.1.2.	Development of the road network binding poviats cities of region with the Tri-city and their surroundings	<ul style="list-style-type: none"> – Areas of improvement of road access to the Tri-City (over 60 minutes); – Areas of improvement of road access to a poviats city (over 30 minutes);
3.1.3.	Modernization of infrastructure binding multimodal nodes with the transport system in the region	Gminas located within the regional infrastructure corridors by the <i>Plan of Spatial Development for the Pomorskie Voivodeship</i> , accumulating the main trans-regional transport links

Indicators (contextual)

Definition	Base value	Tendency to 2020
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Number of poviats supported by the rail passenger transport	17 (2011)	19
The percentage of residents of the region covered by the 90-minute isochrones of public transport accessibility to Gdansk in the morning traffic rush hours	46% (2011)	60%
The percentage of the population with at least good availability of collective transport to the poviats city	83% (2011)	90%
The percentage of the length of voivodeship roads with good and satisfactory technical condition	47.8% (2011)	60%
Number of fatalities on voivodeship roads	48 (2010)	max. 24

The liabilities of the Self-Government of Pomorskie Voivodeship

- Establishment of a regional public transport management board;
- Verification of the functional and technical structure of the voivodeship road networks.

The role of the Self-Government of Pomorskie Voivodeship

- Investor;
- Coordinator and leader;
- Inspirer.

Key partners for implementation of the Objective

- Managers of roads and rail infrastructure;
- Local government units and their unions (municipal ones);
- Public transport operators and carriers;
- Managers of sea ports, including maritime administration;
- Managers of airports and airport facilities.

Conditions for success

- Effective promotion of alternatives to car transportation;
- Agreed and co-ordinated implementation of *sustainable collective public transport development plans* at all levels in the voivodeship.

Expectations towards the central government in the implementation of the Objective

Systemic

- Placing under territorial contract procedure means a significant stream of resources distributed by the National Road Fund and the Railway Fund;
- Transfer of management of the National Programme for Reconstruction of Local Roads to the level of voivodeship self-governments;
- State policy obliging railway infrastructure managers to introduce long-term pricing of infrastructure access rates;
- Establishment of mechanisms for co-management of rail infrastructure of regional importance by the Government and local government units;
- Support for PKP Polskie Linie Kolejowe S.A. (Polish Railway Lines) in the preparation of projects for modernization of intra-association railway lines;
- Inclusion of voivodeship roads No. 235 and 214 (section Kościerzyna-Łeba), the Tri-City Agglomeration Northern Ring Road and Kwiatkowski Route in the national road network;
- Amendments to the law on ports and harbours concerning the development of a comprehensive settlement of the problems of sea ports and harbours development, and an increase in shares of local government units, including the Self-Government of the Voivodeship in the entities managing the ports of Gdańsk and Gdynia;
- The creation of legal conditions (for example, signing the Convention on the inland waterways of AGN), program, technical (Class IV navigability) and organizational conditions for the development of transport functions of waterways E-40 and E-70;
- Improving access to the Vistula Lagoon and its adaptation to the needs of inland waterway transport, including the removal of all legal barriers to allow free international shipping on these waters.

Investment

- Modernization of the key railway lines: No. 131 (Tczew-Chorzów), No. 201 (Gdynia-Nowa Wieś Wielka), No. 202 (Gdańsk-Stargard) and No. 203 (Tczew-Kostrzyn);
- Construction of key roads: S6 (Gdańsk-Szczecin), S7 (Gdańsk-Warsaw) and the metropolitan ring road;
- Implementation of other projects on the national roads: construction of the Tri-City Agglomeration Northern Ring Road (OPAT), construction of the bypass road in Kościerzyna within road No. 20, reconstruction of road No. 22 and construction of bypasses of Czersk, Malbork and Starogard Gdański, reconstruction of road No. 21 (access to the port of Ustka);
- Development of multimodal transport nodes in sea ports of Gdańsk and Gdynia, and the construction of a multimodal terminal in Zajączkowo Tczewskie;
- Construction of the expressway S11 (Poznań- Koszalin).

Areas of regional and international cooperation

- Infrastructure of transport corridors of European (the Baltic-Adriatic, North/Seaside) and national importance (Pojezierny – based on national road No. 22 and railway line No. 203 and Central Pomerania - based on national road No. 11 and a railway line No. 405);
- The key inter-regional transport links (road and rail ones);
- Short sea shipping, small ports and marine harbours;
- Network of international airline connections.

Operational objective 3.2.
Energy safety and efficiency

Strategic challenges

- 8. Energy security and environmental technologies
- 3. Economic links
- 9. Space management
- 10. Institutional capacity

Strategic choice

Regional energy efficiency; the use of renewable energy resources and reduction of negative impacts of energy sector on the air quality.

Expected effects

- Higher energy security and improved reliability of supply of energy of adequate quality;
- Higher energy efficiency, especially in terms of production (cogeneration) and energy transmission, and efficiency of its use (mainly residential and public sectors);
- A high level of use of renewable energy sources, mainly in the distributed generation system;
- Lower costs of energy use;
- Better air quality;
- Implemented innovative solutions in energy, including *smart grids*;
- High public awareness on the need for rationalization of energy use and the impact of energy sector on the quality of the environment and living conditions, as well as the general prosumer attitudes.

Targeting of interventions

No.	Direction of action	Area of Strategic Intervention
3.2.1.	Support for projects in the field of energy efficiency	The whole voivodship
3.2.2.	Support for projects in the field of the use of renewable energy sources	The whole voivodship
3.2.3.	Development of heat supply systems and the expansion of their service	Gminas which had exceeded air quality standards
3.2.4.	Changing local and private sources of energy to reduce emissions of pollutants	Gminas which had exceeded air quality standards

Indicators (contextual)

Definition	Base value	Tendency to 2020
The ratio of electricity production to its consumption in the voivodeship	34.7% (2010)	min. 80%
The share of electricity produced from renewable energy sources in its total consumption in the voivodeship	9.84% (2010)	min. 15%
Unit heat consumption in residential and public utility buildings	230 kWh/m ² /year (2010)	decrease by min. 20%
The proportion of measurement points in which exceeded air standards were found concerning suspended particulate matter PM10 and benzo(a)pyrene PM10 matter	PM10 35% benzo(a)pyrene 88.9% (2011)	decrease in value

The liabilities of the Self-Government of Pomorskie Voivodeship

- Creating a network of dialogue on the concept of development of unconventional hydrocarbon deposits in Pomorskie voivodeship (especially shale gas), and monitoring of exploration, prospecting and mining works of the above-mentioned deposits in the region;
- Execution of evaluation studies on the benefits, risks and potential conflicts associated with the energy investments planned in the region (including in the field of energy sources and transmission infrastructure);
- Establishment of the organizational structure responsible for the coordination and implementation of actions of the Self-Government of the Voivodeship in the area of energy, especially in the field of energy efficiency, promotion of the use of renewable energy sources and prosumer attitudes.

The role of the Self-Government of Pomorskie Voivodeship

- Coordinator and leader;
- Investor;
- Inspirer.

Key partners for implementation of the Objective

- Local government units and other institutions administrating public utilities;
- Entrepreneurs;
- R&D entities;
- NGOs;
- Regional Directorates of State Forests.

Conditions for success

High awareness of all stakeholders as regards benefits of taking action in the field of improving energy security, energy efficiency and use of renewable energy sources, and the existence of effective mechanisms to support the above-mentioned projects.

Expectations towards the central government in the implementation of the Objective

- The final decision on the location of a nuclear power plant in Northern Poland;
- Upgrading the country's energy policy in the context of the use of unconventional hydrocarbons deposits (especially shale gas), including the needs to optimize the mining potential, respect for the environment and economic development and to strengthen the dialogue with the region's population on issues of exploration and production of shale gas;
- Support for investments in system energy resources (in particular low-carbon ones), as well as transmission and distribution power system, and the handling, storage, transmission and distribution of natural gas, crude oil and liquid fuels planned for implementation in the region;
- Preparation of guidelines (standards) for the development of various forms of renewable energy on the specific types of areas (marine, valuable natural and cultural ones, etc.);
- Preparation of spatial development plans of marine areas of the Republic of Poland in the context of the use of various energy resources of the sea.

Areas of regional and international cooperation

- The energy potential of the Vistula River;
- The potential of the sea for wind energy development;
- National and European energy networks for the transmission of electricity (e.g. in the construction of the so-called Baltic Ring), natural gas, crude oil and liquid fuels.

Operational objective 3.3.
Good environmental status

Strategic challenges

- 10. Institutional capacity
- 9. Space management

Strategic choice

Municipal wastewater treatment; rainwater and snowmelt; flood risk; waste management; environmental monitoring and nature protection.

Expected effects

- Better water quality and good water status, particularly of lakes;
- Reduced disparities in access to water supply and sewerage;
- An effective system of flood protection (including through small retention);
- A wider range of environmental monitoring and developed flood-risk monitoring systems and notification of population about threats;
- Effective work of rainwater and snowmelt collection and treatment systems;
- Smooth operation of complex systems of municipal waste management;
- Rational spatial structure of protected areas and smaller investment pressure on areas of particular importance for the preservation of natural resources and continuity of ecological relationships;
- Protection plans for the various forms of nature, preserved resources (including biodiversity) and natural and landscape values;
- Increased public awareness of the need for environmental protection.

Targeting of interventions

No.	Direction of action	Area of Strategic Intervention
3.3.1.	Development of collection and treatment systems for waste water, rainwater and snowmelt	In terms of waste water: – waste water metropolitan areas that do not meet the accession requirements In terms of rainwater and snowmelt: – cities
3.3.2.	Reduction of flood risk	The areas at risk of flooding determined in a preliminary assessment of flood risks and areas marked in flood hazard maps In terms of small retention: – The whole voivodship
3.3.3.	The development of a comprehensive municipal waste management systems	The whole voivodship
3.3.4.	Preservation of wildlife and improvement of natural consistency	The areas covered by the legal forms of natural protection and areas which fit

No.	Direction of action	Area of Strategic Intervention
		the structure of ecological corridors under the <i>Plan of Spatial Development for the Pomorskie Voivodeship</i>
3.3.5.	The development of environmental and flood risk monitoring	In terms of environmental monitoring: – the whole voivodship In terms of flood risk monitoring and public notification systems: – the areas at risk of flooding determined in a preliminary assessment of flood risks

Indicators (contextual)

Definition	Base value	Tendency to 2020
The percentage of wastewater agglomerations meeting the accession requirements	27% (2011)	100%
Flood risk	the value will be determined on flood risk maps	decrease in value
Weight of biodegradable waste permitted for landfilling	the value will be determined in the relevant regional strategic program	max. 99,300 [Mg]
Number of established protection plans for landscape parks	2 (2011)	9

The liabilities of the Self-Government of Pomorskie Voivodeship

- Bring to the implementation of the second stage of a comprehensive flood protection of Żuławy;
- Adoption of conservation plans for all natural parks located in the territory of Pomorskie voivodeship.

The role of the Self-Government of Pomorskie Voivodeship

- Coordinator and leader;
- Investor;
- Inspirer.

Key partners for implementation of the Objective:

- Local government units;
- The National Water Management, regional water management authorities;
- Regional Directorate for Environmental Protection in Gdańsk;
- Maritime authorities;
- Regional Inspectorate for Environmental Protection in Gdańsk;
- Regional Directorates of State Forests;
- Educational institutions;
- NGOs.

Conditions for success

- A high level of motivation of local self-governments to fulfill their accession obligations;

- Structured legal system of spatial planning;
- System cooperation of operators in the sector of water management.

Expectations towards the central government in the implementation of the Objective

Systemic

- Placing under territorial contract of a significant stream of resources distributed by the National Fund for Environmental Protection and Water Management;
- Implementation of the HELCOM Baltic Sea Action Plan;
- Provide funding for activities necessary to achieve the objectives of the Water Framework Directive;
- Arrangement of the water management system by identifying a single entity responsible for water management in a given area;
- Implementation of the Directive on the assessment and management of flood risk;
- Development of a system solution to the problem of flood insurance;
- Better legal regulation to raise the effectiveness of wildlife and landscape protection, including the arrangement of a surveillance system for forms of protection of nature and landscape;
- Implementation into national law of the provisions of the European Landscape Convention;
- A comprehensive reform of the system of spatial planning;
- Preparation of plans of protection actions for Natura 2000 sites;
- Preparation of spatial development plans for the marine areas of the Republic of Poland;
- Strengthening of the state environmental monitoring;
- Implementation of the National Woodland Extension Programme.

Investment

- Ensuring funding and implementation of the second stage of the *Comprehensive Flood Protection Program of Żuławy to 2030*;
- Implementation of the Act on establishment of a long-term *Program of coastal protection*.

Areas of regional and international cooperation

- *Comprehensive Flood Protection Program of Żuławy to 2030*;
- The water quality of the Baltic Sea, including the Vistula Lagoon;
- Standards of good governance and management for coastal areas;
- Consistency of natural space in the South Baltic area;
- Proecological awareness of the population.

C. TERRITORIAL TARGETING OF THE STRATEGY AGAINST THE MAIN FUNCTIONAL AREAS

The following is a synthesis of the most important interventions in relation to the major functional areas of Pomorskie Voivodeship.

1. Territorial targeting of the Strategy's interventions will foster more effective implementation of the objectives through the use of diverse territorial potentials and the balancing of development processes in the voivodeship area. It comprises the basic conditions and problems of spatial development of Pomorskie Voivodeship.
2. Implementation of the Strategy should improve the competitiveness of the whole region, which also means taking care of its territorial integrity. The actions taken will promote civilization catching up to the average European level of development, as well as will enhance own development potential and improve the competitiveness of less developed areas, including overcoming structural barriers of trans-regional dimension, creating a solid foundation for their sustainable development. Strengthening of all development potentials of areas in the voivodeship, establishment of the conditions to ensure consistency and participation in the development processes across the voivodeship, with simultaneous formation of centers and zones that will become the main cells stimulating the voivodeship's development, will be the effect of the policy.
3. This means the need for space addressing of the strategic intervention for use of potentials of all areas of the voivodeship, including its territorial disparities, according to the principle that different types of areas require a different approach and specific support offers.
4. In particular, the following functional areas should be considered in the region: the Tri-City Metropolitan Area, urban functional areas of the regional center of Słupsk and sub-regional centers (Chojnice-Człuchów, Kwidzyn, Lębork, Malbork, Starogard Gdański, Kościerzyna and Bytów), as well as rural areas participating in development processes, rural areas in need for support for development processes (e.g. Central Pomerania) and Żuławy Wiślane, the coastal zone, as well as areas of forming development potential requiring programming of protective measures (e.g. precious natural areas, areas of strategic mineral deposits).
5. The Tri-City Metropolitan Area remains the main link concentrating the processes of economic and social development, as well as elevating the competitiveness of the whole region, being one of the national growth poles of European significance. It will create a stronger node concentrating metropolitan functions (science and higher education, economic and symbolic ones). They require, in particular, support for the internationalization of higher education institutions (1.2.1.) and inter-university cooperation (1.2.2.), as well as enhancing the attractiveness of the cultural offer (1.3.2.). The development of public transport (3.3.1.) and comprehensive revitalization and development of public spaces (2.2.4.), especially in the districts of above-average levels of social exclusion or degraded as a result of the loss of their functions, will be an important activity in the metropolitan area.

Strategic intervention towards the Metropolitan Area will also focus on the implementation of activities relating to obtaining external investments (1.1.4.), raising the innovation potential in enterprises (1.1.1.), as well as the development of conditions for multimodal transport in ports and

logistics centers (3.1.3). An increase in the competitiveness of the Tri-City Metropolitan Area in the Baltic Sea Region should be the result of such targeted intervention.

6. Slupsk and sub-regional centres and their functional surroundings form a network strengthening the polycentric structure of the voivodeship. In relation to the academic center of Slupsk, mainly actions related to improvement of the competitiveness of universities (1.2.) should be fostered. Activation of Slupsk and other cities will focus on strengthening their supra-local functions in higher vocational education (1.2.4.), specialist medical services (2.4.1.), the cultural offer (1.3.2.) and the creation of conditions and intensification of transport links between them and the Tri-City Metropolitan Area through the development of public transport (3.1.1.) and road systems (3.1.2.). The particularly important activities will include acquiring external investments (1.1.4.) and inclusion in the process of technology transfer (1.1.1.).
7. An increase in the number and quality of functional links, integration of cities and their surroundings in the urban functional areas, and improvement of the outside availability will enable the development of the regional center and sub-regional centers, providing better living and farming conditions in areas located in the strong interaction zone, so in the rural areas involved in development processes. The activities in these areas, in addition to supporting the development of systems of collection and treatment of urban waste water (3.3.1.), will also focus on maintaining and strengthening local community ties, e.g. through the development of public spaces (2.2.4.).
8. Special support, e.g. to improve the availability of public transport (3.1.1.), the use of local potentials associated with the development of renewable sources of energy (3.2.2.) or creating network tourist products (1.3.1.), will be directed to rural areas requiring support for development processes (e.g. Central Pomerania). It will also focus on the development of small towns and their functional surrounding which, as a result of development processes, lost important economic functions and require efforts promoting the development of local entrepreneurship (2.1.2.) and activation of the inactive and unemployed (2.1.1.). In addition, the intervention will be directed to provide high quality educational services at the primary, lower secondary and upper secondary level (2.3.1.). The activities listed above will be accompanied by an active policy for the protection of natural structures, including supporting the development of the system of ecological relationships (3.3.4.).
9. Achievement of the development objectives of the voivodeship will not be possible without the support of the state's regional policy (through investment, legal and organizational activities), also targeted to the areas with special development and potentials problems in the supra-regional scale. Beside the Central Pomerania, these include the coastal zone, requiring urgent implementation of the principles of integrated coastal zone management and Żuławy Wiślane, in relation to which public intervention in the framework of the Strategy will focus, among others, on activities related to mitigation of flood hazard (3.3.2.).

V. IMPLEMENTATION SYSTEM

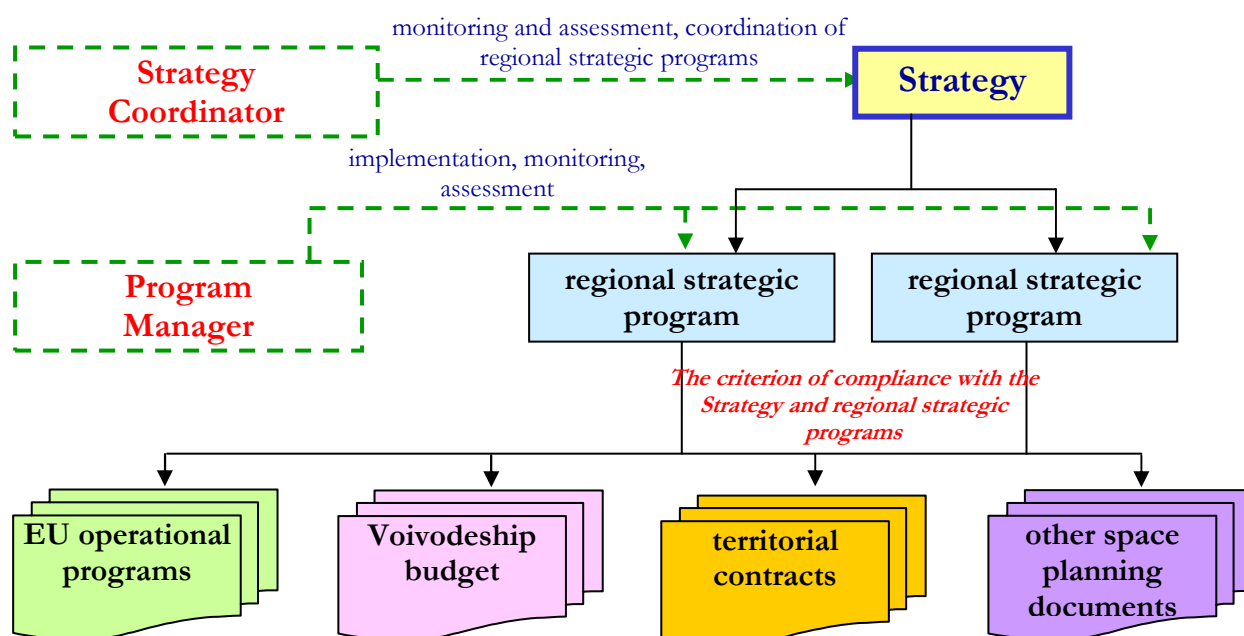
A. INVOLVED SUBJECTS

1. The Self-Government of Pomorskie Voivodeship is the entity responsible for the implementation of the Strategy. In order to target more effectively and strengthen the intervention, it will cooperate with multiple partners operating on different levels of development management. These include, among others: the government administration, local government units, colleges and universities, NGOs, socio-economic partners, entrepreneurs, business institutions, as well as other regions and foreign organizations and institutions, and international organizations.
2. Central government administration, with which strategic development projects in the voivodeship important both from the point of view of the country and the region will be agreed, for example in the form of a territorial contract, will be an important partner. This will enhance coordination of the intervention carried out from the national and regional level for achieving the objectives of the Strategy. The position of the Self-Government of Pomorskie Voivodeship, which will be the basis of commitments entered into with the government, will be prepared on the basis of the Strategy and in consultation with the partners in the region, with particular emphasis on the entities directly involved in the implementation of specific projects.
3. At the regional level, co-operation with partners will rely mostly on arrangements and joint implementation of development projects of regional and supra-local importance being part of the objectives of the Strategy. This co-operation can be carried out in partnership and negotiated formula of integrated territorial agreements concluded between the Self-Government of the Voivodeship and the partner representation of the given functional area, mainly including local government units, social and economic partners, universities and colleges (other educational and scientific institutions), NGOs, business institutions and entrepreneurs. Integrated agreements will be based on the analysis of development issues and consensus on a common interest of partners. Concerted and coherent package of projects in different thematic areas, serving exploitation of growth opportunities and overcoming barriers to characterize the area, should be the result. The projects included in the package, provided they comply with the formal conditions for the support and timely reach the appropriate level of implementation preparedness, should be given priority access to various support instruments at the disposal of the Self-Government of the Voivodeship.
4. To stimulate and systematize the strategic debate on the development of the voivodeship and to enhance cooperation between key actors involved in the conduct of development activities at the regional level, the Board of the Voivodeship will appoint a regional territorial forum, which will be the body of an opinion and consultation character. The composition, tasks and mode of work of the forum will be determined within 6 months from the adoption of the Strategy.

B. IMPLEMENTATION TOOLS

1. The essential tools for the implementation of the Strategy will be the regional strategic programs performing the leading role in operationalization and harmonizing the activities of the Self-Government of the Voivodeship in various thematic areas of the Strategy. Compliance with the Strategy and regional strategic programs will be the primary criterion for determining the shape of operational programs and other tools of the Strategy (Scheme 1) adopted at the level of the Self-Government of Pomorskie Voivodeship. Regional strategic programs will be the primary point of reference determining the orientation of funds recognized on the development expenditure side of the voivodeship's budget

Scheme 1. Tools for Strategy implementation and the relationship between them



2. Regional strategic programs, as the documents guiding the implementation of the Strategy, will be characterized by the following:
 - a) they have a similar structure and meet uniform standards established at the regional level;
 - b) they implement one or more of the operational objectives of the Strategy, specifying, selecting and prioritizing the problems and development activities aimed at achieving these objectives;
 - c) they concentrate the majority of development funds at the disposal of the Self-Government of the Voivodeship;
 - d) they have a long-term perspective and operate measurable objectives;
 - e) they may include non-investment and investment activities;

- f) they indicate the Areas of Strategic Intervention, developing the criteria contained in the Strategy;
 - g) they indicate the projects the implementation of which is essential to achieve the objectives of the Strategy, or specify the criteria for their identification;
 - h) they are (co-)financed from the funds at the disposal of the Self-Government of the Voivodeship, and also are directly linked to multi-annual financial documents;
 - i) they identify potential external sources of funding and implementation mechanisms;
 - j) they determine the shape and content of operational programs supported by EU funds managed by the Self-Government of the Voivodeship;
 - k) they are developed in a partnership and participatory way with the involvement of various entities functioning within a given thematic area.
3. During the month after the adoption of the Strategy, the Board of the Voivodeship will approve *the Strategy Management Plan*, which sets out, among others, the rules, the requirements, the schedule and required resources relating to the development of regional strategic programs. Coordination between the programs will be ensured by *the Strategy Coordinator* designated by the Board of Pomorskie Voivodeship. For each of the regional strategic program, the Board of the Voivodeship will appoint *the Program Manager* who will be responsible for its implementation, as well as units and bodies working together with the Self-Government of the Voivodeship.
4. The strategic regional programs identified in the Strategy (Table 1) should be approved by the Board of the Voivodeship by the end of 2013. The review and verification of sectoral programs and strategies currently operating at the regional level in terms of their suitability and compliance with the Strategy and regional strategic programs will be conducted in 2013.

Table 1. Regional strategic programs and their connection with the operational objectives of the Strategy

Regional strategic program (concerning)	Operational objective
economic development	1.1. High efficiency of enterprises
	1.2. Competitive higher education
tourist and cultural attractiveness	1.3. Unique tourist and cultural offer
professional and social activeness	2.1. High employment level
	2.2. High level of social capital
	2.3. Effective system of education
healthcare	2.4. Better access to healthcare services
transport	3.1. Efficient transport system
energy sector and the environment	3.2. Energy safety and efficiency
	3.3. Good environmental status

C. FINANCING

1. The strategy will be a primary document to the budget of the voivodeship and all long-term financial documents of the voivodeship, which means that:
 - a) at the level of drafts of these documents and at the stage of reports on their implementation, their close ties with the implementation of the Strategy will be defined;
 - b) not less than 80% of the budget funds of the voivodeship minus current expenditure will be targeted directly to the projects related to the implementation of the Strategy;
 - c) not less than 90% of the funds provided in the multiannual financial documents of the voivodeship will be sent directly to the projects related to the implementation of the objectives of the Strategy;
 - d) measures will be taken for:
 - clear separation of costs associated with the implementation of the Strategy (strategic);
 - strengthening of the mechanisms for long-term strategic budgeting;
 - introduction of effective and transparent decision-making procedures in the allocation of strategic expenses.

Separation of a Pomeranian development fund to support implementation of regional strategic programs and key projects related to the implementation of the Strategy could be one of the solutions in this regard.

2. Financial resources directed to the implementation of the Strategy can be broadly divided into the following:
 - a) due to the source of origin:
 - national public funds (government, regional, local);
 - foreign public funds;
 - private funds involved in projects with the large public impact.
 - b) due to the magnitude of the influence of the Self-Government in the areas of impact:
 - direct (own funds of the voivodeship);
 - decisive (e.g. regional operational program);
 - consensous (e.g. within the framework of a territorial contract);
 - indirect (e.g. government spending due to the activity of regional authorities).
3. The size of public funds that can potentially be allocated to the implementation of the Strategy was estimated assuming certain assumptions with respect to:
 - a) theoretical investment potential of the Pomeranian local government units understood as the amount that the unit could allocate in the 2012-2020 period for financing of new investment projects and other development activities;
 - b) theoretical absorption capacities of the region related to EU funds which will be available in Poland in the years 2014-2020 in the framework of the Cohesion Policy, the Common Agricultural Policy and the Common Fisheries Policy;
 - c) theoretical stream of government development funds in the voivodeship as part of the total flow of government structural expenditure estimated for Poland for the years 2012-2020.

Taking these assumptions and estimates, the total pool of public development funds available in the Pomorskie voivodeship in 2012-2020 is set at PLN 45-50 billion. This amount

determines the broadly understood financial frame of implementation of the Strategy. However, taking into account the past experience, it should be considered that conscious and program targeting of 40-50% of this amount for activities directly related to the implementation of the Strategy and determined by the Strategy would be satisfactory.

D. MONITORING AND EVALUATION OF EFFECTS

1. The implementation of the Strategy will be monitored and periodically evaluated. Activities in this area will be of regular character, leading to the formation of the Pomeranian System of Monitoring and Evaluation (PSME) which will be an important component of the implementation of the Strategy.
2. Effective support of the decision-making process related to the planning and use of resources (mainly financial ones) targeted to the implementation of the Strategy will be the primary objective of functioning of the PSME.
3. The scope of the PSME will focus primarily on the following tasks:
 - a) systemic monitoring of activities for the implementation of the Strategy and its effects on the basis of measures of success, including indicators and liabilities attributable to the objectives of the Strategy;
 - b) analysis of the social, economic and environmental changes in the region, with particular emphasis on those related to the implementation of the Strategy;
 - c) evaluation of progress in the implementation of regional strategic programs, including operational programs resulting from them and the evaluation of the results achieved owing to them;
 - d) identification of new conditions related to the implementation of the Strategy and formulation of recommendations on the objectives set out in it, as well as the system of its implementation;
 - e) evaluation of the effects of the Community, national and regional public policies realized in the region;
 - f) analysis of changes in spatial development of the region;
 - g) formulation of forecasts and scenarios for the region's development.
4. The key conditions of success of PSME are as follows:
 - a) functioning of the system of collection, processing and analysis of data and information that will allow regular generation of applications being the basis to make periodic evaluations of the implementation of the Strategy;
 - b) efficient management of regional programs for monitoring the results of the strategic and operational programs;
 - c) continuous cooperation with the key partners involved in the implementation of the Strategy, as well as with experts in order to ensure reliability of data and the flow and updates of information;
 - d) factual, financial and spatial records of investment projects implemented in connection with the realization of the Strategy;

- e) integration of the information base with GIS tools from Land Information System of Pomorskie Voivodeship;
 - f) ensuring widely available nature of the information, data, reports and analyses.
5. The *Strategy Coordinator* will be responsible for organization and functioning of the PSME.
 6. PSME will operate on the basis of multi-annual and annual action plans approved by the Board of Pomorskie Voivodeship. Primarily, these plans will indicate the subject areas requiring research, and the basic terms and conditions of their implementation.
 7. Detailed concept of functioning of PSME will be approved by the Board of Pomorskie Voivodeship within 6 months following the adoption of the Strategy. It will identify for instance:
 - a) the scope and methodology of collected and processed data;
 - b) the principles and responsibilities of the system's participants, including the principles of coordination of monitoring and evaluation activities carried out in the framework of regional strategic programs;
 - c) procedures and rules for the preparation, delivery, collection, processing, reporting, and sharing the results of research on the regional strategic programs;
 - d) procedures and rules for the implementation of recommendations arising from the conducted research;
 - e) organizational and financial resources necessary to achieve the objectives of PSME.
 8. At least once every 2 years, the Board of the Voivodeship will develop Information on the progress in implementation of the Strategy, and at least once during the term of the Sejmik of the Voivodeship – it will draw up Evaluation of the implementation of the Strategy. Both of these documents will be reviewed by the regional territorial forum, and then presented to the Sejmik of Pomorskie Voivodeship. Conclusions and recommendations from these documents may be premises for updates of the Strategy.

Scheme 2. Model of the Pomeranian System of Monitoring and Evaluation

