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BOARD OF THE WIELKOPOLSKIE VOIVODSHIP



WIELKOPOLSKA 2020

**UPDATED DEVELOPMENT STRATEGY
OF THE WIELKOPOLSKIE VOIVODSHIP
BY 2020**

POZNAŃ, 17 DECEMBER 2012

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“The future starts today, not tomorrow”

John Paul II

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INTRODUCTION

In the report on the strategy implementation, which according to the provisions of this document was submitted in 2009 to the Wielkopolskie Voivodship Parliament, it was found that as to the state at the end of 2008 there was no need to modify its individual provisions. Currently, the situation is different.

With the adoption of new national planning documents or development of their projects: Long-Term and Medium-Term National Development Strategy, National Strategy of Regional Development, 8 integrated national strategies and National Spatial Development Concept 2030, it is necessary to take their contents into account.

The package of the developed and adopted national strategic documents results from the construction of a new model of management of national growth, determined by the Council of Ministers in April 2012 in the document *Assumptions for Poland's Development Management System*. First of all, it defines new paradigm/principles of support and look at the national development. It assumes support of all the areas with their specific potential and problems, and mutually beneficial impact of development centres and their surroundings, which is determined by the diffusion and absorption model. Metropolises should be the source of positive influence on their environment, and other areas should reap profit from their development. Territory is not to be regarded only as a space, but as a functional system. Furthermore, the regional strategy should to a larger extent direct territorially the objectives contained therein.

After the *National Strategy of Regional Development Regions, cities, rural areas*, the Council of Ministers adopted an action plan necessary to implement the provisions of this document. For the purpose of this process, territorial forums acting as platforms for social partnership and regional observatories were planned as entities monitoring development processes and implementation of policies. Consequently, the system monitoring and managing the implementation of the regional development strategy should be changed. Moreover, territorial contract will be realized for the implementation of this document, as a form of coordination of self-government and administrative actions in the region's area.

The next financial perspective of the European Union is coming. Therefore, the next regional operational programme for Wielkopolska for the years 2014-2020 will require an upgrading of the strategic bases, modified/refreshed look in the strategy at the development and external instruments of intervention.

First of all, *Strategy for smart, sustainable and inclusive growth EUROPE 2020*, which creates a completely new face of the European Union's development policy, whose priorities are smart growth, sustainable and inclusive in social terms, was adopted.

Furthermore, in connection with the new financial perspectives after 2013, the cohesion policy will also change its face. Those factors are very important and should be taken into account, since Community funds are and will remain the main instrument for financing the development of the region.

An important circumstance, which was the source of factors influencing the decision to update the strategy, is also the global economic crisis which, on the one hand, forces intervention actions and, on the other hand, strengthens the foundations of constant development in the future.

Vital part of creating a new system for managing the national development is work on common standards for strategic planning, so that the documents in this area, created at national and regional levels, were comparable. This forces changes as to the form and content of the regional strategy document.

The new situation also forces more parameterized nature of the development strategy of the Wielkopolskie voivodship. In contrast to the document adopted in 2005, which was relatively general, the updated strategy must identify the problem areas and define areas of support, whose scope should be specified by the implementation documents, and ultimately Regional Spatial Development Plan.

The updated strategy should also be the basis for the territorial contract. It should therefore identify development potentials, which should be supported by the regional policy of the state and by the territorially targeted national sectoral policies.

Important factors of the correction of the strategy are also the ongoing activities of the Regional Government for the development and creation of instruments for managing it. The strategy adopted in 2005 was insufficient as regards the current areas of activity, such as innovation, construction of modern financial instruments for support of economy, information society and e-government, social economy or system of promotion. Furthermore, significant changes resulting from the broadening and upgrading of regional planning in individual sectors, such as social policy, promotion of economy, innovation, or energy management, as well as updating of the Spatial Development Plan for the Wielkopolskie voivodship. After adoption of these documents, the relevant provisions of the strategy needed to be verified and possibly, in some cases, new ones formulated.

The source of essential factors influencing the updating the strategy are also the findings of the *Regional Foresight for Wielkopolska* project of a social nature, whose effect was provision of a new knowledge of the future through the preparation of alternative scenarios for the development of Wielkopolska by 2030. Of these, the most optimistic scenario was selected, implemented in principle by the previous strategic documents, assuming sustainable growth, strong and wise leadership, deep involvement of all the residents of the steadily growing region, strong economy which can create brands recognizable in the world, our “flagships.”

Consequently, this document is a modified version of the document adopted in 2005, amended as a result of the above-mentioned circumstances. Therefore, it is not an entirely new document, because it also contains the elements transferred from the previous version.

Numerous changes to the text of the strategy adopted in 2005 result from the public consultation on the draft update of this document.

I ASSUMPTIONS OF THE STRATEGY UPDATE

1. LEGAL AND INFORMATIONAL BASIS

The legal basis for updating of the development strategy of the Wielkopolskie voivodship are:

- provisions of articles: 11, 12, 12a and 18 of the Act of 5 June 1998 on the regional government (OJ of 2001, No. 142, item 1590, as amended),
- provisions of Resolution no. VI/88/11 of the Parliament of the Wielkopolskie voivodship of 18 April 2011 on: defining the principles, mode and schedule of works on the updating of the Development Strategy of the Wielkopolskie voivodship by 2020,

The informational basis for update of the development strategy of the Wielkopolskie voivodship are:

- Diagnosis of the socio-economic situation in the Wielkopolskie voivodship, Poznań 2011,
- Additional assessments performed for the update of the strategy:
 - The level of socio-economic development and classification of small towns in Wielkopolska, Michał Męczyński, Barbara Konecka-Szydłowska, Jędrzej Gadziński, Poznań 2010.
 - Availability of public services throughout the Wielkopolskie voivodship, Joanna Dominiak, Poznań 2011.
 - Finances of local governments in the Wielkopolskie vovodship between 2006 and 2009, Paweł Motek, Poznań 2010,
 - Analysis of the intra-regional diversities of the Wielkopolskie voivodship, Wojciech Dyba, Poznań 2011.
 - Analysis of the relations (functional connections) of the Poznań agglomeration/metropolis with the regional environment in the context of diffusion-absorption model of development, Tomasz Kaczmarek, Poznań 2011.
 - Conditions and capacities to implement strategic documents of the European Union and the Accession Treaty for protection of environment, Andrzej Mizgajski, Damian Łowicki, Małgorzata Stępniewska, Poznań 2011.
 - Analysis of the Wielkopolska research potential from the perspective of the possibility to create relations with the economy and the potential impact of these relations on the competitiveness of the region, Jacek Wajda, Poznań 2011.

- Assessments conducted within the scope of the simultaneous work on the Assumptions of the Development Strategy for Western Poland, undertaken in 2011.
- Reports, opinions and suggestions of the scientific consultant, Prof. Tadeusz Strykiewicz, Ph.D.
- Current observations carried out by the Division of Regional Analysis of the Department of Regional Policy and analytical achievements of other organizational units of the Marshal Office of the Wielkopolskie voivodship.
- The conclusions and findings of the social partners involved in the consultation of strategy update.

2. OBJECTIVE AND SUBJECTIVE FRAMEWORK

Both the discussion on the strategy, and the document itself, should have clearly defined framework. In short – from the very first point it should be clear for whom, and what the document will be about, that is, who is the subject and what is the object. In other words – who is developing and implementing it, and what it refers to. Because strategy cannot be created about everything and for everyone.

In the following strategic documents for Wielkopolskie voivodship, this issue is subject to evolution. The first document, adopted in 2000, was the strategy for the whole region, for all the entities and all their competence. As a result, everything that was observed in the region, was attributed to the strategy.

In the second document, adopted in 2005, the subjective and objective scope was limited to public actions. For the purposes of this update, the following approach, which is largely a continuation of the concept adopted in 2005, was employed:

- The subject of the strategy is the Regional Government. The strategy concerns the scope of its power and powers of the region to influence the behaviour of other entities (for example, by management of own and external resources, or by participation in formulating rules or ways of implementation of policies of other entities, also through territorial contract).
- The object of the strategy is the Wielkopolskie voivodship and those areas/fields and behaviours of other entities on which, according to the powers set out in the preceding paragraph, the regional government has influence. It should be noted that the region should be understood not as an administrative unit, but as a territory with its functional system.

In short – the strategy relates to the matters which the Regional Government is responsible for, or on which it has or will have an impact, even indirectly. Organization and precise determination of the above-mentioned issues is essential to define the intervention area of this document, as well as to monitor and associate individual effects with the real influence of the strategy.

II PROGRAMME CONDITIONS

Currently, the significant revaluation of development policies, both at the Community and national level, is taking place. If the strategy is to be a useful and effective instrument of intra-regional policy, it must take the objectives and priorities of other policies into account. The possibility of obtaining external funds depends on it. Although over the years the possibilities of self-governments in this area have grown, external funds are still the main instrument for the implementation of the strategy.

1. EXTERNAL POLICIES

The regional development strategy is part of a larger programming system, prepared at different levels: Community, national, regional and local, in systems: general, horizontal and sectoral. Its content should include arrangements which are or will be contained in these documents. If the possibility of implementation of the regional development strategy is to be feasible, it must inscribe in the intervention areas of these policies. One should be aware that all the objectives of the strategy which go beyond these areas of intervention, can be completed, but only within own means.

1.1. COMMUNITY POLICIES

1.1.1. Europe 2020 Strategy

Rapid development of other economies, concerns about the loss of global competitiveness of the European Union, intensified by the global economic crisis, and increase in awareness of the climate risks led to re-evaluation of assumptions and objectives of Community policies.

So far, the main point of reference for the Community policies was the document called, from the place of the meeting – *Lisbon Strategy, Road to success of a united Europe*, adopted on the Summit of the European Council in March 2000. It assumed that by 2010 the EU would become the most dynamic and competitive, knowledge-based economy in the world, which would be capable of sustainable growth, with more and better jobs, and it would have greater social cohesion and respect for the natural environment” (this element was introduced to the Lisbon Strategy after the Gothenburg Summit in June 2001).

This document have become the most important socio-economic programme in the European Union, constituting the answer to the quickly proceeding globalization, technology development, increase of competitiveness of the world economies, emergence of unemployment, as well as to structural transformation slowing down economic growth in Europe.

For the purposes of intra-regional policy, which is to be based on the updated development strategy of the region, currently, *Strategy for smart, sustainable and inclusive growth Europe 2020*, adopted in 2011, which is a continuation of the Lisbon Strategy, is the most important. It is the most vital strategic document in the European Union, from the point of view of the regions.

The Strategy Europe 2020 includes three interrelated priorities:

- smart growth – development of economy based on knowledge and innovation,
- sustainable growth – support for more resource efficient, environment-friendly and more competitive economy,
- inclusive growth – support for high-employment economy, assuring social and territorial cohesion.

According to this document, the EU needs to define where it wants to be in 2020. With this end in view, the Commission proposes to define a few prime objectives of the EU:

- the employment rate of people aged 20-64 should amount to 75%,
- 3% of the EU GDP should be allocated for investments in research and development,
- the “20/20/20” objectives of climate and energy (including reduction of carbon dioxide emissions by up to 30%, if the conditions allow it) should be accomplished,
- the number of early school leavers should be limited to 10%, and at least 40% of the younger generation should obtain higher education,
- the number of people at risk of poverty should be reduced by 20 million.

The established target indicators at the Community level are also a serious challenge for Wielkopolska. They should be properly taken into account in the indicators for the development strategy of the Wielkopolskie voivodship. Although these are the values for the entire Community, they will be taken into account when concluding territorial contracts at the level of individual countries. Therefore, individual interventions of regional development strategy (objectives and types of interventions) should contribute to achieving these values.

Moreover, the European Commission in the strategy *Europe 2020* presents seven flagship initiatives which will enable the progress under each of the thematic priorities:

- “Innovation Union” – a project to improve framework conditions and access to finance for research and innovation, to ensure that innovative ideas can be turned into new products and services, which in turn will contribute to economic growth and job creation,

- “Youth on the move” – a project to improve the performance of education systems and to facilitate the entry of young people into the labour market,
- “Digital Agenda for Europe” – a project to spread high-speed Internet and to allow households and businesses to reap the benefits of a uniform digital market,
- “Resource efficient Europe” – a project to decouple economic growth from resource use, the transition to a low carbon economy, greater use of renewable energy sources, modernization of the transport sector and promotion of energy efficiency,
- “An industrial policy for the globalization era” – a project to improve the business environment, especially for SMEs, and to support the development of a strong and sustainable industrial base able to compete in global markets,
- “An agenda for new skills and jobs” – a project to modernize labour markets and empower people and develop lifelong skills in order to increase labour participation and better match of supply and demand in the labour market, among others, through labour mobility,
- “European platform against poverty” – a project to ensure social and territorial cohesion, so that the benefits of economic growth and jobs are widely shared, and people experiencing poverty and social exclusion can live in dignity and take an active part in the life of the society.

The above-mentioned flagship initiatives particularise the area for European Union intervention in the financial perspective after 2013, which is an important clue to the design of the objectives for the Strategy.

The provisions of the *Europe 2020* strategy mean that the regions in their strategic plans should focus on the competitiveness, achieved primarily by exposing smart, sustainable growth and by limiting social exclusion.

1.1.2. Cohesion policy after 2013

The main plane of reference for the design of the strategy provisions is the cohesion policy of the European Union. Currently, an extensive discussion about its future shape is taking place. The crux of this debate is primarily a dispute about its effectiveness in enhancing the competitiveness of the European Union. It is also a dispute between the supporters of the efficiency approach, and the supporters of balancing development differences, and consequently – between net contributors and people benefiting from Community aid.

Despite the differences, the discussion is moving in the direction of finding that cohesion policy is the most effective instrument to increase the global competitiveness of the EU, as opposed to sectoral policies, while still remaining an instrument of cohesion. However, due to this, the cohesion policy in the next financial perspective will evolve to maintain its position and, above all, to continue to be the biggest financial instrument of development policy. It is also important that the cohesion policy continues to be the primary instrument for equalizing differences in development and activating internal potentials in the areas which need support.

Specific requirements and restrictions introduce projects of relevant Council Regulations (EC). For the purposes of updating the strategy, one should take into account the most important directions of the evolution of the way of practising these policies, which include:

- Strategic approach: Further economic, social and territorial development of the EU requires strengthening the strategic approach to development. This means that the operational and current activities must result from the strategy in the wider context of other policies.
- Coordination: Planning and implementation of individual policies relating to the interrelated objectives should take place by the use of coordination mechanisms within the scope of coherent implementation system. This means that the efficiency of planning and implementation of policies increases together with their integration.
- Structure of objectives: System of objectives of the Cohesion Policy should cover all the EU regions and reflect the previous division into separate Objectives for less (Objective 1) and better developed (Objective 2) regions. Transitional regions should be part of the Objective 1. Differences between individual Objectives should be reflected both in the level of allocation of funds (focus on the least developed regions), as well as in the intervention of funds. Objective 3 should remain a separate objective of the Cohesion Policy.
- Thematic concentration: Thematic concentration is necessary for ensuring proper targeting of resources and achieving critical mass which effectively acts on the socio-economic situation in the EU. It is necessary to define a limited number of priorities, appropriate determination of the scope of intervention of funds under the Europe 2020 strategy and their right “addressing,” from the territorial point of view. Individual, limited interventions, which do not have visible effects on a scale of specific sectors, should be avoided.
- Conditionality: An important element in enhancing the efficiency and effectiveness of the EU policies will be a wider use of conditionality mechanisms – primarily in the form of incentives, including financial ones, and not just sanctions and penalties related to the macroeconomic performance. This means that the possibility of receiving support will depend on the produced results.

- Territorial approach: Asymmetric interaction of challenges and the diversity of starting points of member states and their regions force necessity to enhance the territorial approach in addition to the sectoral approach. It follows that in the directions of the allocation of funds in individual regions their specificities will be taken into account.
- Reform of the implementation system: In order to ensure better and more effective implementation of the objectives of the Cohesion Policy, its implementation rules and regulations should be subjected to a thorough revision in order to improve the implementation and increase its efficiency.

In turn, with regard to the objective scope of the cohesion policy, the regulation draft establishing common rules for the structural funds states that cohesion policy should focus on the following thematic objectives:

- supporting research, technological development and innovation,
- increasing the availability, utilization and quality of information and communication technologies,
- increasing the competitiveness of small and medium-sized enterprises, the agricultural sector (with reference to EAFRD) and fisheries and aquaculture sector (with reference to EMFF),
- supporting the transition to a low carbon economy in all the sectors,
- promoting climate change adaptation, risk prevention and risk management,
- protecting the environment and promoting resource efficiency,
- promoting sustainable transport and disposal of capacity shortfalls in mission-critical network infrastructures,
- promoting employment and labour mobility,
- promoting social inclusion and combating poverty,
- investing in education, skills and learning for life,
- strengthening institutional capacity and efficiency of public administration.

Details of the way of implementation of individual, thematic objectives listed above are included in the regulation drafts on the particular structural funds.

Principles and objectives of the cohesion policy relate directly to the operational programmes. Due to the fact that the strategy is the basis of such a programme, it cannot be ignored. Taking these principles and directions of interventions into account increases the chances of obtaining external funds.

Both the scope of the flagship initiatives listed above, as well as the thematic objectives, are also the key issues which should be included in the updated development strategy of the Wielkopolskie voivodship.

1.1.3. Territorial dimension

Article 3. of the Lisbon Treaty contains the words “The Union supports the economic, social and territorial cohesion and solidarity among Member States.” This means that currently in the Community policies, the territorial cohesion is taken into account, in addition to the economic and social cohesion.

The cited provision of the Lisbon Treaty results, inter alia, from the discussion preceded by the Green Paper on Territorial Cohesion – Turning territorial diversity into strength. In this document, the European Commission proposed a new territorial approach to economic and social cohesion, in the direction of a more balanced and harmonious development including:

- concentration – overcoming differences in population density,
- creating links between territories – overcoming distance,
- overcoming differences through cooperation,
- supporting regions with specific geographical features.

Although the above-mentioned issues have a Community dimension, taking the specificity of Wielkopolska, its position and diversity into account, it is clear that they should also apply to the regional development strategy and be included in its update.

The listed issues are also key development problems of Wielkopolska, given its internal diversity and threat of marginalization of a large part of its territory.

Territorial orientation of intra-regional policy, that is, addressing the intervention packages to the specific types of territories, diversification of activities, depending on the conditions in specific areas, is an important principle currently introduced to the national development policy. It is also a formal requirement of the regional development strategy in which the problem areas, including the areas of intervention (functional highlighting in the National Spatial Development Concept and Strategic Intervention Areas specified in the National Strategy of Regional Development) should be defined. In turn, their delimitation should be done in the regional spatial development plan.

1.1.4. Leipzig Charter

Another important document is the *Leipzig Charter on Sustainable European Cities*. In view of the challenges and opportunities, as well as historical, economic, social and ecological differences of the cities in Europe, the ministers of the member states responsible for urban development agreed on common principles and strategies for urban development policies.

This document recommends the following:

- large-scale use of an integrated approach to urban development policy,
- paying special attention to the poorest neighbourhoods in the context of a city as a whole.

From the point of view of the *Leipzig Charter*, an equal partnership between cities and urban areas and between cities in the urban agglomerations, regardless of their size, as well as relations of cities at the European level is vital.

Adequate coverage of urban issues in the strategy for Wielkopolska is important. The advantage of the region which is well distributed and hierarchical network of cities has been underlined up to now. The need to develop subregional and local centres was emphasized. However, the most important problem is for the cities to be multi-purpose, provide adequate standards of services for the environment and have positive influence on them. Cities should serve the region, but at the same time they must be able to solve their own problems, because they are the producers of the majority of the gross domestic product manufactured in the region.

From the perspective of development needs of cities, it is important that the development strategy of the region, on the one hand, differentiates intervention depending on the city position in the hierarchical system, and on the other hand, formulates objectives facilitating complex solution of their problems.

1.1.5. Common Agricultural Policy

The Common Agricultural Policy (CAP) is a collection of various types of projects for the agricultural sector undertaken by the European Union. The scope of this policy for the next financial perspective after 2013 is regulated by the draft regulations concerning: direct payments, rural development, common organization of agricultural markets and financing, monitoring and control. The most important for regional policy, and therefore for the implementation of the strategy, are the regulations concerning rural development. Supporting them will contribute to the completion of the following objectives of the CAP:

- improvement of the competitiveness of agriculture;
- sustainable management of natural resources and action in the field climate;
- balanced territorial development of rural areas.

According to the draft regulation in this area, on the next financial perspective, support for rural development by the European Agricultural Fund for Rural Development includes:

- facilitating transfer of knowledge and innovation in agriculture, forestry and in rural areas, with particular emphasis on the following areas:
 - increasing innovation and base of knowledge in rural areas;
 - strengthening linkages between agriculture and forestry, and research and innovation;
 - promoting lifelong learning and vocational training in agriculture and forestry sectors.
- improving competitiveness of all types of farming and increasing farm profitability, with particular emphasis on the following areas:

- facilitating restructuring of farms facing serious structural problems, particularly farms with a low level of participation in the market, farms performing activity of a market nature in specific sectors and farms which require diversification of agricultural production;
- facilitating exchange of generations in the agricultural sector.
- improving organization of the food chain and promoting risk management in agriculture, with particular emphasis on the following areas:
 - better integration of the major manufacturers with the food chain through quality systems, promotion on the local markets and short delivery cycles, producer groups and interbranch organizations;
 - supporting risk management on farms.
- restoring, protecting and strengthening ecosystems dependent on agriculture and forestry, with particular emphasis on the following areas:
 - restoration and conservation of biodiversity, including Natura 2000 areas, and of agriculture of high nature value and the state of Europe's landscapes;
 - improvement of water management;
 - improvement of soil management.
- promoting resource efficiency and transition to a low-carbon economy, resistant to climate change in the agricultural, food and forestry sectors, with particular emphasis on the following areas:
 - improving efficiency of water use in agriculture;
 - improving efficiency of energy use in agriculture and food processing;
 - facilitating supplies and use of renewable energy sources, by-products, waste, residues and other non-food raw materials for bio-economy;
 - reducing emissions of nitrous oxide and methane from agriculture;
 - promoting carbon sequestration in agriculture and forestry;
- increasing social inclusion, poverty reduction and promoting economic development in rural areas, with particular emphasis on the following areas:
 - facilitating diversification of activity, establishment of new small businesses and job creation;
 - promoting local development in rural areas;
 - increasing availability of information and communication technologies (ICT) in rural areas, and improving the level of their use and their quality.

All the priorities affect the achievement of the sectional objectives in terms of innovation, environment and prevention of climate change and adaptation to it.

The scope of intervention of the Common agricultural policy with reference to rural development is of particular importance for Wielkopolska, because the European Agricultural Fund for Rural Development (EAFRD) will be one of the main sources of financing for development of the region.

1.2. NATIONAL POLICIES

Despite the gradual increase in the subjectivity scale of the Polish regions, their opportunities to practice own policies are still largely dependent on the state budget, even if, as announced, the increase of their financial position takes place. Therefore, the ability to incorporate the regional objectives into the context of national policies still remains the key issue.

Individual national planning documents are part of the currently created system for managing the national development, the essence of which is to organize and create cohesion in three areas – planning, institutions and implementation, at all levels of management of development, at national, regional and local levels and in several dimensions of time – long-term, medium-term, operational and short-term.

Therefore, the update of the strategy is not only taking the new situation in the region and the changing external environment into account, but also the incorporation of regional plans into the national plans, and vice versa. Cohesion of the regional and national policy means not only better chances for external financing, but also additional synergistic effect resulting from the coordination of these policies, regardless of the scale of investment.

Cohesion with the national documents is important also because it will be the basis for concluding territorial contracts. Therefore, a detailed analysis of these documents and tracking the work on them will allow, by the corresponding entries in the regional development strategy, a better use of external funds. Furthermore, compliance with national policies is a formal requirement, which is the basic factor of this updated strategy.

1.2.1. Long-term National Development Strategy. Poland 2030

This document determines the development priorities of the country by 2030. It is an attempt to place Poland in the new global order in this time perspective, the basis for all government policies, both for the sectoral and for the regional ones. It is an expansion of the *Report Poland 2030*, which formulates the following challenges:

- Growth and competitiveness.
- Demographic situation.
- High occupational activity and adaptability of the labour stocks.
- Appropriate infrastructure potential.
- Energy and climate security.

- Knowledge-based economy and development of intellectual capital.
- Regional solidarity and cohesion.
- Improvement of social cohesion.
- Efficient state.
- Growth of the Polish social capital.

The strategic key objective is to be the value of GDP per capita measured in relation to the richest country (the Netherlands) and increase of social cohesion through economic growth allowing the country's modernization. These objectives are to be achieved through the implementation of the three pillars:

- Pillar of innovation (modernization): Directed at the construction of new competitive advantages, resulting in a bigger competitiveness, including digital Poland, human capital and energy and environmental security.
- Pillar of territorial balancing of development (diffusion): In accordance with the principles of fostering the development potential of the respective areas of diffusion and absorption mechanisms and social cohesion policy, which results in an increase in the competitiveness potential of Poland, including regional development and transport.
- Pillar of efficiency: Streamlining the functions of a friendly and helpful state, acting effectively in key areas of intervention, including social capital and efficient state.

These pillars should also be the basis for design of strategy for the Wielkopolskie voivodship. However, the decision on the proportion of these elements in Wielkopolska is crucial.

1.2.2. National Development Strategy 2020

This medium-term document defines the basic conditions, objectives and directions of national development in the social, economic, regional and spatial dimensions by 2020, implemented by development strategies and with the help of programmes, taking the EU programming period into account. It determines the problem areas of national and supra-regional importance, requiring the intervention of the state, and establishes the strategic tasks of the state and the principle of incorporating them in the programmes. First of all, it takes the findings of the long-term development strategy of the country into account.

According to this document, the main objective in the perspective by 2020 is to strengthen the economic, social and institutional potential, providing rapid and sustainable development of the country and improvement of life of population. This objective is to be achieved by specific objectives grouped in three areas:

Area I – Efficient and effective state, which includes the following objectives:

- Transition from administration to management of development.
- Provision of funds for development activities.

- Enhancement of conditions conducive to meeting the needs and activities of citizens.

Area II – Competitive economy, which includes the following objectives:

- Strengthening macroeconomic stability.
- Increasing productivity of the economy.
- Increasing innovation of the economy.
- Developing human capital.
- Increasing the use of digital technologies.
- Energy efficiency and environmental improvement.
- Increasing the efficiency of transport.

Area III – Social and spatial cohesion, which includes the following objectives:

- Social integration.
- Providing access and specific standards of public services.
- Strengthening diffusion mechanisms and spatial integration for the development and full exploitation of regional potentials.

1.2.3. National Strategy of Regional Development. Regions, Cities and Rural Areas

This is the most important document from the point of view of the compatibility of the regional development strategy with national policies. NSRD introduces considerable modification to the regional policy followed so far, and bases it on a new paradigm of regional policy. This means in particular:

- transition from the regional policy, constituting primarily the channel of redistribution of means for policy directed to use the internal potential of territories to achieve the objectives of national development – creating growth, jobs and cohesion,
- departure from the division into inter- and intraregional policy, for one common policy defining, in relation to the territory, the objectives for all public entities,
- departure from the model of short-term, top-down distributed grants “for the least favoured regions,” to the model of long-term, decentralized development policies aimed at supporting all the regions,
- multi-sectoral approach to development activities targeted territorially, namely, introduction of a comprehensive system of integration and coordination of public policies which have a significant territorial impact, with the regional policy objectives identified for individual territories,
- departure from the dispersed intervention to a more selective (concentrated) investments, among other things, through integrated programmes dedicated to strategic intervention areas, while maintaining the spatial integration conducted within the framework of regional policy,

- increase of the role of regional level in the activation of development processes in the system of multi-level management of the regional policy,
- differentiated approach to different types of territories (understood functionally), which takes the multidimensionality of development processes into account and allows a policy adapted to the places, respecting their social, economic and environmental conditions.

From the point of view of the concept of the new regional policy expressed by the *National Strategy of Regional Development*, the consideration of the following elements is crucial to the implementation of the regional development strategy:

- development potentials of the region, including different features, conditions resulting from the analysis of existing land types and their level of development and functional relationships (both in the diagnostic and strategic layer),
- Strategic Intervention Areas (SIA), both thematic and geographical delimitation, including delimitation of the problem areas,
- objectives in territorial terms, and consequently the establishment of such support priorities which include the diverse needs of different types of territories, such as rural and urban areas,
- links to government documents in such a way that the region's development strategy includes the scope of government intervention (both spatially and objectively) and justifies the need for support from the government under the territorial contract (in accordance with the scope specified in NSRD),
- implementation system (institutions, system of indicators).

Consideration for the main lines of action resulting from the objectives of the National Strategy of Regional Development is to ensure a consistent approach to support development processes, both at national and regional levels. Therefore, while adapting the provisions of the regional development strategy to the NSRD provisions, particularly in relation to the objectives, the following directions for support rising out of the NSRD objectives should be taken into account:

In terms of support for the competitiveness of regions (objective 1 of NSRD):

- support for the development of regional centres in order to maximize the use of development potential of territories characterized by the greatest ability to create economic growth, in particular in strengthening the metropolitan functions and integrating functional urban areas,
- spread (diffusion) of development processes from growth poles to less developed centres and other areas of the country through a comprehensive set of measures for the functional integration of the region, strengthening relations of major urban centres with subregional and local centres and rural areas,

- horizontal support for development of competitiveness in the whole region, in the following areas: human and social capital, innovation, increase in investment attractiveness, development of business, energy, environment and culture surrounding.

Within the scope of creating territorial cohesion and preventing the marginalization of problem areas (objective 2 of NSRD):

- strengthening territorial cohesion in the region by efforts to reduce intraregional disparities,
- assistance in overcoming development difficulties concentrated territorially, located in the areas of the weakest economic, social, institutional and infrastructural equipment indicators in the country, that is, in rural areas, urban areas and other areas losing their current socio-economic functions, in border areas and areas with the lowest accessibility,
- support for the acceleration of the restructuring process and improvement of situation of problem areas' inhabitants in terms of access to basic goods and public services.

Within the scope of creating conditions for effective, efficient and partnership-oriented implementation of the territorial targeted development activities (objective 3 of NSRD):

- strengthening strategic dimension of regional policy,
- improving quality of management of public policies, including introduction of effectiveness mechanisms,
- improving coordination of development activities,
- increasing cooperation between different levels of government, as well as increasing social activity in the field of regional policy through the establishment of cooperation networks allowing the increase in activity synergy by development of cooperation culture and constituting a breeding ground for innovative solutions, including institutional.

Consideration for the foregoing will give the grounds for conclusion of the territorial contract, which determines, among other things, how the state policy implemented on the Wielkopolska territory takes the needs of the region into account.

1.2.4. National Spatial Development Concept 2030

The *National Spatial Development Concept 2030* is, in turn, the most important long-term national strategic document on spatial planning. NSDC is a component of the national strategic documents. However, it should be noted that the spatial dimension on a par with the socio-economic one, present also the long-term and medium-term development strategy of the country.

The document, which will support the implementation of the regional development strategy, will be the national spatial development plan (NSDP) postulated in the *NSDC 2030*. Nevertheless, this document will be created after the adoption of the development strategy of the Wielkopolskie voivodship and, therefore, will only back its implementation.

NSDC will primarily be the basis for the updating of the Regional Spatial Development Plan. The region's development strategy, in turn, must take the spatial dimensions of national strategies into account.

According to the provisions of NSDC, the regional development strategy should define, and the Regional Spatial Development Plan delimit (set in space) the functional areas listed in the NSDC, some of which correspond to the Strategic Intervention Areas (SIA) listed in the National Strategy of Regional Development, namely: metropolitan areas, regional and local centres, rural functional areas, functional areas of a specific phenomenon (peripheral, threatened with marginalization, at risk of flood, valuable in terms of nature, cultural landscapes, water resources and areas in need of development of new features). The regional development strategy the objectives should be directed territorially, in other words, the objectives should refer to specific types of areas.

The NSDC presents the vision spatial development of the country and formulates strategic objective: Efficient use of the national space and territorial diversification of its development potential for achieving overall development objectives – competitiveness, employment, efficiency of the state and cohesion in the social, economic and territorial dimension in a long-term horizon. To achieve the strategic objective, NSDC formulates the following objectives of the national spatial development policy:

- Increasing the competitiveness of Polish major urban centres in the European space through their functional integration while maintaining the polycentric structure of settlement system conducive to cohesion.
- Improving internal cohesion of the country by promotion of functional integration, creation of conditions for the spread of the development factors and utilization of internal potential of all territories.
- Improving territorial access of the country in different spatial scales through the development of transport and telecommunication infrastructure.
- Creating spatial structures which support achieving and maintaining high quality natural environment and landscapes in Poland.
- Increasing resilience of the spatial structure of the country to natural hazards and loss of energy security and development of the spatial structures supporting defence capabilities of the state.
- Restoration and consolidation of spatial order.

1.2.5. Integrated development strategies

Integrated development strategies, formulated by the government, determine the basic conditions, objectives and directions of development in the areas identified in the long-term and medium-term development strategy of the country. The principles of these documents, although targeted at specific sectors or areas, are to take the problem of regional development into account and territorially direct sectoral policies of the government.

As a result of organizing of national strategic documents, whose previous amount was several hundred, it was possible to limit them to nine major national strategies associated with the long-term and medium-term development strategy of the country:

- National Strategy of Regional Development. Regions – cities – rural areas (coordinator – Minister of Regional Development),
- Strategy for economic innovation and efficiency (coordinator – Minister of Economy).
- Human capital development strategy (coordinator – Minister-member of Council of Ministers. Chairman of the Standing Committee of the Council of Ministers).
- Transport development strategy (coordinator – Minister of Infrastructure).
- Energy and environment security (coordinator – Minister of Economy).
- Efficient state (coordinator – Minister of Interior and Administration).
- Strategy for development of social capital (coordinator – Minister of Culture and National Heritage).
- Strategy for the National Security of Poland (coordinator – Prime Minister/Ministry of National Defence).
- Strategy for sustainable agricultural and rural development (coordinator – Minister of Agriculture and Rural Development).

Analysis of the contents of these documents and the proper consideration of their provisions in the regional development strategy are important because they will be among the foundations of negotiations and conclusion of territorial contracts. First of all, they will be the basis for territorial direction of national sectoral policies, that is, adoption of national policy to the needs and potential of the region.

1.2.6. National Reform Programme of the implementation of the strategy Europe 2020

It is one of the national documents linking national and Community policies. The previous documents, along with the one in force for the years 2008-2011, were implementation plans at the national level of the *Lisbon Strategy*. The present document is an instrument for the implementation of the *Europe 2020* strategy.

The document states that “The purpose of the National Reform Programme for the implementation of the Europe 2020 strategy is to build solid foundations for economic growth, by combining the objectives of the EU with national priorities. The reforms presented in them, aimed at smart, sustainable and inclusive growth, are to allow the overcoming of growth barriers (so-called bottlenecks) which impede the development potential of the EU member states, while contributing to the strengthening of the EU position in the international arena.”

National Reform Programme for the implementation of the strategy “Europe 2020” defines target values of objectives for Poland determined in the Europe 2020 Strategy:

- 71% employment rate of people aged 20-64.
- 1.7% of GDP invested in R&D.
- Increase in energy efficiency, use of RES, reduction of CO₂ emissions.
- Reduction of the percentage of early school leavers to 4.5% and increasing the percentage of people with higher education aged 30-34 to 45%.
- Decrease by 1.5 million the number of people at risk of poverty and/or material deprivation and/or living in jobless households or of low work intensity.

Polish NRP is a part of the system of national development policy management. This document considers objectives and priorities identified in nine integrated strategies, but also shows the long-term development perspective, for example, in the direction of a low-carbon economy.

The NRP focuses on those activities which aim at reduction of backlog of development and construction of new competitive advantages in three priority areas:

- infrastructure for sustainable growth,
- innovation for smart growth,
- activity for inclusive growth.

The NRP shows Polish development priorities and indicates which Polish priorities inscribe into the priorities established at the Community level. The annual update of the NRP, planned for in the so-called European Semester, allows a flexible response to the changing conditions of implementation of priorities defined in the National Development Strategy.

Although this document focuses on regulatory issues, taking its findings in the updating of the strategy into account is very important.

1.2.7. Supra-regional strategies

Supra-regional strategies are created for the areas which go beyond one region with their scope of intervention and apply to interventions undertaken jointly by the government and self-governments.

This type of documents does not have many examples in the Polish reality yet. So far, the supra-regional strategy was *Strategy for socio-economic development of Eastern Poland by 2020*.

From the point of view of the strategy update for the Wielkopolskie voivodship, the initiative to prepare the *Development Strategy for Western Poland* is of great importance. The work on this document was carried out in parallel, and its findings are gradually taken into account in the project of updated strategy for the Wielkopolskie voivodship. It is important that extensive analytical work which enriched the diagnostic material for these works was undertaken for Western Poland.

As part of work on strategy assumptions for Western Poland, the following supra-regional objectives were pre-formulated:

- Improving condition of energy and environmental safety, in particular flood safety.
- Improving the level of territorial integrity and availability of Western Poland in the interregional system.
- Creating conditions for development of information society networks in the scale of the entire macro-region.
- Supporting the development of coordination networks of science and technology and academic centres of Western Poland and developing other elements of a knowledge-based economy.
- Stimulating a comprehensive development of the Oder River axis.
- Developing and networking metropolitan functions in the regional centres of Western Poland.
- Creating a common tourist product of Western Poland.
- Achieving new quality of transboundary cooperation.

The significance of these objectives is important, because any attempt to strengthen the implementation of the objectives of the development strategy of the Wielkopolskie voivodship by cooperation with the neighbouring regions can give results, especially in the areas listed above.

2. INTERNAL POLICIES

The update of the strategy should also include all the detailed planning accomplishments of the region (sectoral strategic and operational). Since individual regional documents were created at different times, they have different forms, different binding force and different time perspectives, and while some of them should be included in the strategy, others do not need to be adapted to its provisions.

First of all, the update of the strategy must include those documents which were created recently and already include, to a large extent, the planning achievements, both at the national and the Community level. Others, which were created before the national and Community policies have been modified, should be modified, following the update of the strategy. However, they all are a source of diagnostic information. The most important of these documents, whose provisions must be taken into account, are presented in the following sections.

2.1. Spatial development plan of the Wielkopolskie voivodship

Spatial development plan of the Wielkopolskie voivodship was adopted by the Parliament of the Wielkopolskie voivodship on 26 April 2010. "The integrated strategic planning," according to which the regional development strategy defines the objectives of the plan, and the plan itself are a spatial expression of the strategy, and was used in the development of this document. At the same time, the spatial development plan served as a link between the national spatial planning and local planning.

This document specifies conditions and directions of spatial development of the region. Currently, it is subject to the same obligation to be updated as the regional development strategy, in connection with new planning documents, especially those which are developed at the national level, in particular with the *National Spatial Development Concept 2030*.

The main objective of the plan is: sustainable spatial development of the region as one of the foundations of growth of living standards, achieved through the implementation of the following specific objectives:

- Adapting the space to the challenges of the twenty-first century by:
 - Improvement of the condition of the environment and rational management of natural resources.
 - Increase in communication consistency and links with the environment.
 - Growth of importance and preservation of cultural heritage.
 - Improving the quality of agricultural production.
 - Preparation and rational use of investment areas.

- Strengthening region-generating functions of Poznań – a city of the nature of a eurofield, of national importance, and Kalisz and Ostrów Wielkopolski, a bipolar urban system of supra-regional significance.
- Multifunctional development of regional and local centres.
- Restructuring areas of restricted developmental potential.
- Increasing efficiency of using development potentials of the region by:
 - Increasing competitiveness of enterprises.
 - Increasing the share of science and research in the development of the region.
 - Strengthening farms and food economy.
 - Increasing the share of tourism and recreation in the regional economy.

The provisions of the *Spatial Development Plan of the Wielkopolskie voivodship* are primarily a set of rules for management of the Wielkopolskie voivodship. Therefore, they are the basis for the formulation of horizontal principle of implementation of objectives of the regional development strategy, which is spatial order.

2.2. Regional Innovation Strategy for Wielkopolska 2010-2020

According to this document, the most important directions of the innovation-oriented policy and strengthening of Wielkopolska competitiveness should include:

- within the management of the region:
 - consistently implemented and coherent innovation and economic policy,
 - improvement of institutional efficiency.
- within the economic subsystem:
 - activities aimed at strengthening the innovation of enterprises,
 - actions supporting the development of clusters,
 - support for changes of the economy structure to a structure corresponding with the knowledge-based economy, including development of sectors of high and medium technology, advanced services and creative sectors and cultural sector.
- within the social subsystem:
 - improvement of the quality of education and promotion of entrepreneurial and creative attitudes,
 - improvement of labour productivity, especially in subregions outside the centre of the region.
- within the spatial subsystem:

- improvement of transport and information technology infrastructure, particularly the availability of broadband and wireless Internet access throughout the region,
- availability of specialized innovative infrastructure in all subregions.

The adopted mission and vision of the Regional Innovation Strategy for Wielkopolska will be achieved by the implementation of seven strategic programmes, two of which have priority treatment:

- Partnership for innovation,
 - Innovative companies,
- and others:
- Innovative office,
 - Effective business environment institutions,
 - Cooperation between science and industry,
 - Education for innovation,
 - Pro-innovative local government.

Appropriate use of the provisions of this document in the updated regional development strategy is particularly important, because the “smart growth,” in addition to sustainable and inclusive growth, is one of the three priorities of the Europe 2020 strategy. This aspect will also be the main criterion for evaluation by the European Commission of the future regional operational programme for Wielkopolskie voivodship after 2013 and the main criterion for the allocation of resources for development strategy.

Regardless of this, if the growth of Wielkopolska is to be sustainable and strengthen the competitive position of the region, the objectives of the strategy should be considered important.

2.3. Draft Strategy for the increase of energy efficiency and development of renewable energy sources in Wielkopolska 2012-2020

This document presents a perspective of energy efficiency and renewable energy sources management for Wielkopolska. It defines requirements and objectives aimed at creating conditions for growth of the share of energy from renewable sources in the energy balance of the region and improving energy efficiency with the use of innovative solutions while maintaining the principles of sustainable growth of the region. These are the key issues to address the global environmental challenges.

The main objective of the strategy is for Wielkopolska to achieve in 2020 a higher share of energy from renewable sources in final energy consumption and increase in energy efficiency, while maintaining the principles of sustainable growth, and striving to become a leader in innovation and implementation of technology in the field of renewable energy sources and energy efficiency. The implementation of the following specific objectives is to serve the main purpose:

- Implementation of new original technologies in the field of renewable energy sources and energy efficiency by companies from the area of Wielkopolska.
- Creation of eco-energy innovation centre in the region and implementation of tasks for the entities from the area of Wielkopolska by the unit.
- Increase in the installed capacity in plants using renewable energy sources, including the installations of high-efficiency cogeneration.
- Change of consumer attitudes and habits related to obtaining energy from renewable sources and energy saving.
- Reduction of greenhouse gas emissions.
- Construction of smart networks (or modernization of appropriate length of the line to the standard) and installation of smart metering.
- Equipment of the dedicated unit with tools to prepare and implement regional support systems during the implementation of the Strategy.
- Support for investment of natural persons, businesses, and local governments with public funds.

2.4. Social Policy Strategy for Wielkopolskie voivodship by 2020

According to this document, the social policy of the Wielkopolskie voivodship is an integral part of the development. The following findings should be conducive to it and provide a guarantee:

Implementation of the strategy and social policy of the Wielkopolskie voivodship is to encourage:

- Sustainable growth.
- Construction of coherent and functional communities.
- Protection of subjectivity and promotion of resourceful citizens.
- Establishment of minimum and hierarchy of protected principles and priorities.
- Real participation of non-state entities in the development and implementation of social programmes.

In order to implement this strategy, the following priorities were formulated:

- Priority I: Wielkopolska of equal opportunities and possibilities.
- Priority II: Healthy residents of Wielkopolska.
- Priority III: Safe Wielkopolska (public and social safety).
- Priority IV: Civic Wielkopolska.

- Priority V: Self-government of the Wielkopolskie voivodship a partner, advisor and consultant to local entities of social policy.

Strategic priorities were rewritten for the operational objectives and tasks addressed to:

- Children and youth.
- Seniors.
- People with limited ability.
- People in the high-risk social circle.

The findings of this document are important because of the need to consider and implement one of the three objectives of the Europe 2020 strategy, which is inclusive growth and promotion of a high-employment economy, ensuring social and territorial cohesion.

2.5. Development strategy for Poznań agglomeration

Although this is a subregional document, it concerns a large part of the region's potential, both economic and spatial. From the point of view of this document, in the perspective by 2020, the following objectives and programmes are important for the agglomeration:

- Strategic axis 1. Spatial management and the environment
Strategic programmes:
 - 1.1. Spatial development concept for the Poznań metropolis
 - 1.2. Improvement of the planning, urban and architectural standards
 - 1.3. Protection and development of cultural landscape
 - 1.4. Multifunctional farming
 - 1.5. Protection and ensuring availability of water resources
 - 1.6. Quality and availability of water resources
 - 1.7. Integrated system of municipal utilities management
 - 1.8. Eco-living environment
- Strategic axis 2. Infrastructure and organization of transport
Strategic programmes:
 - 2.1. Metropolitan multifunctional transport hub
 - 2.2. Metropolitan railway
 - 2.3. Integrated public transport
 - 2.4. Infrastructure and cycling
- Strategic axis 3. Economy and labour market
Strategic programmes:
 - 3.1. Harmonisation of business development
 - 3.2. Linkages and technology transfer

- 3.3. Monitoring of supply and demand for labour
- 3.4. Cooperation of the education system and economy
- Strategic axis 4. Social services
Strategic programmes:
 - 4.1. Quality and organization of education
 - 4.2. Cooperation and participation in culture
 - 4.3. Metropolitan tourist offer
 - 4.4. Metropolis of sport
 - 4.5. Public safety in the metropolis
 - 4.6. Metropolis of equal social opportunities
- Strategic axis 5. Integrated territorial management and marketing
Strategic programmes:
 - 5.1. Institutions of metropolitan cooperation
 - 5.2. Standards of public services
 - 5.3. Metropolitan information system
 - 5.4. Brand strategy and metropolitan products
 - 5.5. Metropolis in the international network
 - 5.6. Metropolitan identity

2.6. Other regional planning documents

Planning achievements of the region are much broader than the documents referred to above. They consist of dozens of positions of different rank (adopted by the Parliament, by the Board of the Region or by individual organizational units), different minuteness, or different kinds – their form is often unspecified, they contain different proportions of elements of the strategies, programmes or plans.

Some of them do not have a specific time horizon. They cover a wide spectrum of areas, including transportation, labour market, agriculture, tourism, environment, education, e-society and others. Most of them are still in force, but their time horizon ends mainly on the year 2013, and therefore it will be recommended to adapt them to the updated strategy.

Planning achievements of local governments and other public institutions, above all the documents strategic for Poznań and its metropolitan area, were also used at works on updating the regional development strategy.

III SUMMARY OF THE SOCIO-ECONOMIC DIAGNOSIS

1. SPATIAL DEVELOPMENT

The Wielkopolskie voivodship is situated on one of the most important routes of economic exchange between Eastern and Western Europe. This position is an important location income and generates developmental factors. However, it should be noted that, on the other hand, the position is still peripheral to the main centres of development of the European Union.

Especially the central part of the region uses location income, which results from the location on the Berlin – Warsaw route. However, the large southerly stretch of its territory causes that the northern and southern ends of Wielkopolska are territories with poor communication link with the centre of the region. It results mainly from the bad condition of infrastructure, especially communication, in this direction. The consequence are weak functional, administrative, economic and social links, and centrifugal threat.

The region's space is diverse in terms of the way it is used. A characteristic feature is that individual natural, agricultural and economic activity complexes form relatively compact, separate spaces, which are slightly overlapping.

The challenge for the future spatial order are:

- improvement of the quality and maintenance of the compactness of ecological system, weakening of anthropopressure, that is, human impact on the environment,
- use of transport routes as a development factor while limiting their negative impact on the environment,
- maintenance of hierarchical and multi-functional structure of the settlement network,
- increasing the diversity of functions of particular areas, including the most competitive, smart¹ specializations, based on internal factors,
- maximum inclusion of the areas at risk of social, economic and communication marginalization in the economic exchange,
- reduction of suburbanization and its negative effects.

The Wielkopolska settlement network creates a hierarchical system. The main centre is the metropolis of Poznań, where the largest part of the regional economy potential is concentrated. The next level is created by Kalisz and Ostrów Wielkopolski, according to the National Spatial Development Concept, which constitute the regional centre, and Konin, Leszno, Piła and Gniezno, which are subregional centres.

¹ Based on education, knowledge, research, information and communication technologies which allow the region to compete in the external system.

The above network is supplemented by local centres of different functions, rank and specialization. Although in spatial terms the settlement network of Wielkopolska is shaped evenly, significant differences in development levels, that is, the scale of the problems in each of them, are observed.

Strengthening of the region-generating functions of Poznań is absolutely fundamental for maintaining dynamics of growth in the region. Only those regions in which a dynamic metropolitan centre, able to create, transfer and diffuse technologies and innovations, is operating, are characterized by a high growth rate. However, concentration of these functions in Poznań cannot mean competition for the rest of the region, but it should be an additional development factor.

An important link in the settlement and economic network should also be the regional centre and subregional centres, which, by developing their own specific functions, should become an important factor in activating the environment.

2. NATURAL ENVIRONMENT AND ENERGY

Wielkopolska is a region of great natural potential, especially in the context of rural tourism and agrotourism, as the protected areas cover about one-third of the surface, and forests constitute one-quarter. The region has an agricultural character, because there is more than 10% of the country's agricultural land and about 11% of arable land in its area. The share of meadows, grazing lands and forests is smaller.

The expansion of the agricultural area in the previous centuries caused irreversible changes in water relations, and indirectly, also climate change. The introduction of a man-made "artificial grassland," that is cultivations, caused the Wielkopolska climate to gain the characteristics of a steppe climate. This is expressed in the groundwater deficit, insufficient rainfall and its uneven distribution per annum. The situation is aggravated by: progressing reception basin drainage, including the wrong one-sided land melioration, drainage and decline of humid biocenosis and lack of artificial retention, urbanization and increase in the built-up area, resulting in a decrease in retention of land for the surface run-off.

Anthropogenic factors change also the chemical composition of the atmosphere, surface waters, and groundwater and soil. This results in a loss of valuable biocenosis and a limitation of the number of species of both flora and fauna. At the same time, the enhancing eutrophication intensifies the overgrowing of water bodies, which in turn results in their loss. The forestry moves away from the use of monocultures, as well as the introduction of alien species.

Fragmentation of natural space was also a serious threat. The segmentation of its area impedes the plant and animal species migration and causes depletion of genetic material. What is needed, is such management of the space which can save the compact nature complexes from urbanization to a greatest possible extent. The aim should be improvement of the compactness of the ecological system.

Forests are an important part of the natural system of Wielkopolska. They are a part of the space, part of the natural environment, but also one of the sectors of the economy – production, but service sector, source of raw material, source of biodiversity conservation and of renewable energy, labour market, place of diverse activities of residents, including tourism, recreation and education. It is also part of the cultural heritage and many other spheres. That is why an improvement of the condition of forests and increase in resources are so important.

In spite of many threats and unsatisfactory condition of the environment in many areas, compared to Europe, in this field Wielkopolska is a competitive region. This creates opportunities for tourism and recreation, and for healthy agricultural production and attractive place to live.

Low quality of water resulting from the lack of sewage treatment plants is still a problem. The tasks implemented within the framework of the Operational Programme Infrastructure and Environment from the European Union funds will help to meet the requirements of Council Directive 91/271/EEC of 21 May 1991 concerning urban waste water treatment in accordance with the deadlines determined in the negotiations and defined in the Accession Treaty. Therefore, to identify the needs for sewage management and rank their implementation in such a way as to live up to the obligations of the treaty, the National Programme for Municipal Waste Water Treatment (NPMWWT) was created.

Wielkopolska is rich only in some mineral resources. Lignite, natural gas, oil, rock salt and mineral aggregates are of greater importance. However, the extraction of these resources must be done in compliance with environmental protection requirements. The region's major problems are post-mining lands and disturbed water relations, which are consequences of extraction of raw materials.

The region can become an important place for renewable energy production. It has especially good conditions for the use of biomass and thermal waters, as well as the wind. The possibility of developing nuclear power engineering also should not be ignored. Wielkopolska is still a major producer of electricity from lignite; however, this sector requires substantial investments in modernization, which is a prerequisite for a significant reduction of greenhouse gas emissions.

Energy production must be accompanied by suitably efficient distribution system whose state in the region is not adequate for the needs.

3. BASIC COMMUNICATION AND TRADE INFRASTRUCTURE

The condition of infrastructure in Wielkopolska in many cases puts it in a disadvantaged situation, in relation to other regions in the country. Depending on the type of infrastructure and its location, the situation in the region is varied.

Although in recent years, in many areas a substantial progress was noted, the condition of the infrastructure is still not satisfactory. Ensuring sustainable economic growth and significant improvement of the living conditions for Wielkopolska requires not only closing the gap in relation to the best regions in the country, but also getting closer to the standards currently in force in the European Union.

The basic technical infrastructure in the Wielkopolska conditions is still one of the main factors determining the competitiveness of the region, despite the growing importance of such factors as human capital, innovation, research, entrepreneurship, information society. The most important elements include transport, communications, energy, environmental and social infrastructure. It determines the four most important aspects of competitiveness:

- internal and external communication links,
- attractiveness of investment and running a business,
- scale of external economic relations,
- attractiveness of residence.

The main challenge for Wielkopolska is its inclusion in the European transport space. A major achievement in this area is the construction of the A2 motorway which has been completed within the borders of the region and included in the European highway system, as well as the modernization of the railway line E20.

In principle, the problems of transit in the east-west directions have been resolved. However, it should be noted that the full use of the location on the route will not occur together with the completion of the construction of appropriate infrastructure. Without the accompanying infrastructure, our region will remain a transit region. Therefore, preparation of suitable sites for investment and providing them with adequate infrastructure, including trade and logistics, is so important.

The factor limiting the benefits of integration of the Wielkopolska economy into the national and European space is the bad condition of transport connections within the region, including connections on the north-south line of particular importance due to the large extent of the region in this direction. A key element in this respect, a kind of "life line," is, among others, the national road no. 11. Also other national roads, including roads no. 5, 8, 10, 12, 15 and 25, are of great importance. Unfortunately, in the coming years, only the national roads no. 5 and 8 have a chance for significant improvement. However, despite considerable investment in recent years, negligence on the regional and local roads is still recorded. This is a problem, since many sections of regional roads are currently used as alternative transport routes of national importance.

Railway lines are an important part of the regional transport system. Although the density of the network is relatively high, despite the closure of individual segments, its condition is highly unsatisfactory. Without improvements, the communication problems, both within the region and with its surrounding, cannot be solved. The issue of high-speed rail is also vital. Although the project is being driven at the time, the conditions for its construction in the future should be created, particularly in the field of spatial planning and land management.

Some potential investors have withdrawn due to poor condition of the infrastructure. Bad condition of roads, numerous “bottlenecks,” reduce the investment attractiveness of individual areas and are one of the main causes of their marginalization. Poor condition of the transport infrastructure is also one of the causes of bad condition of the environment. Moreover, communication barriers mean limited access to services and labour market by the reduction of mobility of the population, and limit the development of cities and worsen the attractiveness of residing in them.

An important element of connections of the region with the surrounding is air transport. The Poznań-Ławica Airport is currently being expanded. However, the necessity to built a regional airport in some other place after 2020 cannot be ruled out. The subregional airports, which may find their place in the system in the future primarily through the development of specialized services, are also important for the development of the region.

Also the inland waterway transport should not be overlooked. The waterways of Warta and Noteć, and of Ślesiński channel² require inclusion in the European network. They may also become important tourist routes, since they form a peculiar closed loop. Therefore, the increase of the shipping class of these waterways and supplementing them with the appropriate tourist infrastructure is necessary.

Trading infrastructure, which includes, inter alia, the Poznań International Fair, is of particular importance. It is one of the most important development factors of Wielkopolska and one of its most important marketing signs. Provision of conditions for the development of this institution is of strategic importance for the region. Wielkopolska has also a considerable logistics potential of great development possibilities. The condition for its development and use is the development of smart, multi-modal forms of transportation and innovative control of flow of people and goods.

The condition of the information technology infrastructure is still insufficient and far from the European standards. The constructed Wielkopolska Broadband Network is a solid basis for further actions in this direction. It should result in popularization of the Internet in all areas of operation of the region.

4. ECONOMY AND ITS ENVIRONMENT

The Wielkopolskie voivodship reaches higher economic indicators than the national ones. This is proven by the leading positions in terms of gross value added and GDP per capita. However, the problem is large and growing internal diversity. In this respect, the Piła, Kalisz and Konin subregions take the average position in the country.

The structure of the economy, even though as for the national standards it is quite varied, due to a large share of agriculture and underdevelopment of services it is still a traditional one in the European dimension.

² The Great Loop of Wielkopolska

In Wielkopolska in 2010, per 10000 people there were 1098.1 entity of the national economy, and in the country 1023.5. Moreover, people running businesses per 10000 population were more numerous than in the country.

Spatial distribution of companies is highly diverse. The economic activity is concentrated in Poznań and the Poznań district as well as in the subregional centres. These areas represent the poles of growth. In the last few years, a further increase of these disproportions has been observed. Their reduction is one of the major challenges in the coming years.

Capital expenditure in enterprises per 1 inhabitant are higher than the national average. To a large extent this is the result of foreign direct investments which led to the creation of more than 5.8 thousand companies with foreign capital. These investments result not only in direct job creation. They also contribute to the so-called multiplier effect, generating cooperative networks and the creation of jobs at suppliers, as well as the transfer of technologies and modern management techniques. What is important is that more than two thirds of the investments are productive investments.

The development of entrepreneurship in Wielkopolska is conditioned both by internal factors – local and regional, as well as external – macroeconomic. Favourable internal conditions of business development include mainly: large and rapidly growing number of companies, especially small and medium-sized ones, their substantial and steadily increasing economic and productive potential, highly skilled employees and long traditions of many industries and businesses, vast majority of private property, significant inflow of foreign capital, favourable generic structure of the companies, relatively high export growth, relatively high productivity of the companies and its high growth, growing social awareness of corporate responsibility and building multi-sectoral partnerships for social entrepreneurship.

The main internal factors which hinder the development of entrepreneurship and businesses include: inadequate capital equipment and depreciation of assets of a large part of businesses, weak integration ties of the companies, too small number of the “high-tech” and “high chance” companies, the use of external technologies – and only in a limited range of projects offered by native research units, high own costs and low profitability of a large part of enterprises, especially public ones. Social resistance to new investments can be also included among them. Further development of the enterprise requires elimination or at least reduction of the negative impact of all these phenomena.

The above-mentioned local and regional factors shape the investment attractiveness – recognized as a synthetic measure characterizing a given territorial unit, the result of numerous and diverse variables describing the socio-economic situation. In this respect, Poznań is in the lead of regional cities (next to Warsaw, Krakow and Wroclaw). Such position of the city is influenced by high quality of the labour market, favourable social climate, relatively high quality of technical infrastructure, effectiveness of the implemented transformation, communication availability and marketing activity. At the same time, the assessments of the quality of business environment infrastructure are less favourable. The high cost of running business activity is also to the city's disadvantage. Among the centres which come in high in such rankings there are also other, smaller cities and territorial units of Wielkopolska.

An important element in the development of entrepreneurship and enterprises is the system of business support tools and institutions. In the recent years, the progress in this area has taken place, but it is not sufficient. There is still an inadequate number of well-prepared business support institutions, especially non-profit ones, founded by self-governments or non-governmental organizations. The adjustment of the offer of these institutions to the needs of businesses is inadequate. Basic advisory services are dominating, with a limited range of professional services.

Such financial institutions as loan, guarantee, warranty, start-up capital or high risk funds should be further developed. What is more, the commercial offer of institutions providing training, consulting, marketing and other services is also insufficient.

What is also important for the economy of the region is the fact that not only companies require support, but also non-governmental organizations operating for the benefit of the economy and which are one of the major employers.

5. AGRICULTURE AND RURAL AREAS

The agriculture of Wielkopolska is one of its most important potentials. In terms of management level, crop yields and productivity, it stands out against the background of the country. First of all, the average size of farms, beneficial with reference to the country, amounts to 13.5 ha, which, although high on the national scale, is still much lower than the average size in the EU.

Due to the size structure of farms and high percentage of workers, family farms are still the bases of the Wielkopolska agriculture.

Climate, soil and ground-water conditions are unfavourable for agriculture. The Wielkopolska agricultural area is characterized by relatively poor quality of soil, frequent changes in weather conditions, adverse climate conditions, including low rainfall, distributed unevenly during the year. These factors put the agriculture of Wielkopolska in a difficult competitive position relative to the agriculture of other EU countries. Low level of chemicalization of agriculture and low labour costs are an advantage.

Wielkopolska is the leading region of animal production on the country's scale. As much as 90% of households is occupied with it. The stock of cattle, pigs and poultry, among other things, is higher than the average in the country.

The structure of cultivation is dominated by crops, and then industrial plants, including colza and sugar beet. At the same time, the acreage of potatoes is decreasing. The market of fruits and vegetables, as well as producer groups, are relatively well developed. However, the link of producers with processing and trade enterprises is still too weak. A significant development of agricultural product wholesale markets and distribution networks of traditional and regional products is necessary.

The sector of agricultural and food processing is one of the main sectors of the Wielkopolska economy. Its positive feature is rich diversity. However, its weakness is still a low level of concentration, which reduces its competitiveness. This feature can still become a strong point, in the face of the prospect of growth in demand for traditional and regional organic food. In this respect, the agriculture of Wielkopolska can and does successfully compete on the EU markets.

Wielkopolska is a region with a large proportion of rural population (43.9% of the total) and people working in agriculture in rural areas (50%). Furthermore, there are a lot of social problems in the concentrated rural areas. The most important of them include unemployment, both recorded and latent, and the risk of poverty. Another problem is the low level of infrastructure which diminishes the attractiveness of these areas as places to live, invest or run a business. Poor communication accessibility, including access to the Internet and services, as well as low level of equipment in municipal infrastructure are particularly severe for rural areas.

Rural areas in Wielkopolska are characterized by varying degrees of non-agricultural economic activities. They can be divided into those which use the development – operating within agglomeration influence, and typically rural, staying beyond it. Each of them has a different range of problems and needs.

The biggest problem is that the lower the level of agriculture and the higher the unemployment rate in the countryside, the smaller the development of non-agricultural sector. Solution to this problem is one of the biggest development challenges for Wielkopolska. Unfortunately, the most difficult situation is in the rural areas operating outside the influence of agglomeration. The opportunity in this area is the development of services, trade and tourism, including rural tourism and agritourism, and renewable energy sources.

6. RESIDENTS, INTELLECTUAL CAPITAL AND EMPLOYMENT

The residents of Wielkopolska are among the largest regional populations in Poland. The size of the population is comparable with the average size of the population of some European countries (Albania, Ireland, Latvia, Lithuania or Macedonia).

The demographic characteristics of the region's population are similar to those of the general Polish population. Individual indicators in this respect differ minimally from the ones of the country. The main differences encompass the population growth rate, which was positive in 2009 and amounted to 2.7 per mille, compared with 0.8 per mille for the country. Percentage of the population in the age under 25 is slightly higher, and the rate of feminization and infant mortality is lower. Furthermore, Wielkopolska is characterized, in contrast to many other regions, by an active migration balance.

The population potential is distributed unevenly. A large part of it is concentrated in the Poznań metropolis and subregional centres. The degree of urbanization is also different. Moreover, a progressive polarization of population distribution, caused by the gradual movement of the inhabitants from the areas of economic stagnation to growth centres, can be observed.

Increase of population growth rate, reduction of the level of infant mortality and extension of life expectancy will lead to significant changes in the age structure of the population over the next several years. These changes will have a significant impact on the education system, labour market and social sphere.

Increased interest in acquiring education, the labour market conditions, insufficient state family policy, underdeveloped childcare, poor housing conditions, evolution of the family model and shift in priorities and values for self-realization and development make the fertility rate decrease with the simultaneous increase in the average age of female reproduction, which can reach 30 years in 2020.

Internal migration is still persisting. Maintenance of this trend in the coming years, and at the same time intensification of the suburbanization phenomenon, that is the migration from the cities to the countryside motivated by desire to live in more comfortable conditions, should be expected. In addition, external migration caused by the opening of the labour markets in the European Union will weaken.

By 2020, first, a gradual increase in population, and then a decrease in this number are predicted. Sharp fluctuations in the number of individual educational age groups is expected.

The population in working age (18-59/64 years old) is to fall by the end of the projection period. Percentage of people in working age in relation to the total population will decrease from 64.9% in 2010 to 59.9% in 2020. In absolute terms, it will be a decrease of 137 thousand, i.e. by almost 7%.

The projection provides a systematic increase in the number of people in the retirement age. In 2020, the number of people in the retirement age is to increase by 30.1% in comparison with 2008. In Wielkopolska, similarly to the rest of the country, the ageing of the population is and will be progressing more dynamically. This creates new challenges for the public policy of the state and local governments, which must take the economic and social conditions into account, including the reconstruction of the social security system and improvement of the access to health services. At the same time, the projected decreasing share of the population in the pre-working and working age will result in significant changes in the education system. On the other hand, this phenomenon will generate a range of services for post-working age group and changes in the labour market.³

Unemployment rate in Wielkopolska is lower than the national average. At the end of 2010, the registered unemployment rate was the lowest among the regions and it amounted to 9.2%. However, it should be noted that the unemployment rate is highly diverse, because in some districts it amounts up to 20% (Chodzież, Wągrowiec, Złotów or Słupca district). This demonstrates considerable internal diversity of the region.

However, the problem is still the high percentage, among the unemployed, of graduates, people with low education, women, of unemployed for a long time and people who have not worked yet, also living in the country. The phenomenon of “junk contracts” supplanting permanent employment, especially among the youngest age groups, is enhancing simultaneously.

The situation on the Wielkopolska labour market is the greatest challenge for the region. Realization of all the objectives defined in the strategy should serve, either directly or indirectly, the solution of this problem.

An important issue for the regional labour market, similarly as in the country, is a low level of professional activity of the population, lower than the EU standards. Improvements in this area require strengthening competence of the people on the labour market. The educational system has to raise its level, adapt better to the needs, be more flexible to changes, and even be ahead of them. At the same time, an important part should also be development of the system integrating the long-term excluded from the labour market by, among others, support of the social economy. Capabilities of self-governments in these areas are limited. More depends on the policy of education and development of higher education, state fiscal policy, and, in the first place, from the design of labour law.

Intellectual potential, associated especially with such spheres as education, science, research and development, innovation, information society or creative sectors of the economy, will decide on the competitiveness of the region in the coming years.

³ With the change of the retirement age, the cited data will change accordingly.

Although in recent years there has been a surge in the number of students, in terms of the level of education Wielkopolska does not rank among the leading regions. In 2009, 14.9% of the residents had higher education, that is, 3.2% less than the rate for the country. This situation results to a large extent from the fact that the majority of the Wielkopolska population lives in small towns and rural areas, and from the fact that a significant proportion of the residents of the region is engaged in agriculture.

In terms of number of people learning foreign languages in schools and examination results at different levels of education, the Wielkopolskie voivodship also does not belong to the national forefront.

Despite the evenly distributed network of educational institutions, large disproportions in their equipment are still observable. However, the biggest problem is the limited availability of education due to the communication and economic factors.

Poznań is an important element of the intellectual potential, as one of the largest academic and research centres in the country. In Wielkopolska, the number of students per 10 thousand people (518) is greater than in the country (493).

The position of R&D in the economy is fairly well illustrated by the indicator showing the amount of expenditure involved in this sector relative to the size of GDP. In 2009, expenditure on R&D in Wielkopolska amounted to 0.66% of GDP (3rd place in the country, after the Mazowsze and Małopolska regions), while the rate for the whole country was higher and amounted to 0.68% of GDP. These values are insufficient at the European level and not altogether satisfactory. The analysis of the index in the years 1999-2009 shows that the inclination to invest in research and development in Wielkopolska have been growing year by year from some time. After a relative stabilization between 1999 and 2006, since 2007, a gradual increase in its value, both at the level of the region and the whole country, has been observed, while it is definitely faster at the Wielkopolska level, which causes the region to approach the national average each year. The year 2009, in which the rate rose by 0.14 percentage points, was a breakthrough in this area.

Intellectual level of the scientific research workers is comparable with the level of the staff in other EU countries. However, the level of research and science infrastructure is far worse. Moreover, the system of cooperation between science and economy is also poorly developed. In this regard, the potential of the region is used to a limited extent. A chance for change of the situation is the implementation of the Regional Innovation Strategy for Wielkopolska 2010-2020.

The construction of the information society is an important element of the intellectual potential of the region. Unfortunately, the level of computerization of many areas does not put Wielkopolska at the head of the regions in the country.

7. SOCIAL SPHERE

Social changes, whether at national or regional levels, do not keep the pace with the political and economic changes. After the crisis of the traditionally understood welfare state, a void was created, which has not yet been filled by appropriate social and administrative structures. There are barriers to access to markets for goods, services and institutions which aggravate the increase of disparities and marginalization of individuals, groups or areas. Counteraction of these phenomena is one of the prerequisites for achieving an adequate level of competitiveness of the region, maintaining the dynamic development of Wielkopolska and high level of quality of life for its residents.

Domination of market rules, civilization processes and globalization threaten with the social disintegration in the coming years.

Significant change in the demographic structure of the population is taking place, and projections indicate that it will proceed.

The decrease in fertility, which threatens – over the next several years – to reduce the number of population, has also a key dimension, not only social, but also civilization. First of all, the share of the population in working age will increase. Furthermore, relations between the number of people having their own source of income, and the number of people financially dependent on others will also change. In addition, the percentage of childless and incomplete families, and families without persons with permanent employment, which is being constantly observed, may rise.

Disability is an important issue. An increase in the proportion of biological disability is particularly disturbing. The problem is also the even higher average age of the disabled. Today, they account for almost half of the people at retirement age. Moreover, a vast majority of the disabled subsist on social benefits, and the professional activity of people with reduced ability is of a low level.

The socio-economic transformations after 1989 contributed to the growth of economic stratification, while low income concerns primarily families with many children, the long-term unemployed, people with low education and a large part of individual farmers. The risk of poverty is largely dependent on the place on the labour market and place of residence. A particularly dangerous effect of the deepening social inequalities is their inheritance.

Economic stratification is associated with diverse access to infrastructure and social services, social welfare, medical care, which perpetuates the increase in the number of marginalized groups. Achieving an adequate level of social cohesion will be one of the greatest development challenges in the next several years.

An important tool for solving social problems should be developing various forms of social economy, such as associations, foundations, cooperatives, mutual insurance companies, professional activity facilities, occupational therapy workshops and other organizational forms which create new services and new jobs at the local level within projects linking economic and social aspects of active citizenship. A significant potential – which should be used to solve social problems – is demonstrated by non-governmental organizations and the propensity for self-organization of the Wielkopolska citizens. From this point of view, the problem in the next few years will be not only to cope with the social changes, but also to strengthen the civil society.

8. POZNAŃ METROPOLIS AND ITS RELATIONS WITH THE REGION

The metropolitanization of Wielkopolska is proceeding, which is one of the main determinants of the contemporary development, next to globalization. Most of the socio-economic potential of the region is increasingly focusing in Poznań and the Poznań district. It is primarily a place of concentration of managements of companies with a supra-regional range, highly qualified managers, representatives of science and culture.

Poznań metropolis is also the site of absorption of global innovations and source of their spread within the region, as well as a place of creation of regional innovations. It attracts new residents thanks to the wide range of services and high quality of life.

Poznań and its surroundings, despite high macroeconomic indicators, is also a place of many development problems in such areas as the environment or public transport. The signs of deterioration or loss of function by the individual districts are also visible.

The problem of the metropolis is also the phenomenon of suburbanization, that is, the “escape” of the inhabitants from Poznań to the Poznań district, resulting in a decrease in the population of the city, as well as spatial chaos. The under-developed interaction mechanisms within the metropolitan area and its integration also cannot be ignored. In addition, not all metropolitan functions and their scale can compete with the metropolis in the scale of Europe or more globally.

From the point of view of the development of Wielkopolska, relations between the metropolis and the regional surrounding are of primary importance. Many examples show that those regions whose centre is a strong metropolis, are developing dynamically.

Poznań is developing faster than the rest of Wielkopolska. However, the problem is that it should not be a competition for the region or draining factor, but a “locomotive of growth.” For the Wielkopolska development policy it is not important that Poznań develops faster, because it is a natural process, but for other areas of Wielkopolska to benefit from its development. A key instrument in this area is to build economic and social relations, as well as improvement of the accessibility of communication, high level services and education.

Internal stratification of the region is a major challenge for the strategy. However, it cannot be confronted without building relationships and strengthening integrative functions. In this integration, the subregional centres, whose level of development and position in the settlement network is not high enough, should play a primary role. Without significant strengthening, no effective channels of transmission, diffusion of development factors for the entire region will be created. Regardless of the pace and level of development of Poznań, success of the peripheral areas of Wielkopolska depends largely also on the development of subregional centres.

9. INTRAREGIONAL DIVERSITIES

The region is internally diverse. The traditional image of thrifty and affluent Wielkopolska, in fact, applies only to its central part. Other subregions significantly differ from that image. The rank of this problem is higher in the face of growth of these differences proven in recent years.

On the other hand, the metropolis of Poznań, growing faster than the rest of Wielkopolska, is an important factor in development of the whole region. Without this process, the remainder of Wielkopolska would developed even more slowly.

Wielkopolskie voivodship is a vast region with an immense internal diversity. This diversity has many dimensions. The basic one results from the structure metropolis of Poznań – the rest of the region. The differences show up in all the macroeconomic and social performance, and are still growing. To some extent this is a natural phenomenon, caused by the fact that the capital of the region is a big, as for the national conditions, dynamic metropolis which concentrates most of the forces of production, business, intellectual and services of the region.

However, what is important for the assessment of this diversity, is what is the position of the Poznań metropolis among the similar national metropolises and what is the non-metropolitan position of the Wielkopolska subregions among the similar subregions in the country. This comparison shows that, with reference both to the metropolises and metropolitan subregions, the position is average.

The second dimension of differentiation, overlapping the above, results from historical factors. It is reflected in the north-south and east-west systems, and results mainly from the history of the nineteenth century. It has various definitions. For the purpose of the strategy adopted in 2000, it was stated, with some simplification which intended to emphasize the phenomenon, that Wielkopolska is Poland in miniature with its own “eastern wall” and “post-state farm environments” on the north.

This problem was developed in the strategy adopted in 2005 which thought it to be more complex. Research of the Wielkopolska Spatial Planning Office⁴ and analysis of the intraregional differences conducted for the need of the strategy adopted in 2005⁵ showed that in each of these areas, regardless of whether traditionally recognized as a locomotive or as delayed development area, there are both problematic enclaves and enclaves of a relative “prosperity,” visible especially in the municipal system, but also within those units, particularly in the cities. A similar mosaic of differences is illustrated by the expertises made for the purpose of this strategy update.⁶

Another dimension of diversities results from the distance from the capital of the region. From this point of view, the northern Wielkopolska and southern peripheries of the region are especially marginalized and heavy for other regions.

The analysis of intra-regional variation indicates that individual parts of Wielkopolska differ significantly. This diversity should be the basis for designing objectives of the strategy and adapting them to the needs of individual territories. However, the fact of finding that there are differences is not enough. It is necessary to identify the factors influencing these differences. They include:

- metropolitanism and degree of relations with the metropolitan area,
- rural nature of the area,
- rank of the centre in the settlement system and whether it is equipped with features necessary to support the surrounding area,
- availability of public services,
- communication accessibility, including the distance from Poznań,
- condition of the natural environment and cultural heritage, agricultural space, degree of flood risk, condition of water resources,
- occurrence of natural resources,
- occurrence of declining functions which requires restructuring, revitalization or renewal,
- level of integration of the local community, manifested, among others, in civic activity,
- level of development of the local community, manifested in the development of social economy.

Factors listed above are present in different proportions in different areas. Individual places have favourable situation in some respects, and unfavourable in others. However, all require support directed towards these problems.

⁴ *Wielkopolska of Sustainable Growth – 2003, Wielkopolskie Voivodship Analysis of Municipalities – 2004,*

⁵ *Development Strategy of the Wielkopolskie Voivodship by 2020, Intraregional Diversity of the Wielkopolskie Voivodship, Poznań, May, 2005,*

⁶ List of expertise in Section II.

Areas of this type are subject to intervention of both the *National Spatial Development Concept 2030* (as a functional areas) and the *National Strategy of Regional Development. Regions, cities and rural areas* (as the Strategic Intervention Areas – SIA). They will be the basis for directing territorially the objectives in the strategy. While their range should be defined in the Spatial Development Plan of the Wielkopolskie Voivodship.

10. SUMMARY

Introducing Wielkopolska to the path of sustainable and rapid growth requires not only investment. High added value can be achieved by modernization of functioning systems of the various sectors. This is even more important due to the fact that a number of significant results can be achieved without large expenditure by organizational and coordination activities, and, above all, by joint venture of different entities in given sectors, with a meaningful participation of local governments. Various spheres of socio-economic reality should be internally integrated. Implementation intentions in this area can give a significant effect.

In the coming years, competitiveness will be largely determined by the integration of the activities of self-governments, creation of integrated systems in public administration, coordination of public policies implemented by various public and private institutions, development of cooperation systems in the economy, including clusters, relations between education and economy, integration of information and promotion systems, as well as infrastructure systems. Relations should grow, not only at the regional level, but also at subregional and local levels.

The following conclusions emerge from the analysis of the description of the region state, development trends and conditions:

- No significant changes in the development trends of the region, which would significantly differ from the ones identified during the work on the document adopted in 2005, were found.
- Wielkopolskie voivodship, although affected by the global crisis as all the regions, felt its effects relatively mildly compared to others. In many areas, return to the state from before the crisis is observed.
- Intra-regional differences, which, in many respects, threaten with marginalization of respective areas of Wielkopolska, still persist or even deepen in many areas. In many places, these negative factors are cumulative, especially on the northern and southern end of the region. This requires far better adaptation of the objectives of the strategy to the situation in different places than so far, which is conventionally defined as territorial direction of development policy. Identification and typology of problem areas is necessary to properly select and address intervention.
- This problem is related to the use of internal functional connections in such a way that the centres of growth and problem areas, or peripheral in different respects, benefit from mutual relations.

- Competitiveness of the region requires new approach. Today, the most important thing is to answer the question on what basis it should be built. In the early times of transformation, it was possible to build it on the comparative advantages (lower production costs, cheap labour, unused production capacity). Today, simple provisions in the era of globalization and increasing competition in this dimension are not enough. The beginnings, first examples of transferring production to even cheaper countries, can already be observed. Therefore, in the long-term perspective, the competitiveness will be determined by the added value, which consists of innovations and smart growth,⁷ scientific research and academic potential, educational base, social capacity and awareness and appropriate condition of the environment.
- In the area of the region, the aim should be to develop technical infrastructure which will allow entrepreneurs to locate their investments in Wielkopolska.
- In the face of the social processes taking place, comprehensive actions for the development of human and social capital serving equalization of opportunities are also major challenges. Implementation of system actions in the field of education, active labour market policy and active inclusion are necessary. Additionally, strengthening the role and position of social entrepreneurship, its entities and environment will be necessary for comprehensive and synergistic actions for development of the region. This will allow integration of actions increasing economic efficiency with activities aiming at enhancement of the social cohesion of our region.
- Construction of the strategy on the basis of a good position of Wielkopolska in the main European west-east corridor, today, is not enough. This is beneficial, but used only to a small extent. Without appropriate investment areas, adequate logistics infrastructure and modal transport, internationalization of the economy there is a serious risk that transport corridors crossing Wielkopolska can facilitate fast “passing over” the region.
- A major challenge is also building appropriate position of both the region, Poznań metropolis and Poznań, in the spatial structure of the country. Solidification of the positive image of the region is also vital.
- In the area of the region, the aim should be to develop technical infrastructure which will allow entrepreneurs to locate their investments in Wielkopolska.

⁷ Smart means based on education, knowledge, research, information and communication technologies.

- Giving the strategy an appropriately post-environmental character is necessary in the face of climate change and global challenges. Wielkopolska has a vast potential in this area, starting from healthy agricultural production, through “green technologies” and related research, to renewable and nuclear energy.
- The past experience, but also the experience of other regions, show that not only investment, but also the construction of a right climate, especially in such areas as innovation, are important for development.

In turn, the things important from the point of view of the results of the project “Regional Foresight for Wielkopolska” include:

- system approach and demand and supply approach,
- need to develop new areas of innovation: innovation in the public sector, innovation in traditional sectors, innovation in improving the quality of life and social innovation,
- pivotal role of business as entities introducing innovations to the market,
- importance of concluding long-term partnerships in order to achieve specific strategic objectives,
- strengthening the subregional economic specializations.

The region has a complex package of development potential, diverse in terms of size and location. Each area has its own characteristics and combination of endogenous factors. The balance of external influences (opportunities and threats) and internal factors (strengths and weaknesses), which is the domain of the SWOT analysis, is important in this regard.

IV SWOT ANALYSIS

The SWOT analysis is the basic technique of strategic analysis. Since the standards and, above all, practice in this area are different, the following findings were accepted in order to facilitate the discussion and interpretation of the results:

- multi-sectoral SWOT analysis, with a number of sectors limited to a few major ones, is adopted,
- number of elements of individual fields in the SWOT table was limited to the most important ones, which means that, for instance, not all strengths were identified, but only those of the strategic importance,
- strengths and weaknesses refer to the internal characteristics of the region or analysed sector,
- opportunities and threats refer to the properties of the surrounding of the region and to the characteristics of other sectors relative to the analysed sector,
- weaknesses of a particular sector can be threats to the other at the same time, and strengths – can be opportunities, and vice versa.

1. INNER POTENTIAL

STRENGTHS	WEAKNESSES
SPATIAL DEVELOPMENT	
<ul style="list-style-type: none"> ▪ favourable position in the European and national space ▪ relatively dense network of communication ▪ multifunctional Poznań metropolis ▪ well-developed, hierarchical settlement network ▪ potential of subregional centres ▪ rich, tangible and intangible, cultural heritage ▪ competitive agricultural complex ▪ relatively dense ecological system 	<ul style="list-style-type: none"> ▪ large area of the region at risk of spatial marginalization, especially the northern and southern ends of the region ▪ inadequate, mutually beneficial internal and external functional relations, particularly in the Poznań metropolis system – surroundings and the metropolis – external growth centres ▪ functions of small and medium-sized towns inadequate for the needs ▪ insufficient supply of appropriately prepared investment sites ▪ disordered space management ▪ increasing disproportions between the Poznań metropolis and the rest of the region ▪ areas and cities requiring revitalization ▪ progressive, disorderly suburbanization ▪ large areas of degraded land

STRENGTHS	WEAKNESSES
NATURAL ENVIRONMENT AND ENERGY	
<ul style="list-style-type: none"> ▪ wide variety of natural environment and wealth of natural resources in the region ▪ systematic improvement of the condition of the environment ▪ decrease in the level pollutant emissions ▪ large percentage of protected areas, including Natura 2000 ▪ areas with high environmental values which form a dense ecological network ▪ natural and cultural values as a tourist potential ▪ great resources for renewable energy (biomass, thermal springs, wind) ▪ increase in renewable energy production ▪ large reserves of lignite ▪ increasing environmental awareness of members of local governments, businesses and residents of the region 	<ul style="list-style-type: none"> ▪ inadequate performance of infrastructure securing the environmental ▪ occurrence of sites of environmental degradation ▪ insufficient water resources, low retention level and poor hydrological ratios in rivers ▪ low level of forest cover and limited species and genetic diversity of forests ▪ progressive chemicalization of the environment ▪ low share of renewable energy in the energy balance ▪ high communication emissions ▪ poor acoustic climate, especially in cities ▪ insufficient energy transmission infrastructure ▪ progressive fragmentation and reduction of the permeability of natural complexes ▪ suburbanization and devastation of natural and landscape values ▪ Poland's largest dense cluster of vulnerable areas (OSN)⁸ of sources of pollution of agricultural origin ▪ lack of protection plans for NATURA 2000

⁸ Areas and surface water and groundwater vulnerable to contamination by compounds of nitrogen of agricultural origin and particularly vulnerable areas, from which the outflow of nitrogen of agricultural origin into these waters should be limited.

WIELKOPOLSKA 2020 – SWOT ANALYSIS

STRENGTHS	WEAKNESSES
COMMUNICATION AND TRADE INFRASTRUCTURE	
<ul style="list-style-type: none"> ▪ infrastructure of the TEN-T corridors ▪ Poznań-Ławica Airport and other airport infrastructure of the region ▪ logistics infrastructure ▪ system of waterways conducive to the development of river transport and tourism 	<ul style="list-style-type: none"> ▪ continued decapitalization of a part of communication infrastructure, especially railway, despite the increase in investments ▪ disproportions in the distribution of infrastructure ▪ poor communication connections, especially in the north-south direction ▪ insufficient development of public transport ▪ barriers for people with disabilities ▪ insufficient development of the information society infrastructure ▪ lack of developed infrastructure of multimodal transport ▪ insufficient use of waterways
ECONOMY AND ITS ENVIRONMENT	
<ul style="list-style-type: none"> ▪ high level of GDP per capita on a national scale ▪ diverse and dynamic economy, with a considerable potential ▪ relatively high resistance to external factors ▪ great potential and high activity of SMEs ▪ considerable involvement of foreign capital ▪ good climate for innovation and activity of self-government in this area ▪ great scientific research potential ▪ relatively high share of creative industries ▪ relatively high investment attractiveness ▪ qualified resources and low labour costs ▪ Poznań International Fair 	<ul style="list-style-type: none"> ▪ internally diverse level of GDP ▪ disproportions of potential and economic activity of individual parts of the region ▪ low level of cooperative relations and links between science and economy ▪ insufficient durability of SMEs ▪ limited offer of the R&D zone and its relations with the economy ▪ insufficient innovation and a small number of patents and inventions ▪ advantage of absorption of innovations over their creation ▪ inadequate research infrastructure ▪ low level of expenditure on research and development, especially on the part of the companies ▪ insufficient and fragmented offer of business environment ▪ energy and material consumption ▪ limited range of financial instruments ▪ low level of use of communication and innovation technologies by companies

WIELKOPOLSKA 2020 – SWOT ANALYSIS

STRENGTHS	WEAKNESSES
AGRICULTURE AND RURAL AREAS	
<ul style="list-style-type: none"> ▪ above-average productivity of farms on a national scale ▪ good resource base and potential of food processing ▪ good conditions for organic farming and growing demand for its production ▪ high cultural and environmental values ▪ high potential of biomass for energy production ▪ high potential of cultural heritage of villages 	<ul style="list-style-type: none"> ▪ poorly developed non-agricultural functions ▪ hidden unemployment ▪ limited access to social services ▪ poor communication accessibility and low mobility of the residents ▪ low levels of income and education ▪ shortage of water for agriculture and disorderly water management ▪ relatively poor soil ▪ low awareness of the principles of operation of renewable energy facilities ▪ insufficient awareness of the cultural heritage of villages
RESIDENTS, INTELLECTUAL CAPITAL AND EMPLOYMENT	
<ul style="list-style-type: none"> ▪ high enrolment ratio ▪ large number of students ▪ relatively good educational and academic base ▪ large, growing economic and professional activity of the residents ▪ relatively rapid population growth, ▪ well-developed higher education 	<ul style="list-style-type: none"> ▪ low percentage of people with higher education ▪ inadequate educational offer, unsuited to the needs ▪ economic barriers to access to education ▪ high level of unemployment in a large area of the region and large spatial diversity ▪ unfavourable position of women, the disabled and graduates in the labour market ▪ deficit of highly qualified employees in many industries ▪ limited access to the infrastructure of the information society ▪ insufficient use of the research potential ▪ unfavourable demographic processes – ageing, migration, low population growth rate ▪ small spatial and occupational mobility of the residents ▪ social pathologies in many areas ▪ decline in the working age population and increase in the retirement age

STRENGTHS	WEAKNESSES
SOCIAL SPHERE	
<ul style="list-style-type: none"> ▪ considerable social potential of the residents and NGOs ▪ relatively good condition of the social economy sector in terms of the number and activity of the social economy entities ▪ relatively low crime rates ▪ increase in social ties 	<ul style="list-style-type: none"> ▪ poverty and risk of social exclusion ▪ inadequate social infrastructure and unequal access to it ▪ high morbidity rates, especially to civilization diseases ▪ poor state of housing infrastructure ▪ lack of coherent family policy

2. EXTERNAL CONDITIONS

OPPORTUNITIES	THREATS
SPATIAL DEVELOPMENT	
<ul style="list-style-type: none"> ▪ investments in transport infrastructure ▪ increasing rank of the Poznań metropolis and subregional centres ▪ economic activation of key transport corridors 	<ul style="list-style-type: none"> ▪ marginalization of areas and centres of lower competitiveness ▪ anthropopressure ▪ fragmentation of landscape
NATURAL ENVIRONMENT AND ENERGY	
<ul style="list-style-type: none"> ▪ increasing demand for tourist and recreational services ▪ decreasing emissions of pollutants ▪ systematic improvement of surface water quality ▪ good conditions for renewable, conventional and nuclear energy 	<ul style="list-style-type: none"> ▪ external sources of threats for the environment ▪ urbanization and increasing anthropopressure ▪ loss of biodiversity ▪ climate change ▪ communication impacts ▪ intensification of agriculture ▪ decreasing patency of ecological corridors

WIELKOPOLSKA 2020 – SWOT ANALYSIS

OPPORTUNITIES	THREATS
COMMUNICATION AND TRADE INFRASTRUCTURE	
<ul style="list-style-type: none"> ▪ investments financed from the structural funds ▪ investments in smart and innovative transport ▪ demand for communication services ▪ favourable system of inland roads ▪ demand for transit services, especially in the east- west direction 	<ul style="list-style-type: none"> ▪ accumulation of shortages in infrastructure ▪ maintenance of formal barriers against infrastructure investments ▪ competition in the neighbouring regions in terms of transit functions ▪ spontaneous development of individual motorization at the expense of collective transport ▪ private investment in logistics infrastructure and intermodal transport ▪ lack of or forbearance form investments in transport infrastructure managed at the national level
ECONOMY AND ITS ENVIRONMENT	
<ul style="list-style-type: none"> ▪ increase in the expenditure of external capital (private and public) ▪ European integration increasing the demand for goods and services ▪ technological progress ▪ external investments ▪ growing importance of green economy and eco-industry ▪ growing entrepreneurship of the residents ▪ innovations ▪ cooperation and cluster relations ▪ improvement of infrastructure condition ▪ smart regional specializations 	<ul style="list-style-type: none"> ▪ marginalization of domestic capital ▪ poor condition of infrastructure, particularly transport, environment and energy ▪ low professional activity ▪ educational offer unsuited to the needs ▪ decreasing advantages of comparative costs ▪ barriers of financing enterprises

WIELKOPOLSKA 2020 – SWOT ANALYSIS

OPPORTUNITIES	THREATS
RURAL AREAS AND AGRICULTURE	
<ul style="list-style-type: none"> ▪ growing demand for healthy food, traditional and regional products ▪ development of entrepreneurship ▪ increase in transport accessibility to labour markets ▪ development of information infrastructure ▪ preferences for sustainable growth ▪ multifunctional development of local centres ▪ development of non-agricultural functions in rural areas ▪ use of cultural environment for tourism ▪ innovations in agricultural production and processing ▪ renewable energy production ▪ development of rural tourism and agrotourism 	<ul style="list-style-type: none"> ▪ climate change ▪ migration processes ▪ ageing ▪ persistent poor access to education and social services ▪ depopulation and drainage of labour resources ▪ competition from agriculture of other countries and low-quality production ▪ soil erosion, poor water management
RESIDENTS, INTELLECTUAL CAPITAL AND EMPLOYMENT	
<ul style="list-style-type: none"> ▪ European integration (opening of the EU education system) ▪ growing importance of social policy ▪ development of information society ▪ development of social economy ▪ development of innovative forms of education 	<ul style="list-style-type: none"> ▪ drainage of qualified staff ▪ marginalization of groups with the lowest education, disadvantaged in the social, physical and mental terms ▪ increase in social pathologies ▪ deterioration of health of the residents ▪ marginalization of the native culture

OPPORTUNITIES	THREATS
SOCIAL SPHERE	
<ul style="list-style-type: none"> ▪ considerable potential and activity of non-governmental sector ▪ increase in education and wealth of the residents ▪ innovation, entrepreneurship and higher aspirations of the residents ▪ international integration and development of information society ▪ growth of local identity and integration ▪ prospects for development of the social economy in the context of EU and national policy of social economy development 	<ul style="list-style-type: none"> ▪ marginalization of groups with the lowest education, disadvantaged in the economic, social and physical terms ▪ numerous groups and communities at risk of exclusion

The elements listed in the SWOT table – potentials of the region (strengths), development barriers (weaknesses) and development challenges (opportunities and threats) are the starting point to the appropriate stage of the SWOT analysis, that is, the answers to the following questions:

- What is the relation between the strengths and weaknesses? What prevails?
- Are the opportunities sufficient to contrast the threats?
- What are the biggest barriers? Within the region (weaknesses) or in the environment (threats)?

Evaluation of the Wielkopolska potential and opportunities for its use for the development can be summarized in the following conclusions:

- Comparison of strengths and weaknesses shows that, in general, these features are relatively equivalent.
- Although there is no objective method to quantify this comparison, it can be said that the strengths of Wielkopolska gradually begin to outweigh its weaknesses.
- This conclusion applies to the entire region. Certain elements of the reality (analysed sectors) are, at the same time, strengths of one area and weaknesses of the other, because Wielkopolska is highly diverse. The best example is the location of the region. For one part, it is a strength, and a weakness for the other.
- Determination which feature of Wielkopolska is a strength or weakness is relative and depends also on the reference point. What is the strength of the region on a national scale, is not always a strength on a European or global scale.

- With regard to external conditions, it should be noted that in the face of the global crisis, external threats gained advantage over opportunities. This is a new conclusion in comparison with the SWOT analysis performed for the strategy adopted in 2005.
- The conclusions presented above are the factors directing the strategy and its objectives on the effective use of, first and foremost, own resources and on the construction of basis for sustainable long-term growth.

Diagnosis of the state shows that there is a cause-and-effect relationship between strengths and weaknesses of the region. These two groups of reality characteristics interact with each other. The weaknesses occur largely because the strengths do not balance them sufficiently. Taking this into consideration, it should be noted that to a large extent the problems can be solved and the treats removed by enhancing the strengths of the region. Efforts should not focus only on weaknesses. Focusing only on such approach is not very effective. This conclusion is very important for the proper design of the strategy and planning of specific actions on its basis.

V SMART REGIONAL SPECIALIZATIONS

Transformational leap, which was made by Wielkopolska, similarly to other regions of the country, is no longer a sufficient basis for further, sustainable growth. Restructuring, reconstruction of infrastructure, import of technology and know-how is only a development which is referred to as drift, which cannot guarantee to maintain the pace the long term.

Under the global competition and still visible and dangerous crisis conditions, first of all, creative growth, also known as smart,⁹ is necessary. However, this is not a problem of one industry, but the mechanism that is the feature of the entire economy and not only this sphere.

The time for own resources and initiatives and their smart use has come. Identification of own competitive advantages in order to build regional smart specializations on their basis is necessary to start this process. This is important not only to accelerate the development of the region as a whole, but also to overcome internal differences. The problem areas which need special support, require smart impulse for development, in the first place.

Identification of areas of potential regional smart specialization is also necessary for the proper construction of the field of intervention of development strategy of the Wielkopolskie voivodship at the operational level.

A number of areas in which, in the conditions of Wielkopolska, smart specialization and on its basis competitive advantages and sustainable growth can be build emerges from the diagnosis of the condition and SWOT analysis. They relate to a number of areas, not just the economy, because only an integrated, multi-sectoral action ensures success.

Even though regional specializations are largely the result of market mechanisms, the strategy should still strengthen them. Networking of activities and innovations is necessary to strengthen them. The collaboration between science and research sector is very important.

Smart specializations, including those most innovative, can be distinguished on the basis of different criteria. From the perspective of expenditure on R&D, the most promising are such sectors as manufacturing of other transport equipment, furniture, machinery and appliances, motor vehicles, trailers and semi-trailers, chemicals and chemical products and beverages.¹⁰ In turn, from the perspective of the sale of new and significantly improved products, the manufacture of electrical equipment, products made of other non-metallic mineral resources, and motor vehicles, trailers and semi-trailers are prospective.

⁹ Smart means based on education, knowledge, research, information and communication technologies.

¹⁰ Analysis of the Wielkopolska research potential from the perspective of the possibility to create relations with the economy and potential impact of these relations on the

Scientific disciplines which are most likely to cooperate with the economy can be also identified. They include such disciplines as: mechanics and machine construction, materials engineering, computer science, chemistry, which have a strong potential for R&D sector, both intellectual and infrastructure, large and strong representation of business entities, optimistic trends for industry development, positive experience of cooperation.

Regional specialization can also be seen as a mechanism, apart from a certain industry. This gives the widest field for innovative approach to development. From this point of view, smart specializations of Wielkopolska, which give added value, can be:

- Networking, with several dimensions, focusing on creating links between businesses and their links with the environment. Large potential for innovation lies in this area.
- Interdisciplinarity, involving creation of conditions for complex technological and organizational solutions.
- Food sector, basing on the potential of agriculture and agricultural processing, creating ample room for innovation.
- Broadly defined sustainable growth, giving Wielkopolska opportunities to become a “green leader” developing environmental research and technologies, research and technologies for renewable energy sources and production of equipment for the protection of environment, as well as developing energy production from unconventional sources.
- Education which, developed in an innovative way, can create a solid foundation for growth.
- Strong social economy allowing responsible management of human resources and social inclusion.

Each of the above-mentioned classifications identifies different package of potential regional specializations, leads to the distinction of other areas. Against all appearances, they can be combined and systematized, taking the results of diagnostic analysis, in a few consistent areas, whose development can provide a sustainable, fast and smart growth of Wielkopolska into account.

Using this approach it can be said that the chances for smart specialization of Wielkopolska are created by:

Environment: In the framework of sustainable growth, a great potential lies in environmental research and technologies, in the production of equipment for environmental protection and alternative energy and in rational economy and production of renewable energy.

Food sector: Agricultural potential of the region, together with a large scientific research facilities and potential of agricultural processing, with an innovative approach to this industry, provides an opportunity to convert it into a smart specialization of the region.

Creative industries: Industries with a substantial creative contribution of individuals, including creative and cultural activities, such as design, relating to copyright and digital processing, are characterized by a great potential, even though today it is not high.

Technologies: Great scientific research potential requires activating in the direction of technology of, among others, such industries such as mechanics and machine construction, materials engineering, computer science, chemical industry and, among others, in such scientific disciplines as optoelectronics, nanotechnology, mathematics, physics, chemistry, biology, biotechnology, biochemistry and agricultural sciences.

The areas suggested above do not form a closed list. These are the recommendations for further search for target specializations within the sector strategic planning, for example, within the framework of the Regional Innovation Strategy or within the operational programming for the financial perspective 2014-2020.

VI DEVELOPMENT MODEL

Identification of phenomena, trends and conditions is not enough to construct the field of intervention and determine appropriate method of strategy implementation. Strategy is the art of choice with limited resources, and it involves decisions about who, to what extent and, above all, in what order, scale and proportions to support. Although these are operational decisions, relevant to the programmes, general rules of conduct in this scope should be formulated in the strategy.

For the proper design of the strategy, formulation of its provisions, it is therefore necessary to define and adopt an appropriate model of growth/policy, called by others a model or paradigm, and adopt appropriate implementation policy. First of all, one which does not divide the potential beneficiaries in the race for support, but unites around common objectives.

So far, attempts to solve this problem by answering the question of whether to support those at risk of marginalization, or the “locomotives of growth,” or focus on efficiency, or on alignment differences were made. The misunderstanding arises when it is assumed that support for the locomotives of growth is contrary to the promotion of lagging areas, that support for one element harms the other.

Currently, a thorough change in the way of thinking about growth is taking place. The philosophy of this issue has undergone a modification. The approach proposed by the OECD is becoming more and more common. It consists in:

- With reference to the objectives:
 - Territorial and multi-sectoral approach, as opposed to a sectoral approach, should be preferred in order to avoid overlapping of various uncoordinated actions.
 - Compensatory actions should be adapted to the potentials of given territories. Otherwise, the dispersion of resources and appearance of counter-productive effects will take place.
- With reference to units/areas of intervention: Actions should be adjusted to functional systems while taking their types into account. Reliance on administrative boundaries ignores many important aspects, such as city-village relations.
- With reference to territorial dimension: Units/areas of intervention should not be treated homogeneously, it is necessary to take their internal differences into account.
- With reference to intervention tools: Development of both “soft” and “hard” instruments. Basing help only on subsidies does not produce favourable results.
- With reference to development actors: Engagement of all the levels of management, not limited only to the government – regional government structure.

The problem is complex, as follows from the above. It should be assumed that effective growth, covering the entire area of the region, is not a dilemma who to support and who not to support. All the growth potentials should be supported. Supported in a way that the two support methods complement each other.

Discussion about the growth paradigm (pattern) should also address the polarization and diffusion development concept, currently created at the national level. It is about such a support for the growth poles so that they influence the environment in the possibly greatest extent, in other words, so that they were the source of growth factors for the other areas.

It is worth to extend the understanding of this model at the regional level. It should not be assumed that the promotion of growth poles is enough for the diffusion on the areas surrounding them to emerge. It is important to simultaneously enhance the capacity for reception of the diffusion, that is, using it. The surrounding areas, on the one hand, should be equipped with the ability to absorb growth factors from the outside, and on the other hand, with the ability to use their own potentials.

Accordingly, the regional development model assuming the diffusion and absorption development, in contrast to the national polarization and diffusion model, which assumes a mutually beneficial relations between the growth poles and their surrounding, should be recommended.

Polarized space should be developing as a result of mutually beneficial interactions between poles and environment, that is, as a result of the growth diffusion from the poles to the environment, but at the same time, due to the increasing abilities of the environment to absorb the favourable influence of external factors. Individual areas should be seen as functional systems. Diffusion and absorption should be equivalent growth factors. Furthermore, this model should be dynamic, which means that the area of the region is not an administrative area, but interconnected potentials and processes between them.

The basic assumptions of the Wielkopolska development model by 2020 are as follows:

- Growth/potential concentration centres should not develop at the expense of the environment, but have a favourable effect on it.
- Areas lagging behind in development should be supported in strengthening their internal capabilities and ability to create and absorb innovations. Support cannot be “poverty premium.”
- The rule that the growth centres are supported by the public authority primarily so far as they are able to favourably affect the environment, and the environment is supported so far as it strengthens its ability to absorb growth factors from the outside should be followed.
- The polarized/diverse space is an objective state. Inequities cannot be removed, because it can be done only by inhibiting the development of those which develop the most quickly.

- What is significant is not the fact that an area is growing faster than other areas, but that even the slowest-growing area should not grow too slowly.
- The space should be consistent, that is, mutually linked with beneficial relations, which is also called “networking.” It is an important source of synergy.
- Every resident of Wielkopolska should have a proper standard of access to public services, education and labour market and conditions of self-organization, if not in the place of residence, then in another, but provided that the appropriate conditions for spatial mobility are ensured.
- Every resident of Wielkopolska should have an equal access to assistance in emergency situations ensured.
- Growth of the region is supported in the most effective way when functional relations between the locomotives of growth and areas faced with problems are supported.

Both the formulation of the strategy as well as its implementation require respect for the following rules:

- Solidarity – both at the local, regional, national and global level, and between the present and future generations (it applies particularly to natural resources).
- Responsibility – the choices made today may not restrict the freedom of all participants of the socio-economic life in the future.
- Participation – involvement of all participants of socio-economic life in the region.

In conclusion, the growth of Wielkopolska until 2020 should be sustainable, and its pillars should be the following rules:

- Economic efficiency – profit for the community taking social and environmental costs into account.
- Concern for the environment – protection of natural resources, rational management and minimizing the negative impact of its surrounding.
- Social balance – creation of conditions for population growth, leading at least to the replacement of generations, and creation of jobs and active works to improve the quality of life.
- Functional balance – consisting in mutually beneficial relations between the growth poles and areas around them.

VII VISION OF GROWTH

The starting point in determining the strategic plan is to develop a vision for the regional growth. Vision is an image of the future of the region, describing its target picture in a synthetic way.

The strategy adopted in 2005 states that the Wielkopolskie voivodship should be:

- integrated,
- competitive.

The formulation of such vision of growth was preceded by several stages of arrangements. The starting point was to answer the following questions:

- What factors will the future of Wielkopolska depend on?
- How to respond to internal and external factors so that the development was the most effective?

The analyses and discussions led to the formulation of the working hypothesis that the most important determinants of growth will be the results of:

- European integration,
- globalization of the economy and society,
- possible changes in the model of the functioning of the state towards its decentralization and limitation to the scope of competence.

Current situation forces to verify the adopted image of Wielkopolska in prospect of 2020. Although the quotations referred to above are still valid, today, the answer to them is a bit different and it should be noted that:

- Current idea of the European integration is different. Eight years of membership in the European Union is a source of greater experience than in 2005 and could be the basis for other conclusions. Then, it was a prospect, and now, it is a real, well-established state.
- The importance of the global dimension of external conditions, particularly as a consequence of the financial crisis, has gained a different dimension.

First and foremost, it is important to the formulate the vision of the region in 2020 in more detail. Use of, in a sense, legitimate expressions – integrated and competitive region – is not enough. Definition of vision should extend and greater attention should be paid to environmental and social issues, and the vision should be completed with the demand for the availability of any place of Wielkopolska – communication, economic and social. Innovations, creative elements of the economy, for example, such as design and social economy, are very important aspects, which should be visible in the formulated the vision.

Wielkopolska is a region with a complex internal structure and complex system of capabilities and developmental problems. Acceleration of its growth should be built on the basis of cooperation, connection and joint use of these potentials. Vision, that is the image of the target condition of the region in the 2020 prospect, should not be static, it should be primarily a description of the desired set of processes which create the foundation for durable, rapid and sustainable growth.

Therefore, the vision of growth of Wielkopolska should be:

Wielkopolska of 2020 – as a result of the gradual achievement of strategic objectives is to be a smart,¹¹ innovative and consistent region, where:

- internal potential is effectively used,
- subjects of growth work closely together, which should result in added value,
- climate for innovations in all aspects of the operation of the region exists,
- competitiveness is built on mutually beneficial functional relations between growth centres and their surrounding, which generates positive diffusion and absorption processes,
- education and construction of creative, intellectual and innovative, capital on its basis is a priority and foundation for growth,
- green aspect of growth is one of the main priorities,
- residents show an intense professional, economic and social activity,
- economy and social life are open to the world, thereby strengthening their competitiveness,
- all aspects of growth take the principle of social inclusion into account,
- every resident has access to basic standards of social services,
- area of the region is devoid of barriers to mobility of residents,
- demographic situation favours generational replacement,
- policy is guided by a greater openness to the new,
- strong regional leadership wielded in a conciliatory style has significant impact on the growth of the region.

¹¹ Smart means based on education, knowledge, research, information and communication technologies.

VIII MISSION OF THE REGION

In accordance with the strategy adopted in 2005, the mission of the region is derived from a number of findings. On the one hand, it results from the diagnosis and identification of problems and potentials, and on the other hand, from the determination of subjective and objective scope of the strategy. The mission, then, to put it in simple terms, is a description of the efforts of the subject of the strategy, that is, the Regional Government, to implement the objectives of the strategy.

The document adopted in 2005 established that through the objectives the vision of growth will be achieved by public entities, which include:

- self-governments,
- government administration,
- earmarked funds,
- European Union,
- international financial institutions,
- other public entities and non-governmental organizations.

The strategy assigns a special place among these entities to regional government, which is to act as a joining link. In this respect, the mission of the region should be understood as follows:

- Focusing all the public entities working to increase competitiveness of the region and improve conditions and quality of life of the residents.
- Achieving synergy effect by creation and implementation of coherent concept for the use of public funds.

Given past experience, plans to build a new model for growth management, as well as the need for greater operability of the updated strategy, the above statement was clarified and supplemented with the following paragraph:

- Use of own instruments in order to produce leverage.

Regional government, being the subject of the mission, should generate appropriate behaviours, consistent with the strategy, of other public entities by its own intervention. Both hard measures – investment, and soft means – impact on development partners, are available.

Therefore, the mission of the Regional Government includes:

- Focusing all the entities working to increase competitiveness of the region, improve conditions of life of the residents and move away the prospect of demographic collapse.
- Achieving synergy effect by creation of coherent concept for the use of public funds.
- Use of own instruments in order to produce leverage.

It should be noted that in so far as the subject of the strategy (executors) are all the entities listed above, the subject of the mission is only the Regional Government.

IX STRATEGY OBJECTIVES

Formulation and design of the structure of the objectives of the document adopted in 2005 was preceded by the following findings:

- objectives are formulated in a hierarchical system, divided into general, strategic, operational, and in a horizontal system,
- definition of the objectives determines the target states, processes or activities which are to lead to the implementation of the objective,
- objectives were formulated only for public intervention, including in particular:
 - intra-region policy,
 - local policies implemented by local governments,
 - regional policy of the state,
 - cohesion policies and structural policy of the European Union,
 - policies of other international entities allocating resources to the development of Polish regions, including policies of international financial institutions,
 - policies of other public entities (including non-governmental and public benefit organizations, foundations and earmarked funds).

Intervention areas of lower-level objectives do not have to include the whole area of higher-level intervention. They focus only on the most important parts which should be implemented in the first place.

The strategy does not say which objectives should be implemented first, in what rate they should be achieved, and, above all, what measures should be allocated to achieve individual objectives. Such arrangements are the domain of programmes which will be developed on the basis of the strategy.

The strategy does not formulate objectives dependent on legislative and macroeconomic policy of the state and European Union. This finding is important for the evaluation of the possible effects of the strategy implementation, because it should be remembered that the regulatory sphere is a much larger source of growth factors. Public funds are only to supplement these activities.

In the updated strategy, the following, slightly modified principles for the formulation of objectives and construction of their structure, were agreed on. It results, among other things, from the progress which has been made in the standardization of the various elements of strategic documents:

- There is no need to establish objectives with different time prospects. Such obligation resulted from the provisions of the act on the rules of development policy making, which required, in a situation when the regional strategy goes beyond the horizon of the medium-term national development strategy, to determine a period corresponding to this document. Hence, the strategic objectives of the strategy adopted in 2005 related to 2020, and operational objectives to 2013. Since the updating of the medium-term national development strategy will extend its prospect by 2020, such obligation is invalid. All the objectives of the updated strategy have a time prospect by 2020.
- The updated strategy maintains the hierarchical system of objectives and updated nomenclature. Objectives form a system consisting of three levels – general objective – strategic objectives – operational objectives, all with a prospect by 2020, differing only in detail of the subject of intervention.
- The rule applied earlier saying that the strategy does not prescribe specific industries or areas which should be supported was renounced. The strategy may indicate strategic sectors of the economy and areas of strategic intervention, among other things, within the obligation of territorial direction of the objectives contained therein.
- Sample, indicative courses of actions, which are to lead to their achievement, were classified to respective operational objectives. It should be also noted that some of the courses of actions fulfill various operational objectives at the same time.

Moreover, the following principles of defining objectives were maintained:

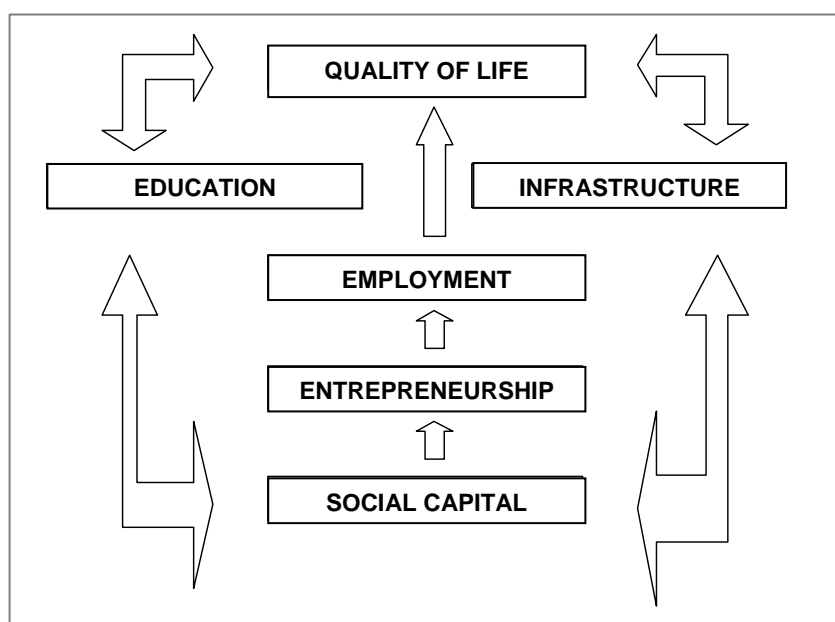
- Definition of the objectives expresses either the description of the target states or specifies the processes and actions which are to lead to the implementation of the objectives.
- Intervention areas of the lower-level objectives do not include the whole area of higher-level intervention. They focus only on the most important parts. For example, operational objectives omit a specific aspect of the implementation of the strategic objective, it does not mean that this aspect is not consistent with the strategy. This means that from the point of view of the strategy it is of secondary importance.

Achieving maximum efficiency of the objectives defined in the strategy requires formulation of a common plane for them. Specific objectives cannot be autonomous, but must pursue a common overriding objective, and their total implementation should be a source of synergy, that is, an additional effect.

Horizontal objectives, which were formulated in the strategy adopted in 2005, were renamed the horizontal rules. Whereas this term, as additional, was reserved for operational objectives, addressed to the whole of the region, in contrast to the objectives targeted to specific types of areas (for example, problem areas).

1. GENERAL OBJECTIVE:

The starting point for the formulation of an overarching objective of the strategy adopted in 2005 was, similarly to the previously existing document, to specify the hierarchy of the priority development areas. They include: social capital, entrepreneurship, employment, education, infrastructure and quality of life. Relations between these areas are illustrated in the following diagram:

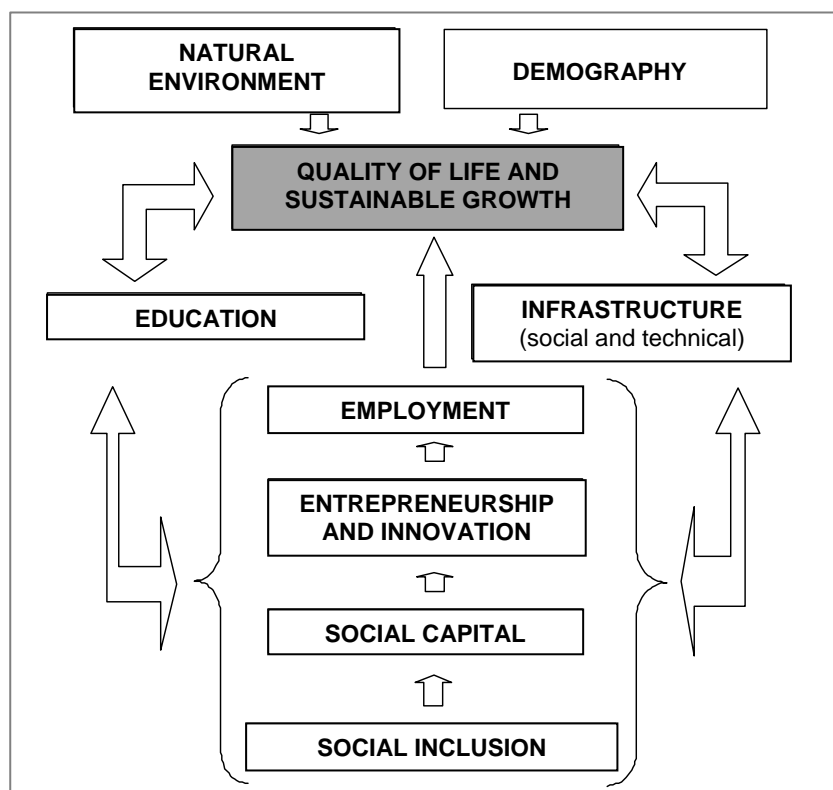


The hierarchy presented above shows that the primary objective is to improve the quality of life. Employment, which gives income allowing to reach objectives, both material and spiritual, and entrepreneurship, which is a source of employment, serve this purpose. Implementation of the objectives requires both adequate education and infrastructure.

The tree structure model of objectives of the strategy, and the mutual relation between the individual elements determined in this way, even though still valid at its core, needs to be clarified and completed:

- with the natural environment and demography, as the two basic conditions,
- quality of life with sustainable growth, which should be its integral part,
- entrepreneurship with innovation, because it should be its main feature,
- with social inclusion as a condition for building social capital.

After taking the above changes into account, the altered scheme shape of the logical structure of the objectives is as follows:



Although there are reflexive relations between the individual priority areas, the “quality of life and sustainable growth” are located the highest. Implementation of the strategy in all areas, such as entrepreneurship and innovation, employment, education or infrastructure, should be subordinate to improvement of the living conditions of residents in conditions of sustainable growth, taking the natural environment and demography into account.

Given the above assumptions, **the general objective of the strategy** is as follows:

Effective use of development potentials for the increase of competitiveness of the region, to improve the quality of life of the residents in conditions of sustainable growth

The following indicators will be the primary measures of achieving the objective:

INDICATOR	MEASURE	SOURCE
GDP per capita	PLN per capita	CSO
Employment rate of people aged 20-64 ¹²	%	CSO
LFS unemployment rate	%	CSO
Capital expenditure per capita	PLN	CSO
Expenditure on research and development in relation to GDP	%	CSO
Share of people aged 15-64 ¹³ with higher education in the total population in this age	%	CSO

2. STRATEGIC AND OPERATIONAL OBJECTIVES

For the purpose of implementation of the updated strategy, the following strategic objectives, which will be implemented by the operational objectives, are proposed

¹² In the process of implementation of the strategy, taking the effects of changes in the retirement age into account will be necessary.

¹³ In the process of implementation of the strategy, taking the effects of changes in the retirement age into account will be necessary.

General objective:

Effective use of development potentials for the increase of competitiveness of the region, to improve the quality of life of the residents in conditions of sustainable growth

Strategic objective 1

Improvement of the availability and communication cohesion of the region

Strategic objective 2

Improvement of condition of the environment and rational management of its resources

Strategic objective 3

Better energy management

Strategic objective 4

Increasing competitiveness of major growth centres in the region

Strategic objective 5

Increasing coherence of the region

Strategic objective 6

Strengthening economic potential of the region

Strategic objective 7

Increase in competencies and employment of the residents

Strategic objective 8

Increasing resources and equalizing social potentials of the region

Strategic objective 9

Increase of safety and efficiency of management of the region

Strategic objective 1 Improvement of the availability and communication cohesion of the region

Transport accessibility of the region and internal cohesion are one of the basic conditions for enhancing its competitiveness. However, improvement of the situation in this respect is not an end in itself, because communication infrastructure is only a tool to achieve increased competitiveness and improve accessibility. Necessary action in this regard should be improvement of the quality of connections with major transport corridors, between Poznań and subregional centres and rural areas to activate and use their potentials. Modernization of transport in the direction of smart, more environmentally friendly character, together with the modernization of roads, is also necessary.

Modernization of the transport infrastructure will produce effects if, at the same time, integrated actions in other areas are undertaken. Development of Wielkopolska transport infrastructure system will increasingly depend also on the integration into a functional whole, and not only on the concentration in the social and geographical space. Change of balance between different types of transport is also important – increase of public transport instead of private, increase of the share of rail transport instead of road, and relative increase of the role of air and water transport.

The lack of transport infrastructure can be partially compensated with IT infrastructure. Frequently, effective and efficient Internet can better and more efficiently improve the territorial accessibility than road infrastructure. Development of communication reduces the demand for transport. Economic turnover and use of services may also take place “at a distance.”

If the communication infrastructure is to fulfill its region-generating functions, it must be closely linked with the economy of the region. Therefore, a complementary logistics and trade infrastructure is necessary for the exchange of goods, services and people. Without this, investing in infrastructure can lead to a drainage of the regional potential and cause “tunnel” effects.

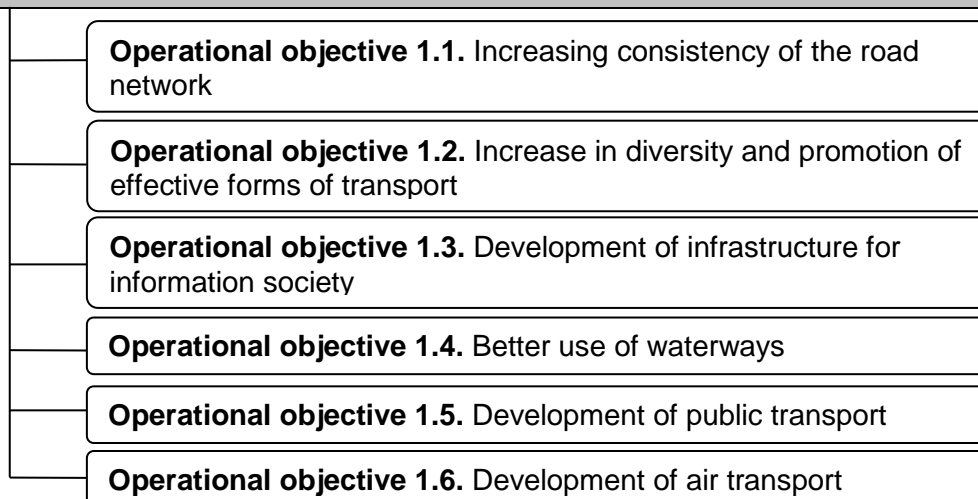
The following indicators will be the primary measures of achieving the objective:

Indicator name	Measure	Source
Public roads with hard surface on 100 km	km	CSO
Public roads with hard surface per 10 thousand people	km	CSO
Length of operating railway lines per 10 thousand residents	km	CSO

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Indicator name	Measure	Source
Passenger traffic at airports (arrivals, departures, transit)	number	CSO
Percentage of households equipped in computers with Internet access	%	CSO
Enterprises with Internet access	% of total	CSO
Public transport lines	km	CSO

Strategic objective 1. Improvement of the availability and communication cohesion of the region



This objective will be fulfilled by the following operational objectives:

Operational objective 1.1. Increasing consistency of the road network

Road infrastructure is a key factor in integrating the space of the region, both in internal and external terms. It ensures effective functioning of all the sectors and is the primary source of competitiveness. It creates a kind of bloodstream for the region and its economy.

Poor condition of road infrastructure and lack of cohesion of the network, as well as the so-called “bottlenecks” lower the investment attractiveness of specific areas of the region and contribute to the reduction of their development potentials. Therefore, it is so important to ensure consistency and development of the road network, especially the north-south direction, in the systems: capital of the region – subregional centres¹⁴ and subregional centres¹⁵ – their surroundings. What is also important for the development, are investments in road systems of the cities and in their ring roads.

Due to the large area of the region and significant distance from the capital of the region, peripheral areas require special support in the availability of communication. For this reason, the national road no. 11 occupies a key position. Although its modernization does not fall within the Regional Government's authority, the proper lobbying for investment in this area, as well as an increase of importance both in the national and European network is vital. It is also important to clearly articulate the needs of the region in the spatial development plans.

This objective should be achieved primarily through the following lines of action:

- Modernization of the fundamental road network, construction of new sections forming and organizing the system and integrating and connecting it with external systems.
- Strengthening local road network, especially in areas with the lowest transport accessibility to the regional centre.
- Modernization and development of the road systems along with the construction of ring roads, including central ring roads.
- Improving road safety by rebuilding hazardous locations and supporting entities operating in the field of the road rescue.
- Construction of coherent system of bicycle lanes and the accompanying infrastructure.
- Popularization of the rule to invest in roads before developing the area.
- Taking initiatives, lobbying for adaptation of the national transport policy, in the field of road transport and the subsequent investments to meet the needs of Wielkopolska.

¹⁴ Including regional centre Kalisz-Ostrów Wielkopolski

¹⁵ Including regional centre Kalisz-Ostrów Wielkopolski

Creating socio-economic development, coming within the regional governments' authority, consists in performing tasks, both those which results directly from their competence, and by influencing the bodies responsible for the implementation of various national tasks. Therefore, while fulfilling the “hard” tasks, mentioned above, the possibilities of a “soft” influence should not be forgotten. This is particularly important in the case of road infrastructure, whose development, in the case of motorways, through routes and national roads, to a large extent falls within the government administration authority. Therefore, the above-mentioned lines of action should be complemented by the demands of national actions including:

- modernization of the main road network, construction of new road sections forming and organizing the system and integrating and connecting it with external system,
- modernization and development of the road systems along with the construction of ring roads.

Without the parallel national efforts, there is no possibility to obtain a greater level of cohesion of the region and prevent disintegration of its space, especially in the north-south system, with the use of regional funds. Therefore, the proper place of the national road no. 11 in the national plans, in its final form – S 11, and the other national roads, including – no. 5, 10, 11, 12, 15 and 25 and the urgent completion of the modernization of S5 is necessary.

Operational objective 1.2. Increase in diversity and promotion of effective forms of transport

Improvement of the state of infrastructure of particular types of transport is not enough to improve the management of the flow of goods and people. It also requires efforts to combine these different types. Actions of entities managing roads and railway transport networks involving shared arrangements and coordination should lead to the construction of a consistent Smart Transport Systems, which will facilitate travel planning and realization, as well as contribute to better use of the existing infrastructure and acceleration of the economic performance of the region and its competitiveness. Measures taken will increase the flow capacity of the system and reduce expenditure on the main infrastructure.

This objective should be achieved primarily through the following lines of action:

- Support for development of multimodal transport.
- Development of management and traffic control systems (ITS).
- Development of subject matter integrating transport and its users.

- Development of intermodal logistics system of the region, as well as support for logistics, as an effective tool for managing the flow of goods.
- Development of public transport management systems.
- Promotion of innovative and ecological fuels, as well as promotion of clean and energy efficient road vehicles.
- Supporting efforts to protect the land and conduct preparatory work for the operation of the High Speed Rail.
- Taking initiatives, lobbying for adaptation of the national investment policy on railway lines to the needs of Wielkopolska.

Operational objective 1.3. Development of infrastructure for information society

Increase in competitiveness of the economy of the region, development towards the knowledge society, necessity to improve the efficiency of growth management, including security management, require adequate infrastructure, which results in increased access to computer network and use of information technology in the economy, public sector, education, science and social sphere, and reduction of digital exclusion of large social groups. An important aspect is also access of the citizens of the region to goods contained in the global information transmission systems. Moreover, investing in this type of infrastructure is a prerequisite for achieving all other objectives of the strategy.

This objective should be achieved primarily through the following lines of action:

- Continuation of the broadband networks and access infrastructure expansion.
- Support for investments in delivery, processing and information transmission equipment.
- Development of infrastructure of wireless connections.
- Development of IT network management platforms and network user service systems.
- Development of infrastructure of databases, informational, educational and promotional systems and portals, including construction of the spatial information infrastructure.
- Construction of e-services infrastructure.

Operational objective 1.4. Better use of waterways

Water transport is still unused form of transport in Wielkopolska. Its development can contribute to the road and rail transport relieve, and thus to the improvement of the condition of the environment. Actions promoting the use of waterways for tourism and development of their infrastructure can lead to the activation of the surrounding areas, and revitalization and modernization actions and inclusion of the Wielkopolska road system in the European system can increase trade with other regions.

This objective should be achieved primarily through the following lines of action:

- Modernization of the Wielkopolska sections of Warta and Noteć Rivers for the transport of goods.
- Revitalization of the “Great Loop of Wielkopolska” for tourism.
- Construction and modernization of transshipping terminals which integrate water transport with other modes of transport of goods, and promotion of such solutions.
- Support for projects in the field of water tourism also outside the main waterways of Wielkopolska, in order to exploit potentials of rivers and lakes.

Operational objective 1.5. Development of public transport

For the efficient functioning of the region, adequate systems for the translocation of the residents, both in the cities and in other areas, are necessary. Development of public transport is an important alternative for individual transport. It is an important factor improving the condition of the environment, streamlining the labour market and increasing access of the residents to services, including education, improves consistency of the region and reduces the scope of marginalization of its individual parts and groups of people.

Achievement of this objective should allow for the provisions of the *Green Paper – towards the new culture of urban mobility* and the objectives of the Leipzig Charter.

This objective should be achieved primarily through the following lines of action:

- Preference for railway transport.
- Modernization of the regional rail network and strengthening its integration with other means of public transport.
- Modernization of the regional passenger transport system.

- Promotion of public transport in the cities by creating facilities for public transport (isolating separate traffic lanes, construction of car parks “park and ride,” “park and bike,” etc.).
- Development and promotion of metropolitan railway – increasing the frequency and shortening the time of travel, development stops and change points network.
- Integration of the fares and tickets systems.
- Promotion of the environment-friendly forms of public transport.
- Popularization and implementation of the rule to invest in transport systems before investing in development of the area.
- Taking initiatives, lobbying for adaptation of the national transport policy, in the field of road transport and the subsequent investments to meet the needs of Wielkopolska.

Operational objective 1.6. Development of air transport

Air transport is a principle element of the transport infrastructure of the region. To a large extent, it contributes to the development of Wielkopolska and the level of its competitiveness, especially in the international and global dimensions. Air transportation, as a form of rapid movement of people and goods, is a large contributor to the inflow of investment capital which creates jobs.

Insufficient development in this area is a major barrier to the crucial foreign investment, it limits business contacts and tourism.

This objective should be achieved primarily through the following lines of action:

- Continuation of the Poznań Ławica Airport expansion and further development of international and national network of connections.
- Support for niche specific forms of air transport on other airports and landing fields existing in the region, especially in the segment of general aviation.
- Development of transport infrastructure facilitating access to airports.
- Providing intermodality of air transport with other means of transport.
- Supporting actions which secure the possibility of building a new regional airport in the future and/or assigning an existing airport for the purpose.

Strategic objective 2 Improving the condition of the environment and rational management of its resources

Maintaining current state of the environment at a level which guarantees that future generations will use it in an equal degree to which the current generations do, in accordance with the principle of sustainable growth, is an essential prerequisite for development of the region. Use of the resources in a rational manner, while minimizing the negative impact of economic activities on the environment, acquires particular importance. Meaning of this objective is particularly important given the scale of climate risk.

Despite considerable progress measured in basic parameters of the condition of the environment, the backlogs in this regard are still considerable in the region. Protection of the environment is of particular importance in the context of global climate challenges, but also in the context of Polish accession commitments and other international, which, in varying degrees, are still not fulfilled.

The following indicators will be the primary measures of achieving the objective:

Indicator name	Measure	Source
Protected areas	% of the region's area	CSO
Woodiness	% of the region's area	CSO
Devastated and degraded land requiring reclamation	ha	CSO
Gaseous pollutants (without CO ₂) stopped or neutralized in air pollution reduction devices in % of pollutants produced in plants especially noxious	%	CSO
CO ₂ emissions to the atmosphere from plants especially noxious	t	CSO
Particulate pollutants stopped or neutralized in air pollution reduction devices in % of pollutants produced in plants especially noxious	%	CSO
Mixed municipal waste deposited at landfills	% of mixed municipal waste	CSO
Water consumption for the national economy and	hm ³	CSO

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Indicator name	Measure	Source
population		
Population using sewage treatment plant	% of residents	CSO
Capacity of small-scale water retention facilities	dam ³	CSO

This objective will be fulfilled by the following operational objectives:

Strategic objective 2. Improvement of the condition of the environment

Operational objective 2.1. Support for environmental protection

Operational objective 2.2. Protection of landscape

Operational objective 2.3. Protection of forest resources and their rational use

Operational objective 2.4. Using, improving management of mineral resources and limiting the effects of their extraction

Operational objective 2.5. Reduction of emission of substances to the atmosphere

Operational objective 2.6. Regulation of waste management

Operational objective 2.7. Improvement of water-sewage management

Operational objective 2.8. Protection of water resources and increase in flood safety

Operational objective 2.9. Improvement of the natural conditions for agriculture

Operational objective 2.10. Promotion of environmental attitudes

Operational objective 2.11. Integrated natural environment management system

Operational objective 2.12. Improvement of the acoustic state of the region

Operational objective 2.1. Support for environmental protection

Resources of the natural environment are one of the most important development potentials of the region. Their protection results both from the Polish law and international obligations, including the Community, resulting primarily from the document signed by Poland in 1996, *Convention on Biological Diversity*, and from the *Council Directive 79/409/EEC on the conservation of wild birds*, and the *Council Directive 92/43/EEC on the conservation of natural habitats and of wild fauna and flora*.

This objective should be achieved primarily through the following lines of action:

- Reduction of the negative impact of human activities on ecosystems: removal of causes and effects of eutrophication, drainage of ecosystems, progressing anthropogenization of flora and fauna, also as a result of suburbanization.
- Protection of habitats and native species from invasive alien species and genetically modified species.
- Reduction of over-exploitation of wild species, protection of the reproduction sites, migration routes and feeding grounds.
- Reduction of liquidation of ecosystems, their restoration, preventing their fragmentation and restoring and maintaining patency of ecological corridors.
- Improvement and strengthening of the institutional and infrastructural nature conservation system.
- Taking an inventory of nature, creating nature conservation plans, including Framework for Priority Actions for the Natura 2000 sites, and support for research in the field of biodiversity.
- Protecting and creating moist habitats.
- Supporting operation and adding more equipment to entities involved in rescue operations carried out during fires and other disasters and events causing environmental hazards.

Operational objective 2.2. Protection of landscape

Responsibilities for protection of landscape result from the ratification of the *European Landscape Convention*. Achievement of this objective is primarily a domain of the regional spatial development plan.

Within the spatial management, this objective should be achieved primarily through the following lines of action:

- Identification and assessment of landscapes and determination of the causes and directions of their change, also by making recommendations to the regional plan.
- Encouraging local governments to take the landscape issues into consideration in the relevant municipal documents.
- Sustainable use of space, limiting the conversion of areas valuable in terms of nature and landscape, also not protected legally, including liquidation of field, roadside and waterfront buffers, works significantly changing land form, liquidation and transformation of water basins and wetlands.
- Reclamation of the degraded areas.

Operational objective 2.3. Protection of forest resources and their rational use

Forests are the most natural formation of nature in the climate and geographic location of Poland. They are an indispensable factor in the ecological balance, continuity of life, diversity of landscape, as well as neutralization of contaminants, thereby preventing degradation of the environment. Preservation of forests is a prerequisite for reduction of soil erosion, conservation of water resources and regulation of water relations and protection of landscape. Forests are a form of land-use providing biological production of market value and a general public welfare shaping the quality of human life. Forest ecosystems are the component which is most valuable and represented in the largest number of all forms of nature conservation in Wielkopolska. Forests are a renewable source of timber which determines development of civilization without harming the environment. Sustainable and multifunctional development of forests enables coexistence and harmonization of all functions of a forest.

This objective should be achieved primarily through the following lines of action:

- Regulation of water relations and increasing small retention (natural and artificial).
- Increasing woodiness and introduction of afforestations into agricultural and urban space as a substitute for forests.
- Implementation of reconstructions of tree stands with the composition of species incompatible with the habitat and support for adaptation of biodiversity in forests to climate changes.
- Improving health of forests, prevention of diseases and pests.
- Rationalisation of forest management.
- Preventing and minimizing negative effects of extreme natural phenomena.

- Reducing fragmentation of forest areas by line investments.
- Prevention of surrounding forest areas with compact settlement and roads with heavy traffic.
- Promotion of multifunctional forest industry within the scope of ecological, social and economic function.
- Improvement of hunting economy.
- Economic and natural improvement of private forests.
- Reconstruction of potential communities in Natura 2000 sites.
- Development of road infrastructure, increasing availability of forest, as well as economic and tourist infrastructure.
- Promotion of forestry education.
- Minimizing damages caused by animals.
- Protection of forests against fire, including the use of social potential of Volunteer Fire Departments.
- Reducing pressure of tourism in forests of nature conservation.

The lines of action suggested above are also included in the Regional Operational Programme of National Forest Policy for Wielkopolska.

Operational objective 2.4. Using, improving the management of mineral resources and limiting the effects of their extraction

Extraction of minerals should be done with minimal conflicts with environmental protection, business and agricultural activity and with residential functions. The objective is to achieve balance between these functions, with preferences for environmental requirements. From this point of view, on the one hand, it is necessary to protect the key deposits, and on the other, to protect the key areas, including agricultural, against the extraction of minerals. For Wielkopolska, the decision on the exploitation of another deposits of lignite, outside the Konin subregion, may be particularly unfavourable.

This objective should be achieved primarily through the following lines of action:

- Support for recognition of the presence of mineral deposits.
- Protection from development of the key mineral deposits in the region.
- Reduction of exploitation in protected areas and in areas with high farming culture.
- Reclamation and development of post-mining areas and reduction of the negative effects of geological works and extraction of minerals.

- Support for exploitation and utilization of geothermal springs.
- Better utilization of mineral resources for medicine, health and recreation.

Operational objective 2.5. Reduction of emission of substances to the atmosphere

Emission of pollutions to the atmosphere, of substances including: CO₂, SO₂, NO₂, particulate dust, benzo-alpha-pyrene (BaP) and ozone have adverse affect on human health and natural environment. Moreover, reduction of emissions to the atmosphere is the primary method of preventing global warming.

This objective should be achieved primarily through the following lines of action:

- Elimination of low emission.
- Modernization of technological systems of heat-generating plants and combined heat and power plants, as well as individual heat sources, among others, by installing equipment reducing air pollution and using of low-carbon fuels.
- Centralization of heating systems.
- Promoting low-carbon forms of transport.
- Taking the protection of air quality into account in spatial development plans.

Operational objective 2.6. Regulation of waste management

Collection of waste and its management in the region still does not meet a number of standards in this area, especially in the context of the *Directive 2008/98/EC of the European Parliament and of the Council on waste and repealing certain Directives*. In the prospect of 2020, efforts should be made in order to make Wielkopolska a leader in the recirculation economy, with a high degree of recycled materials, raw materials and energy.

To achieve this objective, the following lines of action, which are also the main objectives of the *Waste Management Plan for the Wielkopolskie voivodship 2012-2017*, are taken:

- Waste management in the region using regional and alternative facilities for waste treatment.
- Closing all waste stockpiles which do not meet the regulatory requirements.

- Increasing the share of recycling, in particular recycling with regard to glass, metals, plastics, and paper and cardboard, as well as the recovery of energy from waste in accordance with the requirements of environmental protection.
- Separate collection of biodegradable waste and, consequently, reduction of disposal of the waste.
- Increase in the amount selectively collected hazardous waste, present in the stream of municipal waste.
- Elimination of the practice of illegal waste disposal.
- Increasing public environmental awareness of the complex and rational methods of waste management.

Operational objective 2.7. Improvement of water-sewage management

In the prospect until 2020, the regulation of this sphere should be, by and large, completed. The waste water management system of Wielkopolska still does not meet the requirements of the Council Directive 91/271/EEC of 19 May 1991 concerning urban waste water treatment. Poland has negotiated a transitional period for the introduction of the above-mentioned provisions of the Directive by the end of 2015. Therefore, it is necessary to realize investments in waste water management in such a way, as to meet the obligations set out in the negotiations and deadlines defined in the Accession Treaty.

This objective should be achieved primarily through the following lines of action:

- Continuation of equipping agglomerations in sewage treatment plants.
- Construction, expansion and modernization of the sewerage system and sewage treatment plants.
- Equipping areas with scattered buildings in individual, ecological sewage treatment systems.
- Improvement of water-sewage management in rural areas.
- Improvement of sewage sludge management and their greater utilization in biogas works.
- Popularization of the rules to invest in sewerage systems before investing in development of the area.
- Construction, expansion and modernization of the water supply system, water intakes and water treatment plants.
- Development of infrastructure of water-sewage management in industrial plants.
- Implementation of modern technologies for water saving and re-use of waste water.

- Construction of plants, retention and rational management of rainwater.

Operational objective 2.8. Protection of water resources and increase in flood safety

Wielkopolska is one of the regions with specific hydrological conditions. The main problems in this area are water shortages and uneven river hydrological regimes characterized by both floods and frequent lowering of water levels. The situation in this area is enhanced by the low level of artificial retention. This requires radical measures to increase balance resources of the region and eliminate risks resulting from extreme conditions.

This objective should be achieved primarily through the following lines of action:

- Increasing the scale of artificial retention, both the low retention, improving water supply for agriculture, and the high retention in the main watercourses. In this scope, the priority investment for Wielkopolska is the storage reservoir Wielowieś Klasztorna on Prosna River.
- Modernisation and development of hydraulic structures to prevent excessive flood states and reduce their scale and effects – extension of flood banks and polders.
- Increase of the river channel retention by maintaining flood lands or river flood benches.
- Drainage works regulating water relations, limiting extreme conditions.
- Restoration and protection of wet ecosystems.
- Afforestation and tree covering.
- Protection of waters against agricultural pollution.
- Quantitative protection of groundwater and protection against pollution.
- Renaturalization of watercourses (including restoration of degraded aquatic environments).
- “Returning” flood lands to rivers.
- Rational management of rainwater.
- Support for activities and adding fire brigades more equipment for removing the effects of floods and flooding.

Operational objective 2.9. Improvement of the natural conditions for agriculture

Agricultural environment is an essential component of the nature conservation and biodiversity. On the one hand, its state depends on the way in which farming is carried out, on the other hand, the quality of agricultural space directly affects the quality of agriculture. Maintenance and enhancement of the natural values of the Wielkopolska agricultural space is particularly important, because the region is a leader in agricultural production, with relatively average conditions of farming.

This objective should be achieved primarily through the following lines of action:

- Promotion of environmental management schemes.
- Support for organic farming and revival of traditional regional animal breeds and plant varieties.
- Reduction of soil erosion.
- Introduction of tree covering into agricultural space, especially along the lakes and rivers, in order to protect agricultural soils from erosion and prevent biogenic substances from flowing down into surface waters and as refuge areas for animals.
- Construction and maintenance and proper operation of irrigation equipment.
- Support for agricultural education and promotion of high quality food and traditional and regional products.

Operational objective 2.10. Promotion of environmental attitudes

Education and development of environmental attitudes is equally effective instrument of improvement of the condition of the environment, as investments in infrastructure.

Ecological attitude, resulting in concrete actions for environmental protection, is a result of the acquisition of knowledge and human ecological sensitivity, resulting in actions to protect the environment. Therefore, it is so important to begin shaping ecological habits from an early age. Although concern for the environment is widely declared, still much needs to be done in this area.

This objective should be achieved primarily through the following lines of action:

- Supporting and promoting social initiatives in the sphere of protection of natural environment.

- Propagating cooperation in the relations business – education – public administration – society, within the scope of use and protection of natural environment resources.
- Popularizing environmental attitudes.
- Environmentally-friendly programmes and campaigns, also among entrepreneurs.
- Supporting actions favourable to improving condition of the natural environment undertaken by public institutions, private businesses and ordinary citizens.
- Promotion and implementation of programmes of social and environmental responsibility of entrepreneurs.

Operational objective 2.11. Integrated natural environment management system

The basis for effective management of the natural environment is access to accurate and current information. In order to make decisions, decision-making bodies need reliable qualitative and quantitative information about the natural resources, their condition and distribution.

This objective should be achieved primarily through the following lines of action:

- Preventing natural risks and disasters and/or caused by human activity.
- Integration of sources and systems of information about the condition of the natural environment.
- Popularization of management and environmental monitoring systems as well as new innovative methods for assessing condition of the environment.
- Raising the level of knowledge and skills of people involved in environmental protection management.
- Development of system for monitoring and responding to natural hazards.
- Control of the legal requirements relating to the environment.
- Development of systems for preventing and eliminating major failures.

Operational objective 2.12. Improvement of the acoustic state of the region

Each year the problem of nuisance caused by noise coming from public transport, industry and other sources is growing. Vehicles moving on the communication routes (cars, trains), aircraft using civilian airports and landing fields and military airports, industrial plants have the biggest influence on the development of the acoustic climate of the region. The most troublesome noise, effecting the largest number of people, is traffic noise which, despite technological development, continues to grow. First of all, the number of motor vehicles and tractors is increasing, which negatively affects the quality of the environment in Wielkopolska. Air transport is also a major source of noise.

This objective should be achieved primarily through the following lines of action:

- Promotion of technologies eliminating or reducing noise, when it is overnormative.
- Monitoring acoustic environment and creating acoustic map of the region.
- Taking acoustic aspects into account in spatial planning and location decisions.
- Improvement and introduction of new innovative methods for assessing condition of the environment.

Strategic objective 3 Better energy management

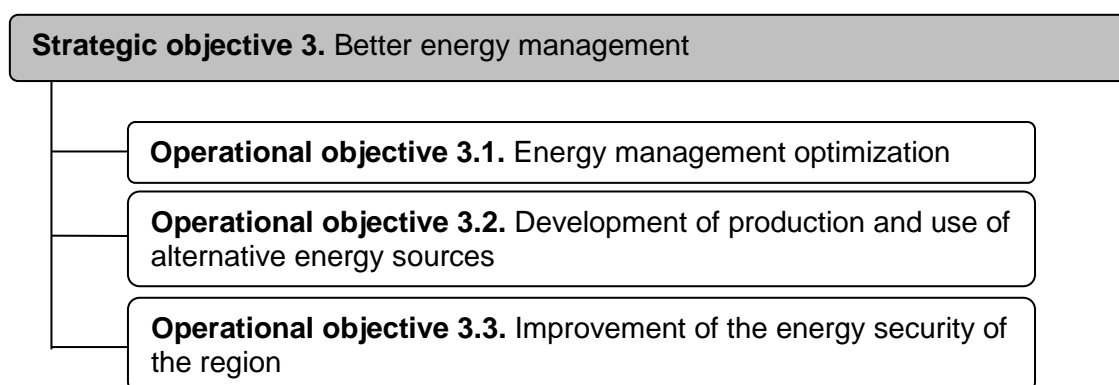
Both the electricity power and gas systems in the Wielkopolska area await changes in the coming years. They result mainly from the need to adapt them to the requirements of such documents as: *Energy Policy for Europe* and *Polish Energy Policy until 2030*.

Thanks to modern energy systems, the region will reach faster, more effective economic and social growth and will affect the environment less negatively. Furthermore, an adequate energy infrastructure and diversification of energy sources increases the safety of Wielkopolska in this area.

The following indicators will be the primary measures of achieving the objective:

Indicator name	Measure	Source
Consumption of electricity	GWh	CSO
Production of electricity from RES	GWh	CSO
Population using network gas	% of residents	CSO
Gas consumption	thousand m ³	CSO

This objective will be fulfilled by the following operational objectives:



Operational objective 3.1. Energy management optimization

Optimal energy management, resulting in the improvement of energy efficiency, should include activities both at the stage of production, distribution, as well as its reception.

Despite the decline in the share of energy production in GDP, Wielkopolska, similarly to the entire country, is not a very efficient region as to the energy consumption. There is particularly much to do in the municipal sector, including households.

This objective should be achieved primarily through the following lines of action:

- Development of high-efficiency cogeneration.
- Modernization of transmission grids.
- Reduction of energy consumption.
- Improvement of thermal efficiency of existing buildings and promotion of energy efficiency in construction.
- Development of locally centralized heating systems.
- Supporting environmental education in the field of production of different kinds of energy.
- Promotion of efficiency of conventional energy, including energy based on lignite.

Operational objective 3.2. Development of production and use of alternative energy sources

Production of energy from renewable sources, on the one hand, reduces emission of gases into the atmosphere, and on the other hand, contributes to the diversification of energy sources, increasing the energy security of the region. Development of this sector has good prospects in the Wielkopolskie voivodship, because it has good conditions primarily for the development of wind, geothermal and biomass energy. The draft of *Strategy for energy efficiency increase and development of renewable energy sources in Wielkopolska 2012-2020* assumes that in 2020 Wielkopolska will reach a higher share of energy from renewable sources in final energy.

In the future, development of nuclear energy cannot be ruled out. Therefore, measures forming conditions for development of this sector should be taken.

This objective should be achieved primarily through the following lines of action:

- Construction of new power plants using renewable energy sources.
- Strengthening research and development potential for renewable energy sources.
- Development of cooperation between scientific sector and business sector to implement innovative energy solutions.

- Increasing the use of biomass for energy production.
- Strengthening educational and promotional activities in the development of renewable energy sources.
- Promotion of renewable energy sources among entrepreneurs.
- Utilization of geothermal, wind and solar energy.

Operational objective 3.3. Improvement of the energy security of the region

Energy infrastructure in the region is in an unsatisfactory condition, both in terms of quality and quantity, which can cause risks of energy and fuel supply. With this end in view, actions to ensure adequate infrastructure, energy supply and sufficient power generation in power plants should be taken.

In the future, development of nuclear energy cannot be ruled out. Therefore, measures forming conditions for development of this sector should be taken.

This objective should be achieved primarily through the following lines of action:

- Ensuring uninterrupted production and supply of energy to meet the needs of the region.
- Supporting activities utilising local energy resources.
- Expansion of natural gas distribution network.
- Supporting investments ensuring energy security and development of the region, including expansion of the transmission grids.
- Creating conditions for development of nuclear energy.
- Development and improvement of efficiency of conventional energy, including energy based on lignite.

Strategic objective 4 Increasing competitiveness of the Poznań metropolis and other growth centres in the region

Development potential of Wielkopolska is concentrated, above all, in the cities. They form a spatially ordered, hierarchical structure. The highest link of this system is Poznań with its functional environment, that is the Poznań Metropolitan Area. The next level are the average-sized cities of more than 50 thousand inhabitants, and the lowest – the remaining centres performing local functions.

Exploitation of the potential of the biggest cities in the region requires their appropriate shaping, especially in terms of functions which they serve relative to the surrounding area.

Spatially sustainable development of Wielkopolska, coherent in territorial terms, requires strengthening of those urban centres to make them even greater sources of growth factors, favourably affect the environment, and at the same time successfully compete with other centres.

Not only functional connections of cities with their environment are important for the development of the region. Also internal problems resulting from various factors focus in the cities.

The following indicators will be the primary measures of achieving the objective:

Indicator name	Measure	Source
GDP per capita, in division into NUTS 3 subregions	PLN per capita	CSO
People employed divided into: Poznań, Poznań metropolis, local centre, subregional centres,	number	CSO
The registered unemployed divided into: Poznań, Poznań metropolis, local centre, subregional centres,	number	CSO
National economy entities per 10 000 inhabitants, divided into: Poznań, Poznań metropolis, local centre, subregional centres,	number	CSO
Population divided into: Poznań, Poznań metropolis, subregional centres,	number	CSO
Population according to economic population groups	number	CSO

This objective will be fulfilled by the following operational objectives:

Strategic objective 4. Increasing competitiveness of the Poznań metropolis and other growth centres in the region.

Operational objective 4.1. Development of Poznań metropolis

Operational objective 4.2. Strengthening growth poles in subregions

Operational objective 4.1. Development of Poznań metropolis

Poznań metropolis is the main component of the spatial structure of Wielkopolska. It focuses the largest part of its potential and is an important source of competitiveness of the Wielkopolskie voivodship.

According to the ESPON classification (European Spatial Planning Observation Network), Poznań is classified to the category of poorly developed European metropolises. It is not enough, as for the potential and ambitions of Wielkopolska. It has been proven that those regions, whose capitals are dynamic and competitive metropolises are the fastest-growing. However, these metropolises must be locomotives of growth for the whole region. Strong competitive position of Poznań among other metropolises, its ability to positively affect the environment, are the key developmental problems of Wielkopolska.

According to the Regional Spatial Development Plan of Wielkopolska (RSDPW), development of metropolitan functions of Poznań should aim at:

- stimulating development as a centre of international importance by integrating scientific, economic, tourist and cultural potential.
- creating the image of an open city,
- strengthening the position of the city as a service centre of the supra-regional rank,
- creating modern and innovative economy based on the potential of knowledge and learning concentrated in the centre of the region,
- developing technical infrastructure, especially public transport reaching the entire functional area of Poznań.

Poznań metropolis is also area of problems relevant to this type of areas, in which the phenomena of a scale rare in other parts of the region are observed. According to RSDPW, they include:

- conflicts between intense urban development and natural environment,
- conflicts at the meeting point of residential areas and areas of economic activity,

- conflicts between the housing industry and road, rail and air transport.

Poznań, together with the area it affects (or is functionally linked), creates Poznań Metropolitan Area. Development of this area requires special instruments increasing complementarity of mutual relations and functional connections, supporting the flow of the development potentials between the capital of the region and the most important sub-regional centres and area of the whole region at the same time.

This objective should be achieved primarily through the following lines of action:

- Increasing transport connections of the capital of the region with its surrounding, along with the modernization of the Poznań communication hub, including improvement of the condition of public transport.
- Development of Poznań-Ławica Airport.
- Development of Poznań academic and research centre and support of its connection with the economy as a source of innovation.
- Strengthening knowledge-based economy, including creative sectors.
- Strengthening regional social infrastructure serving the entire region.
- Expansion and strengthening position of the Poznań International Fair.
- Development of conference and convention, as well as sport functions on a regional, national and international level.
- Strengthening cooperative relations of Poznań with the regional surrounding.
- Activation and strengthening non-agricultural functions of rural areas within the borders of the Poznań metropolitan area.
- Strengthening economic, service and social functions of cities of the Poznań metropolitan area.
- Strengthening position of Poznań in the network of European metropolises and development of cooperation in networks of cities.

Operational objective 4.2. Strengthening growth poles in subregions

Because of the strong growth dynamics of the Poznań metropolis, the difference between the level of its development and the level of development of the rest of the region is growing. Wielkopolska is a region with a large surface area, which results in weakening of infrastructural, economic and social connections together with the distance from the centre of the region. Therefore, it is necessary to strengthen the subregional centres.

According to the classification of the National Spatial Development Concept, they include the regional centre (agglomeration of Kalisz – Ostrów Wielkopolski), and subregional centres (Gniezno, Konin, Leszno, Piła). These centres require special support, because they complement some metropolitan functions of the capital of the region. They play a very important function supporting the diffusion of development from Poznań, as a metropolitan centre, to the area of the entire region and represent the poles of growth for individual parts of Wielkopolska. They require support, in particular to improve access to the capital of the region and infrastructural, economic and social connections, so that they could actively transmit development impulses to the areas surrounding them. These centres need to be supported also due to the accumulation of various types of own developmental problems, both in the economic and social sphere.

Development of the regional centre, which is the Kalisz-Ostrów agglomeration, which is a significant national growth centre in a vast area between Poznań, Wrocław, Łódź and the Silesia region, requires special support.

One of the ways to overcome the intraregional differences, but not sufficient one, is overcoming communication barriers. Despite significant progress within this scope, the southern and northern ends of the region are faced with particular situation. These areas are exposed to the centrifugal processes, because from these places it is closer, accordingly, to Wrocław (the gravity of Southern Wielkopolska in this direction is particularly strongly visible), Łódź and Opole, and Bydgoszcz and Gorzów Wielkopolski, than to the capital of the region.

The regional and subregional centres occupy a different position in the functional system of the region, particularly in connection with the capital of the region. Konin and Leszno are within the strong influence of the Poznań Metropolitan Area, but Kalisz and Ostrów Wielkopolski, as well as Piła to a much smaller degree. In so far as Kalisz and Ostrów Wielkopolski together form their own, quite large and, in a sense, self-reliant potential, the position of Piła is particularly disadvantageous. What is more, individual centres occupy different positions relative to major transportation corridors.

This objective should be achieved primarily through the following lines of action:

- Improvement of municipal and communication infrastructure.

- Improvement of transport connections with the capital of the region and with functional surroundings of the regional and subregional centres.
- Development of cultural and social services, especially in the scope of specialist health care.
- Development of academic, research and educational functions, particularly in connection with the local labour and economy market.
- Development of business environment institutions and support for cooperation in the economy.

Strategic objective 5 Increasing coherence of the region

Wielkopolskie voivodship, as shown by analysis, is a highly diverse space, both in terms of distribution of resources, equipment, economic activity and the level of life of the residents. These diversities are growing in many ways. However, what is the most important, is that the region is also diverse in terms of distribution and intensity of developmental problems. This results in the necessity to adjust interventions to the specificity of different areas, especially problematic.

The results of the analysis on a global, community, national and regional scale show that a simple redistribution of resources to areas which are characterized by a greater scale of problems does not bring the desired result. Therefore, it is also important to generate and consolidate development on the basis of internal potentials of individual territories and mutually beneficial relations between them. It is particularly important for building long-term conditions for growth.

In accordance with the strategy, territorial approach should be preferred over the sectoral approach, and in addition, the territory should be regarded as a functional system as opposed to an administrative unit. The intervention areas cannot be treated homogeneously, and therefore, the intervention must be, at least in part, focused on the particular developmental potentials and characteristics of different parts of the region.

The following indicators will be the primary measures of achieving the objective:

Indicator name	Measure	Source
The employed in villages and cities	number	CSO
The registered unemployed in villages and cities	number	CSO
Entities of national economy per 10 000 inhabitants in villages and cities	number	CSO
National economy entities in villages and cities running industrial, construction or service activity in the overall number of entities entered in the REGON register	%	CSO
Indicator of the socio-economic development level by municipalities or districts (synthetic indicator developed for strategy monitoring)	numerical value	Own calculations
Indicator of access to the basic public services by municipalities or districts (synthetic indicator developed for strategy monitoring)	numerical value	Own calculations

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Indicator name	Measure	Source
Percentage of people employed outside agriculture by municipalities	%	CSO

This objective will be fulfilled by the following operational objectives:

Strategic objective 5. Increasing coherence of the region

Operational objective 5.1. Support for local centres

Operational objective 5.2. Rural development

Operational objective 5.3. Activation of areas of the lowest level of development and deteriorating development prospects

Operational objective 5.4. Support for areas in need of restructuring, improvement and revitalization

Operational objective 5.5. Increasing access to basic public services

Operational objective 5.6. Support for areas of exceptional cultural environment values

Operational objective 5.1. Support for local centres

The sources of growth factors are not only cities of regional importance. They also include local centres, that is small and medium-sized cities. They are the centres of diffusion of economic growth which provide services to rural areas. In Wielkopolska conditions, all the cities with a population of less than 50 thousand residents can be counted among them.

These centres need revitalization, strengthening connections with their rural bases, and above all, development of such function, so that they can be growth centres for all kinds of problem areas.

The key to development of these centres should be local transport and business environment infrastructure, services, as well as all other investments, which significantly affect the long-term economic growth and employment and improve the ability to generate income.

The aim should be to maximize the use of the attributes of the location of the centres arising from the proximity of road and rail hubs and airports.

Group of such types of centres is varied in terms of size, scope of impact and performed functions. Support in relation to them should be diverse. Although they form one type of functional area – local centres (according to NSDC), support for their development should depend on whether they are centres of local development or are just a development base of rural areas.

This objective should be achieved primarily through the following lines of action:

- Improvement of transport accessibility to larger centres.
- Improvement of access to basic services.
- Reduction of digital exclusion.
- Mobilization of local communities for development.
- Support for local economy.
- Support for development of service base for agriculture.

Operational objective 5.2. Rural development

Rural areas account for a significant part of Wielkopolska. Due to the level of development and scale of problems they can be divided into two types, according to NSDC – rural areas participating in development processes and other rural areas which require special support for development processes.

Rural areas need to be perceived not only from the perspective of agriculture. Their restructuring should consist in generating and strengthening the non-agricultural functions in close connection with the specific local potentials. Mobilization of local communities for development will be of particular importance for the realization of this objective.

This objective should be achieved primarily through the following lines of action:

- Strengthening human capital and development of education.
- Supporting non-agricultural sectors and strengthening endogenous economic base.
- Developing tourism, including rural tourism and agrotourism.
- Preventing migration processes.
- Increasing employment opportunities through increased professional mobility.
- Constructing infrastructure related to renewable energy sources.
- Constructing water and sewage infrastructure.
- Providing efficient transport infrastructure and improving public transport.

- Creating institutional conditions to increase non-agricultural investments.
- Stimulating local development and local initiatives.
- Promoting and implementing idea of village renewal.
- Promoting and protecting cultural heritage of the village.
- Developing non-governmental organizations operating in the villages.

Operational objective 5.3. Activation of areas of the lowest level of development and deteriorating development prospects

A large part of the Wielkopolska area is characterized by the level of development lower than the average, where the accumulation of barriers effectively limits growth. Such areas require preferences, although the situation in selected spheres does not have to directly authorize to it. These are both rural and urban areas.

This objective should be achieved primarily through the following lines of action:

- Plans for comprehensive activation, including instruments used within other objectives, targeted at the specific situation in these areas.

Operational objective 5.4. Support for areas in need of restructuring, improvement and revitalization

Selected areas of the region require special support due to their improper functions. This applies particularly to post-industrial, post-military, post-exploitation, post-communication and post-mining areas, and urban districts in stagnation. This requires construction of comprehensive regeneration programmes, including investments in technical and social infrastructure, projects of economic and educational activation. Above all, programmes developed by the local governments should be subject to support.

This objective should be achieved primarily through the following lines of action:

- Comprehensive, integrated regeneration programmes, including instruments used within other objectives, targeted at the specific situation in these areas.
- Modernization and better use of narrow-gauge lines in the region for tourism.

Operational objective 5.5. Increasing access to the basic public services

One of the main development barriers is insufficient supply of public services. This problem can be solved both by system solutions enabling increase in the supply of services, and by improvement of transport accessibility to them, system solutions enhancing the demand for such services as well as for the digitization of services.

They include, above all, education and training services, care, medical, communication, community and cultural services. Limited access to them, on the one hand, reduces standards of living, and on the other hand, inhibits the economic growth by reducing the investment attractiveness and housing conditions.

Properly developed services of this kind also reduce the outflow of population and capital, which weakens the regression. Rural areas, away from major urban centres, are particularly vulnerable to this type of threats. Moreover, area of public services can be a market for the social economy entities, thus enabling the realization of the idea of responsible community.

This objective should be achieved primarily through the following lines of action:

- Improvement of transport accessibility to services.
- Support for system solutions (legal, procedural, organizational) increasing the demand for and supply of public services.
- Support for involvement of the social economy entities in the delivery of public services.
- Improvement in the supply of services, including e-services.

Operational objective 5.6. Support for areas of exceptional cultural environment values

For selected areas, cultural environment can be a significant factor of economic activation and construction of local competitive advantages. In many areas it is the only real growth factor.

It is necessary to designate regions of exceptional cultural environment values, which should be supported with an aid package facilitating the use of this factor, in the *Spatial development plan of the Wielkopolskie voivodship*. This support should include the revitalization of the objects, on the one hand, and the enterprise built on the use of this sector, especially in tourism, on the other. The places connected with the construction of the beginnings of the Polish state, such as Gniezno, Ostrów Tumski in Poznań, Lednica and Giecz, should be taken into particular care.

This objective should be achieved primarily through the following lines of action:

- Comprehensive programmes for revitalization and economic activation using cultural values.
- Creation of cultural parks.
- Promotion of areas of outstanding cultural values.
- Restoration of cultural heritage sites.

Strategic objective 6 Strengthening the economic potential of the region

Wielkopolska is one of the fastest growing regions in Poland, which is confirmed by the leading positions with regard to key macroeconomic indicators. The most important factors of economic development include primarily considerable manufacturing potential, high agricultural productivity, well-developed service sector, high levels of entrepreneurship, significant interest from foreign investors (in particular due to the highly skilled workforce and nationally significant scientific research potential), growing role of tourism as well as growing investment attractiveness of many areas due to the convenient communication availability and technical infrastructure equipment.

At the same time, this potential is characterized by parameters which do not allow to compete on a global scale. They include innovation, investment in research and development, energy consumption, weak connections between science and economy, and low level of networking, as well as insufficient business environment.

Construction of a smart and competitive economy requires focusing on factors which may form the basis for the achievement of competitive advantages, but also higher level of innovation. First of all, the focus should be the areas which offer the opportunity for effective, smart specialization of the region, in spheres such as the environment, food sector, creative industries or technologies.

The following indicators will be the primary measures of achieving the objective:

Indicator name	Measure	Source
National economy entities registered in the REGON system per 10 000 population	number	CSO
Share of businesses entities incurring expenditure on R&D	% of all entities	CSO
Capital expenditure on research and development activity per capita	PLN	CSO
Reported patents and utility models	number	CSO
Percentage of entities with share of foreign capital	%	CSO
Capital expenditures in the national economy per capita	PLN	CSO
Share of net income from the sale of innovative products in net revenues from total sales	%	CSO

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Indicator name	Measure	Source
Surface of the organic crops holding certificate	ha	IJHARS ¹⁶
Value of total exports	PLN	CSO
Expenditure on R&D in relation to GDP	%	CSO
Sold industrial production per capita	PLN	CSO

This objective will be fulfilled by the following operational objectives:

Strategic objective 6. Strengthening the economic potential of the region

Operational objective 6.1. Increasing innovation of enterprises

Operational objective 6.2. Strengthening the role of science and research for innovation and economic growth

Operational objective 6.3. Development of network and cooperation in the economy of the region

Operational objective 6.4. Expansion of business environment institutions

Operational objective 6.5. Creating conditions for growth of smart specializations, including support for creative industries in the economy

Operational objective 6.6. Development of financial instruments for the economy

Operational objective 6.7. Improving human resources of the economy

Operational objective 6.8. Preparation and rational use of investment areas

Operational objective 6.9. Creating conditions for expansion of the economy of the region into external markets

Operational objective 6.10. Improvement of conditions for the development of agriculture and agricultural processing

Operational objective 6.11. Development of social economy

Operational objective 6.12. Development of the “silver” sector of the economy

Operational objective 6.13. Development of business and health services

¹⁶ Agricultural and Food Quality Inspection

Operational objective 6.1. Increasing innovation of enterprises

The economy of Wielkopolska is both the creator and the consumer of innovation. The analysis of the situation shows that innovations measured by the number of innovative enterprises, expenditure or the number of generated innovations do not place Wielkopolska at the top of the rankings, both in the national, European and global comparisons.

The structure of the economy is still traditional and changes very slowly in this area. Accelerating desired trends requires not only financial resources, but also business environment favourable for innovation. Not only financial activities aimed at encouraging entrepreneurs to invest in innovation are necessary here, but also educational activities which make the residents of Wielkopolska aware of the key role of innovation.

As a part of this objective, the Regional Innovation Strategy for Wielkopolska 2010-2020 will be implemented. With reference to the economy, this document proposes primarily actions in the following area:

- Programme: Innovative Enterprises – aimed at increasing awareness and needs of enterprises in the implementation of process and product innovations and improving attractiveness of products and services on the basis of innovative design by support in introducing innovation in this area.
- Programme: Successful business environment institutions – aimed at identification, assessment and categorization of services of business environment institutions in collaboration with these entities, provision of services of business environment institutions for enterprises corresponding to the horizontal lines and strengthening the excellence in management, innovation and internationalization, provision of services of business environment institutions for the new and operating in the market highly innovative enterprises, as well as provision of services of business environment institutions for scientific research units supporting participation in the European projects and co-operation with the economy.
- Programme: Cooperation between science and economy – with the aim of increasing the impact of the Wielkopolska science on the regional economic growth by promoting actions and facilitating obtaining and supplementing sources of their financing within the three horizontal lines: entrepreneurship, innovation and internationalization.

Operational objective 6.2. Strengthening the role of science and research for innovation and economic growth

Although the research and development potential in the region is high, its impact on the creation of innovations and economic growth is small. Basic research which cannot be directly used in the economic activity performed in the region are dominating, Therefore, the key for the smart and competitive economy of Wielkopolska is the strongly support of the R&D sector and its cooperation with business.

This objective should be achieved primarily through the following lines of action:

- Strengthening scientific research personnel.
- Supporting commercialization of innovative products and industries
- Increasing expenditure on research and development.
- Increase in cooperation between the R&D sphere and the economy.
- Strengthening economic components of regional specializations, in particular the R&D units, specializing, among others, in such areas as software, optoelectronics, design, nanotechnology, mathematics, physics, chemistry, biology, biotechnology and biochemistry.
- Supporting research in directions crucial for the region: inter alia, of molecular, genetic, biotechnological and immunological nature.

Operational objective 6.3. Development of network and cooperation in the economy of the region

One of the sources of competitive advantages in the economy is networking and cooperation of enterprises. These phenomena, common in the global economy, are insufficiently developed in the Wielkopolskie voivodship. In the conditions of globalization, independent realization of all economic functions is not possible. Cooperative relations lowering costs, improving competitiveness and innovation arise in response to the global challenges. Wielkopolska, with the extensive network relationships in the economy, is more likely to become an innovative region, using its smart advantages.

This objective should be achieved primarily through the following lines of action:

- Support for creation of clusters and factors enhancing their development.
- Promotion of networking and creating cooperative relations in the economy.
- Support for joint marketing actions of enterprises.
- Involvement of self-governments, enterprises, business environment institutions, research units and other institutions in the construction of cooperation networks of enterprises and the social economy entities.
- Promotion of public-private partnership.

Operational objective 6.4. Expansion of business environment institutions

Business environment institutions perform important functions in any economy. In Wielkopolska, the offer in this area is not sufficient both in qualitative and quantitative terms. It is not conducive to forming appropriate relationships, especially between the scientific research sphere and the business sector and in the area of support for small companies starting business activity.

Firm strengthening of the quality of these institutions should take place, also through contracting by local and regional governments tasks related to support for the economic development.

Furthermore, the offer of information, consulting, training, financial and technological support services, and assistance in business incubation is indispensable. An adequate network of such institutions, suitably located throughout the region is also necessary.

This objective should be achieved primarily through the following lines of action:

- Extension of the scope, scale and quality of services of business environment institutions and their adaptation to the needs of enterprises.
- Creation and development of institutions providing services for enterprises and science (including Innovative Business Environment Institutions) and their network.
- Promotion of cooperation with/between Business Environment Institutions.
- Increase in the scope of specialization of Business Environment Institutions.
- Increase in efficiency of services for business.

- Support for the non-profit organizations working for development of entrepreneurship.

Operational objective 6.5. Creating conditions for growth of smart specializations, including support for creative industries in the economy

The competitive position of Wielkopolska, including its economy, requires development of areas which are the source of significant added value. Smart specializations in the economy of the region do not have to dominate in the structure of the regional product, employment or sold production. However, they should be the source of growth impulses for all the remaining sectors. Their share in the structure of the economy is far too low and should grow systematically. Except for the classic objectives and instruments of support, available for the whole economy and all businesses, these areas should be subject to additional, separate intervention. Identification of these areas should take place at the stage of work on the Regional Innovation Strategy or as a part of its implementation.

Sectors which are based on individual work of units, generating innovation, investing in their implementation, employing highly skilled personnel or which are the national, and especially global, brand, as well as producing social profit require special support. These sectors should be one of the areas of smart specializations of Wielkopolska.

One of the basic conditions for development of creative industries is sufficiently large and creative team of scientists, artists, architects, designers, experts and analysts, computer programmers, financiers and others.

This objective should be achieved primarily through the following lines of action:

- Support for key smart sectors of the economy, resulting from the Regional Innovation Strategy.
- Development of education for smart regional specializations.
- Support for creative industries, including culture, design and new creative industries.

Operational objective 6.6. Development of financial instruments for the economy

Among various types of business support systems, return instruments, which are characterized by much higher efficiency than the grant system, have begun to play an increasingly important role in recent years. Loan, surety, guarantee and high-risk funds, allowing entrepreneurs to raise capital on favourable terms, with much milder criteria for its protection, are of particular importance here. The creation of financial instruments for economic projects of innovative nature is especially significant.

This objective should be achieved primarily through the following lines of action:

- Creation and development of support instruments, among others, for commercial and social enterprises.
- Deepening regional cooperation with financial institutions involved in modern financial engineering.
- Promotion of modern instruments of support for entrepreneurship.

Operational objective 6.7. Improving human resources of the economy

Macroeconomic conditions, increased competition and technological progress force adequate adaptation of the human potential to the economy. Enterprises in Wielkopolska, although already functioning in the market conditions, are still subject to processes of transformation and restructuring. The restructuring of the regional economy, resulting in the inter-branch movement of the employees, forces retraining and continuous improvement of skills.

An important element in this respect is the integration of the education system with training in enterprises and creation of intermediate forms, such as internships and apprenticeships. Especially considerable challenges, when it comes to labour movement, arise at the meeting point of the main sectors: agriculture, services and industry. All these processes cause instability. Therefore, the mechanisms of the labour market and the education system should, by their flexibility, follow or even be ahead of the changes.

potential and quality of personnel managing the economy is also a challenge, particularly in the creative industries, in such areas as technologies, innovations and marketing.

This objective should be achieved primarily through the following lines of action:

- Development of education system at the meeting point of education and businesses.
- Support for forms of employment combined with education.

- Improvement of working conditions and work safety.
- Support for education strengthening self-employment abilities.
- Raising the level of qualifications of the management staff of enterprises.
- Education of farmers in non-agricultural occupations.
- Development of consultancy within the scope of change or modification of business activity in the direction of increasing innovation.

Operational objective 6.8. Preparation and rational use of investment areas

The factor which radically improves investment attractiveness is proper preparation and making the land for business activities available. Thanks to the use of appropriate legal and financial instruments, there is a good possibility of activation of areas with the development opportunities limited so far. A wide range of improved investment lands (in approach and internal roads, railway sidings, water-sewage, energy and information technology infrastructure) and buildings situated in their neighbourhood should result in increased investment in the region.

This objective should be achieved primarily through the following lines of action:

- Investments in infrastructure which facilitate running business activity, consisting in improvement of lands and construction of convenient roads to access them.
- Promotion of investment areas in the country and abroad, and creation of system of information about investment areas.
- Regulation of ownership and legal relations in managing lands.

Operational objective 6.9. Creating conditions for expansion of the economy of the region into external markets

Creating conditions for economic expansion of Wielkopolskie voivodship into external markets in order to increase its competitiveness, enhance economic image of the region and increase its national and international importance is one of the most significant instruments for increasing its competitiveness. Economic promotion will allow for increase in importance of the Wielkopolska enterprises in the global economic exchange, attract investments increasing innovation potential to the region and attract residents enriching human resources of the regional economy.

Derivative of the implemented actions should be considerable growth in exports, so far underestimated. Maintaining current advantage of the region in terms of high export dynamics requires strengthening promotion of the economy, especially in the markets so far unknown. The crucial role should be played not only by the regional government, but also local governments.

This objective will be achieved primarily through the following lines of action:

- Stimulation of institutional cooperation for the economic promotion as part of the construction of Wielkopolska Economic Promotion System.
- Improvement of the image and recognisability of the region.
- Extension of activity of the Wielkopolska companies in external markets, also on a global scale.
- Ensuring inflow of investments which allow for raising competitiveness of the region.
- Strengthening factors attracting new investors, including socio-cultural factors.
- Strengthening position of Wielkopolska as the leader of fairs, conferences and incentive trips and business tourism.
- Organization of trade missions enabling establishment of cooperation with foreign co-operators.
- Supporting participation of domestic companies in trade fairs, missions and exhibitions.
- Development of territorial marketing.
- Development of specialized business environment institutions working in this field.
- Creating institutional support and consultancy within the scope of all the issues related to technology and export organization.

The recommended lines of action result also from the *Economic Promotion Strategy for the Wielkopolskie Voivodship 2011-2020*.

Operational objective 6.10. Improvement of conditions for development of agriculture and agricultural processing

Wielkopolska is a region in which agriculture plays a very important role. Currently, it is ranked second in the country in terms of produced gross value added in absolute values and third as per inhabitant. In the last few years, a decline in the value added coming from agriculture, and thus the global agricultural production, has been observed.

Any actions taken in the region are associated with the slow transition from extensive to intensive production based on increasing production efficiency. Improving agriculture and agricultural processing occurs primarily through the use of direct payments and other instruments within the scope of Common Agricultural Policy. Thanks to it, it is possible to systematically increase the efficiency and productivity of agriculture, with a gradual reduction of employment within agriculture and related activities. Further changes in the structure of the area and improvement of environmental standards are needed here.

An important element of the regional food system is also processing sector, along with agriculture and agricultural sciences potentially one of the smart specializations of Wielkopolska.

This objective should be achieved primarily through the following lines of action:

- Development of agricultural consultancy.
- Investment support for farms.
- Support for development and promotion of organic agriculture.
- Support for creation of groups of agricultural producers.
- Vocational retraining of the people working in agriculture.
- Land joining.
- Support for development of the sales network of traditional and regional products.

Operational objective 6.11. Development of social economy

Social economy performs two kinds of functions. On the one hand, it is a sector which contributes to the growth of the entire economy of the region, and on the other hand, allows for construction of social capital and inclusion of excluded groups and groups at risk of exclusion to the mainstream society. Such approach aims primarily not to create new barriers and gradually remove the existing ones, which can lead to social exclusion. In this context, social inclusion means building such resources and capital, in which factors such as disability, old age, sickness and poverty, do not constitute barriers to an active social life, and above all, professional. This requires innovative policy based on systemic approach to promoting entrepreneurship and innovation through efforts to enhance creativity and activity and improve the quality of life of the Wielkopolska inhabitants.

Actions within the private-public partnership serve the social integration and development of local communities actively involved in socio-economic life. Social economy entities operating within this partnership are more likely to become self-financing enterprises. Moreover, they are – alongside the tools of social criteria in public orders – manifestation of the real social responsibility of business.

This objective should be achieved primarily through the following lines of action:

- Creating rules for development of social economy growth – including the vision of growth of social solidarity and development of long-term action plan for support, promotion and development of social entrepreneurship in the region.
- Development/adoption/implementation of the basic lines of development of the solidarity economy in Wielkopolska: (occupational reintegration, social integration, development of social services, development of local activity, civic education, idea of social solidarity).
- Promoting the use of tools of responsible public orders supporting social economy entities, among others, social clauses.
- Creation/strengthening/maintenance of the network of infrastructure support of solidarity economy.
- Designing mechanisms for the regional government cooperation with the district and municipal governments on the social economy.
- Supporting local initiatives in the three-sector¹⁷ collaboration for the development of the social economy.
- Supporting the use of the social economy, as the field of vocational and social activation of disadvantaged groups, such as people with disabilities.
- Promotion of social involvement of business for social economy through private and social partnerships.
- Implementation of educational and promotional activities in the field of social economy.
- Dissemination of responsible community model using local resources and available tools, for instance, social economy.
- Definition/extension/monitoring of mechanisms promoting development of the solidarity economy sector.
- Support for the Wielkopolska Centre for Solidarity Economy (WCSE).

¹⁷ Public, private and non-governmental sectors.

Operational objective 6.12. Development of the “silver” sector of the economy

Growing population of older people is conducive to development of a new sector of the economy, oriented towards the specific needs of consumers at the advanced age. Societies in which people live longer offer extensive capabilities, and the economy offers new products and services for the elderly. Numerous sectors can benefit from development of the so-called “silver market” – starting from construction and housing, transport infrastructure, through service for the quality of life (culture, recreation, tourism, sport, media, telecommunications), and ending with the health and social services. Preparing the economy for the new demographic proportions is essential for ensuring proper quality of life of the Wielkopolska inhabitants, economic growth and competitiveness of the region.

This objective should be achieved primarily through the following lines of action:

- Creation of the concept of “silver sector” in Wielkopolska and action plan for development.
- Support for investments in social services, including the elderly.
- Creation of instruments supporting entrepreneurship and innovation of the “silver” sector of the economy.
- Development of infrastructure of the “silver sector” institutions.
- Strengthening partnership between administration, inhabitants, non-governmental organizations and other entities acting within/for the “silver sector.”
- Creating conditions for and promotion of social communication.

Operational objective 6.13. Development of business and health services

Health care is not only services resulting from the universal system of health insurance, but also potentially large sector of the market economy, creating jobs and providing health services and services connected with health, measuring the expectations of customers, also in the supra-regional and international scale.

This objective should be achieved primarily through the following lines of action:

- Expansion of infrastructure for the promotion of healthy lifestyle.
- Expansion of the open-access and commercial infrastructure of active recreation.
- Creating specialized centres for rehabilitation, recreation and biological regeneration.

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- Use of natural conditions of the environment for health, recreation and leisure.
- Expansion of infrastructure for medical tourism.
- Expansion of spa infrastructure.
- Support for cosmetic surgery sector of services.
- Support for sector of medical services of the “third age.”

Strategic objective 7 Increase in competences and employment of the residents

Wielkopolska is characterized by a low rate of occupational activity of the inhabitants, differing from the standards of the European Union. It is also not a leader in terms of level of education. These problems are also important in view of the forecasted, significant change in the age structure of the population in the next several years.

Implementation of this objective is intended to improve the quality, increase the diversity and greater adaptation to the needs of the educational system. Education, even though increases the chances on the labour market, does not guarantee employment. Therefore, in parallel, in pursuit of implementation of this goal, creation of jobs, using all possible measures, available as a part of the public intervention, should be promoted.

Important instruments on the way to achieve this objective should be strengthening entrepreneurship, and above all, increase in innovation of the inhabitants, in all spheres of life and economy.

The following indicators will be the primary measures of achieving the objective:

Indicator name	Measure	Source
Adults participating in education and training	%	CSO
Percentage of students in the faculties of science in the total number of students	%	CSO
Children aged 3-5 in preschool education in villages	%	CSO
Number of children in preschool age per 1 place in kindergarten	number	CSO
Registered unemployment rate	%	CSO
Unemployed graduates	number	CSO
The unemployed aged 50 and more	number	CSO
Employment rate of people aged 55-64 ¹⁸	%	CSO
Employment rate of people aged 20-64 ¹⁹	%	CSO

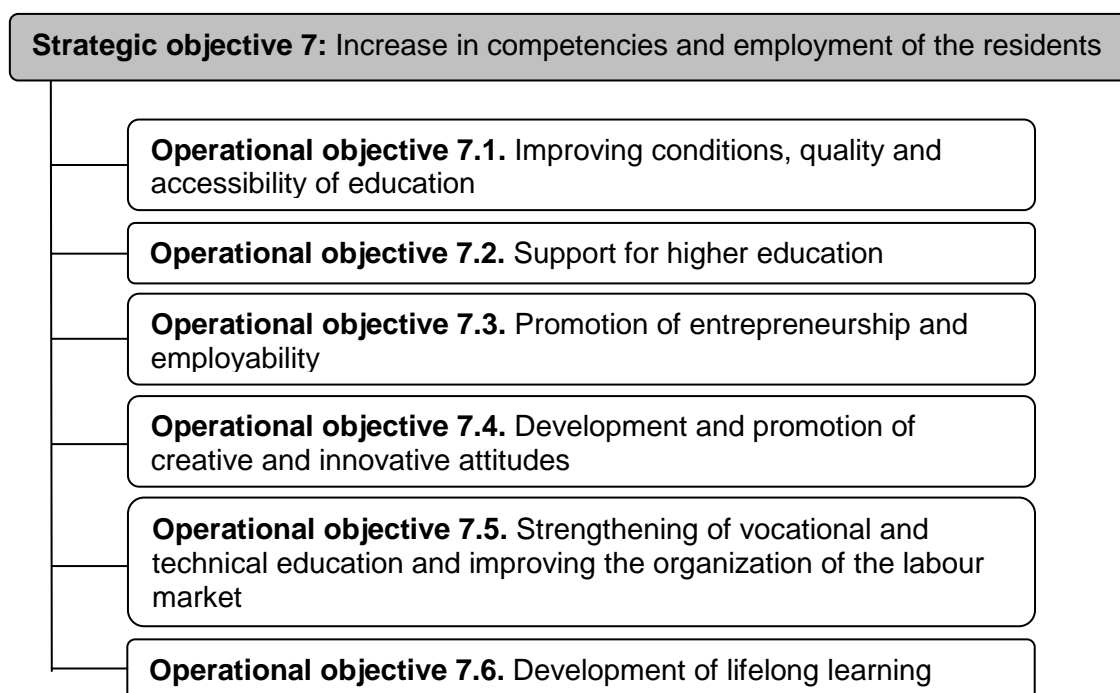
¹⁸ As a consequence of changes in the retirement age, the range of this rate may also change.

¹⁹ As above.

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Indicator name	Measure	Source
People aged 18-59 living in households with no employees	%	CSO
Share of natural persons running businesses in the total number of people at working age	%	CSO
Expenditure on school system and education from the budgets of LGUs	thousand PLN	CSO
Pupils per 1 computer with Internet access intended for use by pupils	number	CSO

This objective will be fulfilled by the following operational objectives:



Operational objective 7.1. Improving conditions, quality and accessibility of education

In the area of Wielkopolskie voivodship, the disproportions in the quality and accessibility of education are visible. Equipment of schools with subject rooms, study aids, gyms or computer hardware is at a very varying level.

In Wielkopolska, as well as across the country, the inhabitants of rural areas have particularly difficult access to education. Barriers are created not only by communication, but also by material limitations. This problem exists at all levels of education, starting from pre-school, and ending on post-secondary.

In Poland, the noted pre-school dissemination rate is one of the lowest among the countries of the European Union. Meanwhile, the pre-school education can give children a fine start to learning throughout life. Solving these problems requires effective cooperation at many levels of government authorities, self-government, parents, teachers, scientists, businessmen and non-governmental organizations.

The mismatch of education to the needs is also an important problem. It results in disproportion between supply and demand in the labour market, as well as delayed response of the education system to the changing needs of enterprises, and poor forecasting instruments in this regard.

This objective should be achieved primarily through the following lines of action:

- Support for development of early education infrastructure, teaching models promoting creativity and development of staff in this area.
- Support for education and in-service training for teachers, especially in technical professions.
- Development of the system of vocational guidance in schools – early diagnosis of professional predispositions in the context of the local labour market.
- Adjustment of the educational offer of schools to the needs of the labour market and aspirations of students, including popularization of modular education in the area of vocational education.
- Renovation, modernization and expansion of educational infrastructure and its retrofitting, including development of information technology infrastructure, construction of occupational laboratories and multimedia centres.
- Support for systems of journeys to school, especially for the inhabitants of rural areas.
- Development and funding of regional grant systems.
- Creation and development of system for monitoring and forecasting of education of children, youth, students and doctoral students, including graduates.
- Support for creation of centres of lifelong learning and vocational training.
- Support for non-governmental organizations in the field of education.

Operational objective 7.2. Support for higher education

Higher education plays an important role in the improvement of the quality of social life and in development of the region. The initial, rapid increase in the number of students in the tertiary-level schools, which resulted from the “education overhang” in the early years of the transition in Poland, has currently slowed down for demographic reasons.

An indirect effect of the explosion of higher education is inadequate structure of the courses of study. In previous years, primarily non-technical fields of study were developing, because the low-input universities and subjects were created in the first place. The result is lack of education in technical and medical subjects. This results primarily in a shortage of professionals in the field of modern technologies and science, and thus contributes to the reduction of development of fields deciding on the competitiveness of the economy, as well as on the investment attractiveness of the region.

Potential of many academic courses of study in Wielkopolska is in so far competitive at the international level, for the learning opportunities for students and doctoral students from abroad to exist. A significant barrier to higher education are economic barriers which limit access to education. This problem can be reduced, among others, by the construction of a regional grant system.

This objective should be achieved primarily through the following lines of action:

- Improvement of the quality of education through the use of modern information and communication technologies.
- Support for development of academic education infrastructure, especially in the fields of science.
- Development of regional academic centres educating staff for the local economy.
- Support for promotion of the regional academic education abroad.
- Development of a regional grant system.
- Development of research and creation of a regional system of forecasting the needs of academic education in order to adapt education to the needs.
- Support for cooperation of regional universities and their integration into stronger and more competitive units.
- Promotion courses of study adapted to the needs of the labour market.

Operational objective 7.3. Promotion of entrepreneurship and employability

The key feature shaping competitiveness of the inhabitants is their ability to undertake employment. On the one hand, it depends on the entrepreneurship (ability to self-employment) and employability (ability to take advantage of offers, adaptability in the labour market). School or university diploma does not guarantee employment. A number of strengthening skills is needed. Additional qualifications are particularly important: ability to learn and retrain, appropriate character traits or skills in running own business activity.

Implementation of this objective requires a number of enhancing measures of the potential entrepreneurs and workers, especially graduates, the unemployed and those threatened with job loss and groups at risk of marginalization, for the social, cultural, ethnic or physical fitness reasons, or because of the age.

This objective should be achieved primarily through the following lines of action:

- Development of vocational counselling system.
- Support for counselling system for own business activity.
- Development of financial instruments which support starting business activity.
- Promotion of social entrepreneurship.
- Promotion of knowledge-based entrepreneurship.
- Development and promotion of system of grants and traineeships.
- System of trainings developing non-professional skills in the labour market and business and connecting hard and soft skills.

Operational objective 7.4. Development and promotion of creative and innovative attitudes

The quality of education, and thus the human and social capital, particularly in the long run, is one of the most important factors in improving territorial competitiveness. At the same time, the role of an individual as a generator and implementer of new ideas is important in development of innovations.

In the Polish system of education, attitudes necessary for development of innovations, such as creativity and entrepreneurship, ability to work in a group, ability to implement projects and solve problems based on the use of knowledge of different subjects and assessment and risk-taking, are not sufficiently promoted.

A wide range of activities in this area is suggested in the *Regional Innovation Strategy for Wielkopolska 2010-2020*. With regard to innovative education, this paper proposes actions within the framework of the Programme “Education for Innovation,” aiming at modernization and increasing innovation of schools and kindergartens, so that they develop skills necessary in the knowledge-based economy.

Therefore, this objective should be achieved primarily through the following lines action:

- Providing opportunities for participation of children and young people at every level of education in classes which stimulate creativity and entrepreneurship, ability to work in a group, openness and tolerance, scientific interests, knowledge of foreign languages and ability to implement projects.
- Solving problems based on the use of knowledge on different subjects, actions in virtual environments, as well as assessment and risk-taking.
- Providing equipment in schools and kindergartens allowing for the implementation of a modern curriculum.
- Improving skills of modern management of schools and implementation of innovative educational projects among the heads of institutions.
- Facilitating mechanisms of joint responsibility and dialogue with students and their parents as a mechanism for implementation of innovation in education focused on the user.

Operational objective 7.5. Strengthening vocational and technical education and improving the organization of the labour market

A shortcoming of the labour market in Poland is insufficient matching of skills (qualifications) of employees to the expectations of employers. However, on the other hand, the emigration of skilled workers, which causes the supply gap in the labour market, is very visible. In many professions the elimination of education has led to the creation of the problem of generational replacement in the exercise of certain professions and trouble with finding suitably qualified staff entering the labour market. This is a challenge for the institutions responsible for this sphere.

Appropriate organization of the labour market depends on a variety of activities. It is important to match qualifications of employees to the needs of the labour market. This will require restructuring and strengthening of vocational education (including vocational schools and secondary technical schools). Enabling cooperation between public employment institutions and non-governmental organizations whose mission is related to the labour market is also an important issue.

Condition for good governance of the labour market is also its adequate monitoring.

This objective should be achieved primarily through the following lines of action:

- Development of tools and methods of cooperation between enterprises and schools, so that vocational education “keep up” with the needs of the labour market.
- Improvement of organizational solutions and increasing competence of employees.
- Improvement of the situation in the labour market by continuous monitoring of the labour market aimed at effective balancing of the demand and supply of jobs.
- Development of the system of vocational counseling – early diagnosis of professional predispositions in the context of the local labour market.
- Popularization, implementation and promotion of model of cooperation of schools, businesses and labour offices developed and launched within the project Wielkopolska monitoring and forecasting system.
- Expansion and popularization of vocational counseling system and diagnosing the needs of schools and labour market.
- Promotion of learning on vocational courses, including technical ones.
- Promotion of flexible forms of employment.
- Creation of conditions for telework.
- Determination of professions necessary for proper implementation of services for the residents of the region by the local government administration.
- Striving for total replacement of generations in the market of specialized services provided by public entities through development of vocational and technical education.

Operational objective 7.6. Development of lifelong learning

Fast pace of life, changes in the education system and labour market make it necessary to constantly adapt to the surrounding environment. Building an educated society requires improvement of the education system, taking the needs of the labour market, development of staff potential of science as well as development of forms of lifelong learning into consideration. Investments of enterprises in lifelong vocational learning of employees should be a key element stimulating the economy, competitiveness and growth of employment.

This objective should be achieved primarily through the following lines of action:

- Promotion of the idea of lifelong learning, including building system solutions motivating both the employees and employers to invest time and capital in improving their skills.
- Promotion and improving access to lifelong learning for all age groups.
- Making aware of the important role played by the idea of lifelong learning, including building system solutions motivating both the employees and employers to invest time and capital in improving their skills.
- Ensuring appropriate quality of education and training.
- Development of cooperation between the regional government and local governments in the implementation, maintenance and development of Wielkopolska Monitoring and Forecasting System.
- Promotion of strategic directions of lifelong learning.
- Development of “silver education,” including University of the Third Age.

Strategic objective 8 Increasing resources and equalizing social potentials of the region

Social cohesion, next to economic and territorial, is one of the most important aspects of development. Social problems are factors limiting the pace of economic growth. However, on the other hand, economic growth contributes to increase in social differences. The area of effect of this objective is the most diverse of all the strategic objectives. It includes such elements as health, social welfare, pathology prevention, social exclusion prevention and support for social inclusion. One of the sources of competitiveness of the Wielkopolska inhabitants lies in the implementation of activities in this area. Construction of the economy should contribute to social inclusion, since social capital is one of the most important factors in development of the region.

The following indicators will be the primary measures of achieving the objective:

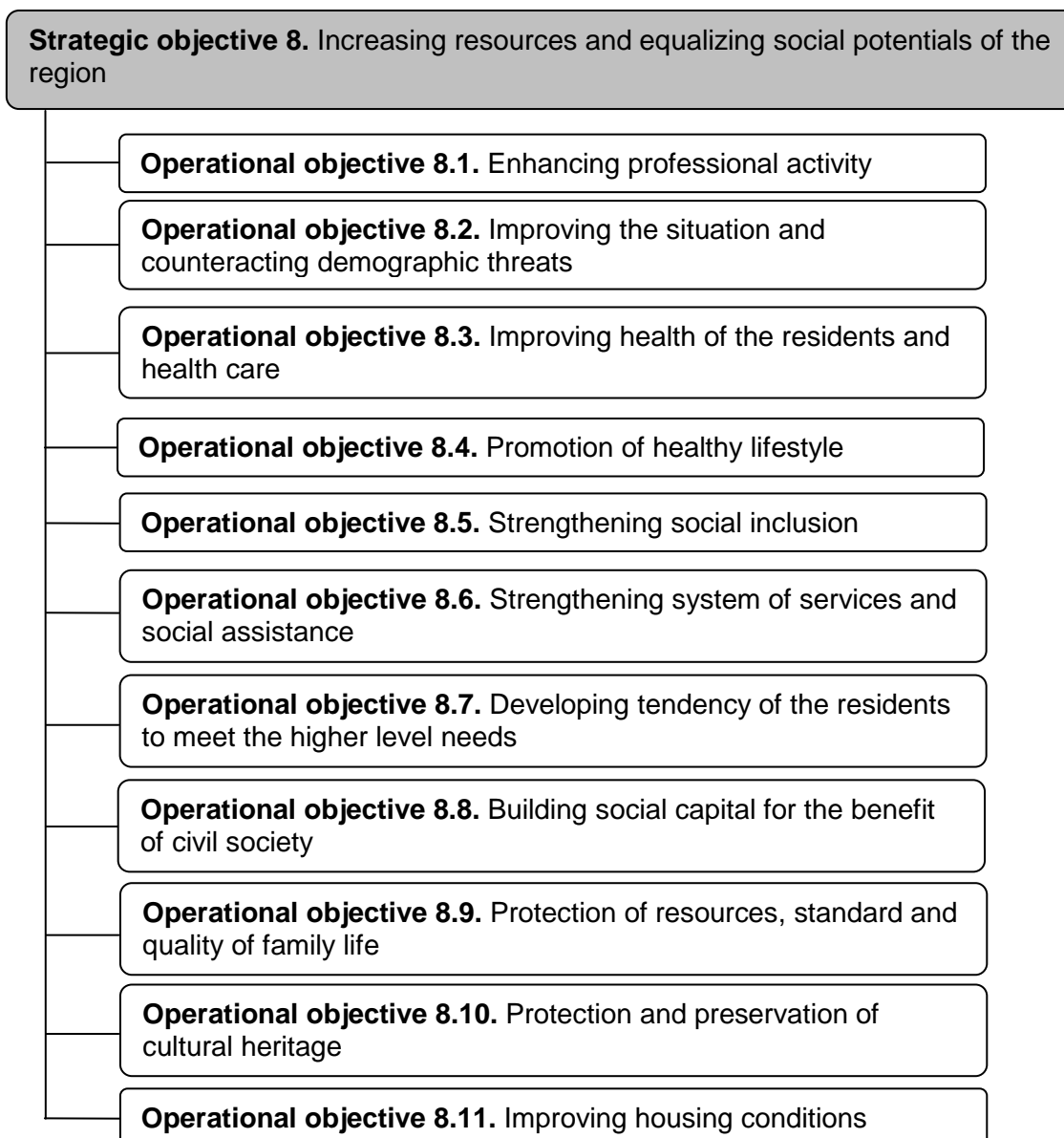
Indicator name	Measure	Source
Fertility rate – the number of children born per woman in childbearing age (15-49 years old)	number	CSO
Infant deaths per 10 000 population	number	CSO
Children in crèches per 10 thousand population	number	CSO
Life expectancy by sex	years	CSO
International migration balance	number of people	CSO
Employment rate of the disabled aged 16-64 ²⁰	%	CSO
Average monthly income available per 1 person in households	PLN	CSO
People benefiting from social assistance per 10 000 inhabitants	number	CSO
Users of tourism facilities – in total	number	CSO
Performances/concerts audience according to place of presentation	number	CSO

²⁰ Along with the change in the statutory retirement age, the monitoring of age groups up to 67 years of age will also be necessary.

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Dwellings completed per 10 000 people	number	CSO
Beds per 10 000 inhabitants in specialist hospital units (cardiology, cardiosurgery, oncology, psychiatry, palliative care)	number	CSO

This objective will be fulfilled by the following operational objectives:



Operational objective 8.1. Enhancing professional activity

Participation in social processes is not possible without an appropriate level of professional activity. Social inclusion should be achieved primarily by work.

This objective should be achieved primarily through the following lines of action:

- Facilitating combining work with care for children and the elderly and the disabled.
- Effective professional activation of unemployed people and job seekers.
- Increasing spatial mobility of the employees and job seekers.
- Integration of the returning migrants and immigrants in the labour market.
- Support for flexible approach to time and place of work, including creation of conditions for telework.
- Improvement of work safety and working conditions.
- Equalizing opportunities of different socio-demographic groups in the labour market.
- Supporting innovative forms of work, including social economy.
- Supporting professional activity of people with disabilities.
- Supporting ability for employment of people 50+.
- Supporting the use of tools of effective professional activation, for example, through the social economy.

Operational objective 8.2. Improving the situation and counteracting demographic threats

Because of the rapidly falling birth rate and quick extension of life span, Wielkopolska has joined the group of the ageing regions. The situation will worsen, when, in the longer perspective, the limit of old age is exceeded by next generations. In this situation, actions are needed in order to introduce facilitations for the families, raising children, as well as for the functioning of the elderly in society.

This objective should be achieved primarily through the following lines of action:

- Pronatalistic and family-oriented activities.
- Propagation of access to various forms of child care and promotion of preschool education.
- Reduction of child maintenance costs and increasing financial support for families with children.
- Increasing availability of housing, including renting.
- Development of system of services targeted at dependent older people.

Operational objective 8.3. Improving health of the residents and health care

The basis in this field are pro-health actions and development of the health care system, aimed at improvement of the demographic situation, providing the inhabitants of the region with optimum availability of health services, improvement of their quality, rationalization of the health care system resources and improvement of emergency response systems.

Only healthy society of Wielkopolska can form material and cultural goods, which leads to social and economic development of the region.

This objective should be achieved primarily through the following lines of action:

- Adaptation of medical care to demographic challenges.
- Adaptation of medical education to the needs of the market and demographic challenges, and improvement of education conditions.
- Implementation of the system of functional connections of health care organizational units.
- Integration of public and private institutions to improve health of the inhabitants in the region.
- Development of health prevention of major health problems, including civilization diseases.
- Development of network of family doctors' offices and community nursing care.
- Development of an integrated system of early diagnosis and rehabilitation and support for universal access to rehabilitation in the local environment.
- Development of forms of home care, services provided for patients in their homes and innovative solutions in household facilitating return of the patient to health.
- Development of different forms of long-term care.
- Development of an integrated system of medical rescue.
- Rationalization of location and use of the stationary health care resources.
- Development of system of early cardiological and cardiac intervention.
- Improvement of early diagnostics and increase in the effectiveness of treating of malignant tumours.
- Development of palliative care.
- Improvement of psychiatric and psycho-geriatric care.

- Increase in effectiveness of preventing infectious diseases and infections.

Operational objective 8.4. Promotion of healthy lifestyle

Health is not just the absence of disease or physical fitness, but also the state of good physical, mental and social disposition. Therefore, health requires not only treatment, but also strengthening appropriate mode of life to achieve this satisfaction.

Health is a value directly associated with all types of human activities, remaining in a close mutual relationship with them. Promotion and creating healthy lifestyle, in the physical, mental and social dimensions, is a prerequisite for building a competitive, high-quality regional human capital and thereby increase in the competitiveness of the region.

This objective should be achieved primarily through the following lines of action:

- Strengthening health-oriented behaviours, in particular in the field of nutrition, physical and psychosocial activity through development of health education and health promotion.
- Popularization of activities against addictions, seeking to reduce smoking, alcohol consumption, use of psychotropic substances.
- Creating infrastructure to sustain physical and psychosocial activity, especially of seniors and people with disabilities.

Operational objective 8.5. Strengthening social inclusion

One of the conditions of building social capital, and thus enhancing the competitiveness of Wielkopolska, is activation and integration of all social groups, regardless of income, education, physical fitness, place of residence or nationality.

Social exclusions result in social pathologies, limited access to the labour market and various types of goods. These phenomena will intensify in the coming years. Therefore, it is important to take actions removing or limiting their causes.

This objective should be achieved primarily through the following lines of action:

- Measures for prevention of social exclusion through the widely understood social integration.
- Construction of a new quality of forms of assistance for people at risk of social exclusion and excluded.
- The use of model solutions within the scope of active integration and social economy.

- Construction of institutional capacity to prevent and mitigate the effects of exclusion.
- Development of tools and methods allowing for recognition and diagnosis of the crisis phenomena.
- Construction of an early intervention system in case of a threat of crisis in the family.
- Development of interests of children and young people and provision of current, attractive educational offer.
- Support for involvement of all inhabitants in activities for the local community, including voluntary service.
- Inclusion of the interested societal groups and local community into the decision-making process of developing inclusion and social integration policies.
- Support for solutions reducing homelessness.

Operational objective 8.6. Strengthening the system of services and social assistance

The scale of social problems and the projected changes in the age structure of the population require development of a new sphere of social services. This sphere requires creation of an appropriate package aimed at different target groups, especially people at risk of marginalization and advanced in age. It includes both public and market services. Its development should become the source of significant number of jobs.

This objective should be achieved primarily through the following lines of action:

- Development of municipal and district institutions of social welfare offering a variety of social services resulting from the needs of local communities.
- Support for the involvement of local communities, local governments and business environment in applying solutions for the social economy.
- Support for the quality development of social services and innovative models of assistance and social support.
- Increase in the level of activity of local communities within the scope of active integration.
- Support for non-governmental organizations dealing with social welfare and active integration.

Operational objective 8.7. Developing tendency of the residents to meet the higher level needs

Measure of the competitiveness of the region and its inhabitants is not only the economic status, but also the possibilities and willingness to meet the needs of the higher level, such as sports, tourism and recreation, participation in culture and tendency to a healthy life.

This objective should be achieved primarily through the following lines of action:

- Investments improving the state of the infrastructure of culture, sport and recreation, without barriers for the disabled and elderly.
- Investments in companies providing services for culture, sport and recreation.
- Supporting growth of an active or passive participation of cultural in life of the residents.
- Programmes activating inhabitants for sport and recreation.
- Activation and support for non-governmental entities and tourism and cultural organizations.
- Restoration and maintenance of material achievements of culture and regional heritage.

Operational objective 8.8. Building social capital for the benefit of civil society

Competitiveness of the inhabitants of the region is influenced not only by their qualifications, economic activity, living conditions and access to services and infrastructure. The recognized system of values which strengthens social cohesion is also important. The basis of social cohesion are strong ties, awareness of common interests, national and regional awareness, cultural identity and social self-organization, creating social capital. An important potential of Wielkopolska, which should be developed and used to a greater degree for development of the region, is its civic community.

This objective should be achieved primarily through the following lines of action:

- Support for initiatives strengthening family life.
- Strengthening local and regional awareness.
- Promotion and support for forms of social self-organization.
- Support for civic education.
- Promotion of activity for local community, including children and youth, the disabled and elderly, and strengthening voluntary services.

- Development of infrastructure of the third sector institutions.
- Strengthening partnership between administration and residents.
- Promotion of full and open social communication, including intergenerational dialogue.

Operational objective 8.9. Protection of resources, standard and quality of family life

Solving problems in all spheres require protection of standard and quality of family life. This is the starting point for solving demographic, education, labour and social problems. The condition and competitiveness of the economy depends also on the situation in families.

This objective should be achieved primarily through the following lines of action:

- Strengthening system of support for family and foster care.
- Development of system of support for families with disabled children and families caring for adults who require constant care.
- Development of system of support for families with many children.
- Support for occupational activity of parents, including single parents.
- Raising the level of care for mother and child and strengthening antenatal care.
- Support for combating domestic violence.

Operational objective 8.10. Protection and preservation of cultural heritage

One of the foundations of social capital is a regional identity, openness to other cultures and tolerance. Without the sense of identity and knowledge of own culture, social bonds cannot be built. Social development, including cultural identity, is an important factor in shaping competitiveness of the region.

Wielkopolska can be a region which not only supports internal cultural development, but also attracts creative individuals operating in the area of culture, by creating the image of the region open to mobility of ideas and different patterns and cultural values. It should be noted that achieving this stands is in no way in contradiction to the need to strengthen regional identity.

This objective should be achieved primarily through the following lines of action:

- Promotion of regional culture.
- Improvement of conditions for preservation of identity and popularization of the heritage of local and regional culture.
- Protection and preservation of cultural and historic heritage of the region.
- Development of the digital system for management of cultural goods.
- Support for development of culture as one of the creative industries of the region and development of entrepreneurship in this field.
- Strengthening cultural pluralism as a developmental counterbalance to cultural heritage of the region, responsible for the permanent elements of culture.
- Stimulation of the flow of cultural contents (intercultural transfer) and internal innovation in the field of culture, as factors necessary in the development of culture.
- Reduction of the spatial, social and economic disparities in access to culture.

Operational objective 8.11. Improving housing conditions

Limited access to housing is one of the major social problems of Wielkopolska. It is also the cause of low mobility of the inhabitants which prevents them from the change of residence in order to take up work.

This objective should be achieved primarily through the following lines of action:

- Preparation of land for housing construction.
- Support for system of social flats, including public support for those building social housing.
- Revitalization of residential areas along with the improvement of widely available service and leisure facilities.
- Support for system of affordable apartments for rent.
- Support for system of training flats and other forms of becoming self-reliant and independent.
- Realization of the housing policy for the elderly and people with dysfunctions.

Strategic objective 9 Increase of safety and efficiency of management of the region

One of the sources of added value in the implementation of regional development policy is the efficiency of the region. Therefore, safety and efficiency of management of the region require raising them to the status of the strategic objective.

In recent years, the regional level has gained importance in the multi-level governance structures. The region ceased to be merely a passive recipient and distributor of financial resources allocated by the central level, and has become the subject which has the possibility of practical implementation of political activity related to the issues of development of its territory.

Changes in the functioning of the region, its new economic, social and political role force changes in the implementation of public tasks, and thus management. Reformulation of regional policy, consisting in the transition from a traditional, hierarchical management system (government), to the form of horizontally linked management networks, based on the voluntary cooperation of public and private entities and organized society (governance) is taking place. New model of public management includes, in addition to the formal structures of self-government and government authority in the region, many other organizations and institutions belonging to the public, private and civic sphere. Connections, as a part of cooperation between these entities of regional policy, are of network nature, that is, horizontal, decentralized, permanently changing depending on the implemented tasks. The implementation of actions belonging to this strategic objective should contribute to strengthening the functioning of such a model of region management in Wielkopolska.

The following indicators will be the primary measures of achieving the objective:

Indicator name	Measure	Source
Foundations, associations, social organizations newly entered in REGON register per 10 000 people	number	CSO
Share of LGU income on financing and co-financing of EU programmes and projects in LGU income in total	%	CSO
Detection rate of perpetrators of identified crimes	%	CSO
Victims of fatal traffic accidents per 100 thousand people	number	CSO

Indicator name	Measure	Source
Turnout in parliamentary and local elections	% of eligible voters	PKW ²¹

This objective will be fulfilled by the following operational objectives:



Operational objective 9.1. Creating conditions for growth management of the region

Currently, the role of self-government in regional enterprising management consists not so much in direct provision of services and implementation of public tasks, as it moves in the direction of taking care and coordination of the execution of these tasks by other entities.

The self-government, as the entity controlling the region, should activate actors involved in the policy of regional growth, including the regional community, in order to improve the efficiency of performing public tasks and revitalizing economic development of the entire territory.

The experience of European regions indicate that currently neither the self-government, nor the non-public sector are able to tackle the problems of the regional development on their own. The only way to success in solving complex problems of development are public-private partnerships and cooperation, taking the broad role of local communities into account.

²¹ Commission of National Elections.

The mechanism of the multi-level growth management was identified in the National Strategy of Regional Development, which assigned the regional governments a key role in the process of programming and management, as well as coordination of development activities at the regional level.

This objective should be achieved primarily through the following lines of action:

- Creation of systems monitoring the socio-economic processes in the region.
- Creation of institutional analytical base for growth management, including creation of observatory of growth of the region (the regional territorial observatory) and cooperation with science in this area.
- Preparation of programme documents: strategic, and operation and implementation.
- Construction of the system of staff education for the growth management of the region.
- Strengthening local government administration personnel, social and economic partners involved in development and implementation of projects.
- Strengthening strategic integrity of growth management and spatial planning.
- Cooperation with other regions in the exchange of experiences and good practices.
- Improvement of the quality of partnership of the regional leadership, capable of efficient management of the region.
- Development of public and private, and public and social partnerships as elements of the management of the region, support for the authority and socio-economic development.
- Creation of instruments and systems of managing space and information about the region.
- Promotion of participation of non-governmental organizations, as administration partners, in the management of the region.
- Promotion of public safety, including fire protection.

Operational objective 9.2. Building image of the region and its promotion

Wielkopolska is a well-recognized region of the country, but to a large extent it is associated mainly with Poznań. Identification of Wielkopolska and Poznań with the picture of a market area by the image of the Poznań International Fair is also noticeable. Nationally, the image of the region is positive, although there is awareness that this is a stereotype, gradually diverging from reality. Today, the proverbial thrift of Wielkopolska is not what it formerly used to be.

From the point of view of the position and image of the region, the strategic challenge is for the still present idea of Wielkopolska to become the most real. Therefore, the Wielkopolskie Regional Government takes the challenge of working out such image of the region which will be its chief asset and make it stand out against other regions, as a modern and creative place in which it is worth to live, work and invest.

An important element of this image, an organic part, should also be the cultural heritage of the region, its historical and regional advantages and features of regional identity of the inhabitants of Wielkopolska.

Proper promotion and marketing activities, carried out in the national, EU and global dimensions, are necessary for the increase in the competitiveness of the region and its external image. These activities should combine economic, tourist and cultural promotion and international regional cooperation.

This objective should be achieved primarily through the following lines of action:

- Preparation and implementation of projects of complex promotion of the region.
- Preparation and implementation of projects of promotion of cultural heritage and tourist attractions of Wielkopolska.
- Support for organization of cultural and sporting events of regional and international importance.
- Support for organization of cyclical local cultural and sporting events.
- Creation, development and promotion of regional, especially branded, tourist products, including such products as Wielkopolska of the Piasts, including the Piast Route and Cistercian Route.
- Promotion of regional food products.
- Implementation of the project “Wielkopolska Brand.”
- Development of organizational structures of tourism and human resources, including training and raising qualifications of tourism personnel.
- Promotion of socially responsible and sustainable cultural and tourism activity.
- Exposition of regional identity.
- Support for non-governmental organizations working for the promotion of the region.
- Modernization and better use of narrow-gauge lines in the region for tourism.
- Strengthening international regional cooperation of the region.
- Activities of the Information Office of the Wielkopolskie Voivodship in Brussels.

Operational objective 9.3. Efficient, innovative self-government administration

According to the adopted assumptions of innovation policy, self-governments can function as active leaders, both initiating new innovation-oriented solutions, and strengthen the culture of innovation. They possess instruments of indirect impact on the level of innovation and competitiveness of the region: from the management of the technical and innovation infrastructure, by the local law regulations, to the promotion of the local economy.

At the same time, the authorities can promote new and innovative attitudes and approaches – prefer public services of an innovative nature in educational activities, in the field of spatial development, technical and innovative infrastructure, and improve internal processes as innovative office.

If the actions of local governments to support innovation are to be effective, the analyses of own competences and possibilities for action is needed, and then making efforts to create own long-term innovation policy or cooperation in this field with other entities. Raising the level of innovation in local government units should be based on the dialogue with enterprises and other actors of the local innovation system present in their area and provision of support in strengthening innovation of industries particularly important for the local economy, including innovation in traditional sectors.

At the same time, it is important to improve administrative efficiency and quality and efficiency of the conducted administrative proceedings. The role of regional self-government administration in the management and implementation of development programmes involving EU funds is particularly important. Effectiveness of using these funds for development of the region depends largely on the experience and high degree of professionalism of personnel of government officials of both the regional and local level.

This objective will be implemented, inter alia, by the programmes contained in the Regional Innovation Strategy for Wielkopolska 2010-2020, which includes the following lines of action:

- Programme “Pro-innovative local government” – which consists in increasing activity of local governments in the creation of culture of innovation in the area of their operation by streamlining office (improvement of management processes in the public sector, so that the actions taken contribute to the long-term development and competitiveness of municipalities, districts and sub-regions) and by creating climate for entrepreneurship and innovation, including construction of trust and basis of dialogue with local businesses, promotion of enterprising, innovative and creative attitudes in the area of the impact of local government, also within educational actions and opening to cooperation with customers of services and external partners.

- Programme “Innovation office” – based on the systemic approach to innovation policy and coordination of pro-innovation policy leading through the Marshal Office and subordinate bodies through the improvement of quality of pro-innovation activities carried out directly by the Marshal Office and organizational units and subordinate institutions by their coordination and creation of conditions for harmonization of pro-innovation activities carried out by entities of the Wielkopolska innovation system.

and by

- Development of e-government.
- Strengthening competence and professionalism of local government employees.
- Multidimensional cooperation between regional government and local governments.

Operational objective 9.4. Building partnerships for innovation

The activities in the implementation of the Regional Innovation Strategy for Wielkopolska to date were hindered by the lack of real influence of the Regional Government on the behaviour of the subjects of the Wielkopolska innovation system in implementing strategies.

The adopted mechanisms for cooperation based on the assumption that the innovation of Wielkopolska will continue to grow thanks to coordinated and systemic actions of regional actors of innovation system and creation of clear rules for cooperation and financing. Wielkopolska innovation policy should be created jointly by different actors determined to share the responsibility for the development of the region.

Actions taken as a part of the partnership should be harmonized by the institution implementing innovative policy established by the Regional Government. The undertaken actions should be regularly monitored and evaluated by the regional observatory of innovation also leading foresight analysis which allow to adapt the conducted policy to the changing trends.

This objective should be achieved primarily through the following lines of action:

- Delivering fast, accurate and easily accessible information on pro-innovation and innovation activities in the region.
- Increasing the efficiency of actions of the innovation system entities in achieving the objectives of the Wielkopolska innovation policy by their harmonization.
- Conducting innovation policy based on facts.
- Promoting culture of innovation in the region.

- Creating climate for implementation of RIS (promotion, information, network of contacts).
- Popularization partnership for innovation.

Operational objective 9.5. Building regional systems of protection and response to threats

The quality of life of the inhabitants of the region is significantly influenced by the sense of security and confidence about effectiveness of the emergency system in the region. The existing civilizational threats require development of the security systems and management of these systems. In the situation of an institutionally differentiated responsibility for security, development of cooperation between all units responsible for security in the region is of paramount importance.

Important elements in the regional security system are not only government and local government administration, but also entities of the third sector, in particular the Volunteer Fire Brigade and the Polish Red Cross, acting also in the sphere of education.

This objective should be achieved primarily through the following lines of action:

- Construction of systems of security and managing them.
- Improvement of standards, development and integration of systems of protection from threats and security.
- Direct support for entities whose tasks are related to public safety and rescue.
- Strengthening capacity of self-government structures to carry out tasks within public security and national defence requirements.
- Strengthening cooperation between bodies responsible for security in the region.
- Preventive and information measures in the field of rescue, safety and public order.
- Including the needs and requirements of defence and security in the documents relating to regional development, spatial planning and development, protection of the environment and culture and protection of the national heritage.
- Construction, development and integration of rescue systems.
- Support for the Volunteer Fire Brigades as entities acting both in the sphere of safety and education for safety.
- Improvement of safety in the water areas, including support for the Volunteer Water Rescue Service.
- Trainings and exercises to maintain and improve skills and fitness of emergency services.

Operational objective 9.6. Development of territorial cooperation

One of the important areas of improving the functioning of the region is territorial cooperation, both internally and externally. Globalization, development of the European integration, on the one hand, require integration of entities dedicated to development, as well as their participation in supra-regional and supra-national networks.

The strategy should determine rules of this cooperation provided that such cooperation is required in every field, in the implementation of each objective, specific areas, activities or projects.

This objective should be achieved primarily through the following lines of action:

- Promotion and creation of internal connections of entities, institutions acting for development of the region.
- Participation in external, national and international organizations, associations or networks for the exchange of experiences and good practices.
- Joint lobbying of various entities in the Wielkopolska interest.
- Representing region in the national and international entities.
- Development cooperation and partnerships between self-governments and self-governments of other countries.
- Promotion of joint initiatives and projects.
- Multidimensional cooperation of the Regional Government with development actors in the region.
- Cooperation with the neighbouring regions, including coordination of activities in the border areas.

3. TERRITORIAL DIMENSION OF THE STRATEGY OBJECTIVES

The need for spatial addressing of the objectives of the strategy is one of the main reasons to update this document. This results both from the legal obligation and from the new standards of planning, both at the national and Community level.

The territorial dimension has been given appropriate rank by writing it into the Treaty of Lisbon, which will be adequately addressed in the next financial perspective of the European Union after 2013. Furthermore, at the national level, in connection with construction of a new model of growth management, strategic documents are created in which individual objectives are also assigned to specific types of territories.

Efficient use of the EU as well as national funds requires connecting some of the objectives of the regional development strategy with specific types of areas. As a result, individual operational objectives:

- apply to the entire region,
- or relate to the entire region indicating preferences in certain types of areas,
- or are addressed only to specific types of areas.

The updated development strategy of the region identifies various types of areas of intervention and addresses some of the operational objectives to them, provided that their target range and criteria for designation will be determined by the *Spatial Development Plan of the Wielkopolskie Voivodship*. For the purposes of the territorialisation of the strategy objectives, a new own classification of types of areas was not created, because the classification of functional areas of NSDC and Strategic Intervention Areas of NSRD were used.

Detailed connections of the objectives of the strategy with types of individual areas of intervention are presented in the table below.²²

²² Abbreviations used in the head of the table:

NSRD – National Strategy of Regional Development

NSDC – National Spatial Development Concept

RSDP – Regional Spatial Development Plan

WIELKOPOSLKA 2020 – STRATEGY OBJECTIVES

Strategic objective/Operational objective	Area of the operational objective implementation	Suitable areas highlighted in national documents		Source of determination/delimitation of the intervention area
		NSRD – Strategic Intervention Areas	NSDC – functional areas	
Strategic objective 1. Improvement of availability and communication cohesion of the region				
1.1. Increasing consistency of the road network	Special preferences in areas with the lowest transport accessibility to the regional centre	Areas with the lowest transport accessibility to the regional centres	Areas with the lowest transport accessibility to the regional centres	RSDP
Strategic objective 2. Improvement of condition of the environment and rational management of its resources				
2.1. Support for environmental protection	Special preferences in natural valuable areas		Natural valuable areas	RSDP
2.2. Protection of landscape	Special preferences in landscape valuable areas		Areas of protection of cultural landscapes	RSDP
2.8. Protection of water resources and increase in flood safety	Preferences in water deficit areas and in particular flood risk areas		At risk of flooding in the scale of river basins Protection and development of water resources	RSDP
2.9. Improvement of the natural conditions for agriculture	Preference for rural areas with high farming culture		Protection of soils for agricultural production	RSDP
Strategic objective 4. Increasing competitiveness of the Poznań metropolis and other growth centres in the region				

WIELKOPOSLKA 2020 – STRATEGY OBJECTIVES

Strategic objective/Operational objective	Area of the operational objective implementation	Suitable areas highlighted in national documents		Source of determination/delimitation of the intervention area
		NSRD – Strategic Intervention Areas	NSDC – functional areas	
4.1. Development of the Poznań metropolis	Poznań Metropolitan Area	Regional centres and their functional areas (areas of spreading development processes)	Regional centres, including metropolitan (metropolitan areas)	RSDP
4.2. Strengthening growth poles in subregions	Regional centre Subregional centres	Subregional centres and medium-sized cities	Regional centres Subregional centres	NSDC/RSDP
Strategic objective 5. Increasing coherence of the region				
5.1. Support for local centres	Local centres		Local centres	NSDC/RSDP
5.2. Rural development	Preference for rural areas requiring support for development processes	Rural areas	Rural: - participating in development processes -requiring support for development processes	RSDP
5.3. Activation of areas of the lowest level of development and deteriorating development prospects	Areas with the lowest levels of development	Areas with the lowest levels of development	Of the lowest level of development and deteriorating development prospects	RSDP

WIELKOPOSLKA 2020 – STRATEGY OBJECTIVES

Strategic objective/Operational objective	Area of the operational objective implementation	Suitable areas highlighted in national documents		Source of determination/delimitation of the intervention area
		NSRD – Strategic Intervention Areas	NSDC – functional areas	
5.4. Support for areas in need of restructuring, improvement and revitalization	Areas requiring restructuring and revitalization	Areas requiring restructuring and revitalization	Cities and other areas losing their current socio-economic functions	RSDP/ Revitalization and restructuring plans
5.5. Increasing access to the basic public services	Preference for areas with lower access to services	Areas with the lowest access to services, determining development potentials	With the lowest access to goods and services, determining development potentials	RSDP
5.6. Support for areas of exceptional cultural environment values	Preference for areas of exceptional cultural values		Of outstanding cultural values Protection of cultural landscapes	RSDP

WIELKOPOSLKA 2020 – STRATEGY OBJECTIVES

Strategic objective/Operational objective	Area of the operational objective implementation	Suitable areas highlighted in national documents		Source of determination/delimitation of the intervention area
		NSRD – Strategic Intervention Areas	NSDC – functional areas	
Strategic objective 6. Strengthening the economic potential of the region				
6.10. Improvement of conditions for development of agriculture and agricultural processing	Preferences for rural areas	Rural areas	Functional rural areas	RSDP

Objectives not listed in the table are of horizontal nature, which means that territorial preferences are not established for them at the stage of the strategy.

Until the update of the Spatial Development Plan of the Region criteria for designation and boundaries of individual areas of support or preference for specific operational objectives of the strategy are defined by relevant implementation documents.

4. POTENTIAL SPECIALIZATIONS OF WIELKOPOLSKA AGAINST THE STRUCTURE OF THE STRATEGY OBJECTIVES

The relationship between initial proposals for the areas of smart specialization for Wielkopolska and individual objectives of the strategy is multi-dimensional. The following table illustrates approximately which objectives correspond to individual areas. Objectives directly implementing individual smart specialization are shaded in grey. The remaining ones have an indirect influence, shaping general conditions. The number of objectives which serve individual specializations does not determine their importance.

Strategic/operational objectives	Potential specializations of the Wielkopolskie voivodship			
	Environment	Food sector	Creative industries	Technologies
Strategic objective 1. Improvement of communication availability and cohesion of the region				
Operational objective 1.2. Increase in diversity and promotion of effective forms of transport				
Operational objective 1.3. Development of infrastructure for information society				
Strategic objective 2. Improvement of condition of the environment and rational management of its resources				
Operational objective 2.4. Using, improving management of mineral resources and limiting effects of their extraction				
Operational objective 2.5. Reduction of emission of substances to the atmosphere				
Operational objective 2.6. Regulation of waste management				
Operational objective 2.7. Improvement of water-sewage management				
Operational objective 2.8. Protection of water resources and increase in flood safety				
Operational objective 2.9. Improvement of the natural conditions for agriculture				

WIELKOPOSLKA 2020 – STRATEGY OBJECTIVES

Strategic/operational objectives	Potential specializations of the Wielkopolskie voivodship			
	Environment	Food sector	Creative industries	Technologies
Operational objective 2.10. Promotion of environmental attitudes				
Operational objective 2.11. Integrated natural environment management system				
Operational objective 2.12. Improvement of the acoustic state of the region				
Strategic objective 3. Better energy management				
Operational objective 3.1. Energy management optimization				
Operational objective 3.2. Development of production and use of alternative energy sources				
Operational objective 3.3. Improvement of energy security of the region				
Strategic objective 6. Strengthening economic potential of the region				
Operational objective 6.1. Increasing innovation of enterprises				
Operational objective 6.2. Strengthening the role of science and research for innovation and economic growth				
Operational objective 6.3. Development of network and cooperation in the economy of the region				
Operational objective 6.4. Expansion of business environment institutions				
Operational objective 6.5. Creating conditions for growth of smart specializations and supporting creative industries				
Operational objective 6.7. Improving human resources of the economy				
Operational objective 6.9. Creating conditions for expansion of the economy of the region into external markets				

WIELKOPOSLKA 2020 – STRATEGY OBJECTIVES

Strategic/operational objectives	Potential specializations of the Wielkopolskie voivodship			
	Environment	Food sector	Creative industries	Technologies
Operational objective 6.10. Improvement of conditions for development of agriculture and agricultural processing				
Strategic objective 7. Increase in competencies and employment of the residents				
Operational objective 7.1. Improving conditions, quality and accessibility of education				
Operational objective 7.2. Support for higher education				
Operational objective 7.4. Development and promotion of creative and innovative attitudes				
Operational objective 7.5. Strengthening vocational and technical education and improving organization of the labour market				
Operational objective 7.6. Development of lifelong learning				
Strategic objective 8. Increasing resources and equalizing social potentials of the region				
Operational objective 8.7. Developing the tendency of the residents to meet higher level needs				
Operational objective 8.10. Protection and preservation of cultural heritage				

5. HORIZONTAL RULES FOR IMPLEMENTATION OF THE OBJECTIVES

Individual thematic, strategic and operational objectives form a coherent and complementary system. This means that effects in some fields generate or enhance the effects in others. However, some issues break the hierarchical structure, because their achievement is possible in all the areas. They include:

- spatial order,
- sustainable growth,
- information society,
- innovations,
- equal opportunities and social inclusion,
- cooperation and networking,
- education,
- active citizenship,
- silver development.

Some of them have their counterparts in the form of specific strategic or operational objectives, such as sustainable development, education or information society, and others – cooperation and spatial order – do not, because they are just a way to achieve other objectives.

Common feature of the above-mentioned categories is that they should be an inherent feature of the implementation of all the objectives, irrespective of what field they relate to. For instance, although sustainable growth is the subject of intervention of the strategic objective 3., it should be also considered as a “secondary” objective in all the objectives of the strategy. Innovations are in the same position relative to the objectives of the strategy.

In the regional development strategy adopted in 2005, these categories were determined as horizontal objectives. Since in the current update of the strategy, this term is applied to operational objectives, which relate to the entire region, and are not directed only to specific areas, the above-mentioned categories are defined as the principles of the implementation of the objectives which should be in effect in the implementation of all the objectives, activities, and finally projects. They should be their additional features, because their observance additionally reinforces the implementation of the strategy objectives.

5.1. Spatial order

The area of the region is one of the main factors influencing its competitiveness, and an important development potential. No purpose, operation or project can violate the spatial order. Spatial order should be achieved by:

- level of equipment in infrastructure in accordance with the standards of the twenty-first century, competitive and comparable to facilities in other regions, and forming a coherent, integrated system,
- appropriate forms of use of different areas, in accordance with their natural predispositions or with minimization of conflicts with them,
- spatial consistency by elimination of enclaves or by limiting the peripheral character of individual parts of the region,
- preservation of integrity of the ecological system, while maintaining or improving its condition,
- reduction of conflicts between respective forms of use of different areas,
- proper development of the settlement network while maintaining its multistage hierarchical structure, multifunctionality and reducing anthropopressure on other areas,
- elimination of spatial conflicts with elements of spatial development of the neighbouring regions,
- attention to complete buildings of high architectural values and built with high-quality materials,
- designing urban planning complexes with the principles of urban planning art and in relation to the spatial context of the already invested areas,
- prevention of uncontrolled dispersal of buildings over the areas non-urbanized up to now.

5.2. Sustainable growth

The basic principle should be that the socio-economic development of the region, which is the result of integrating political, economic and social actions, came with maintenance of balance and sustainability of basic natural processes, in order to ensure the ability to meet basic needs of respective communities or citizens, of both contemporary and future generations.

The strategy will be implemented with respect for the following principles:

- maintaining the possibility of regeneration of renewable resources,
- effective use of non-renewable resources and drive for replacing them with substitutes,
- gradual elimination of hazardous and toxic substances from farming processes and other applications,
- reduction of the adverse impact on the environment and not exceeding the limits imposed by its resistance,
- permanent protection and restoration, if possible, of biodiversity at four levels: landscape, ecosystem, species and gene,

- creating conditions of fair competition in access to limited resources and possibility to remove impurities for economic entities,
- socialization of taking decisions especially on the local environment,
- desire to provide a sense of ecological safety to individuals, understood as the creation of conditions conducive to physical, mental and social health (creating and cultivating local ties),
- promotion of investments which are characterized by high energy efficiency, also in case of technological solutions of buildings,
- elimination of sources of environmental pollution.

These rules apply not only to the objectives addressed directly to the natural environment.

5.3. Information society

One of the conditions of competitiveness is construction of information society in all spheres of its activity – in administration, economy, services and in everyday life. This will be implemented by:

- preventing occurrence of the phenomenon of the digital exclusion,
- ensuring employment of well-educated youth by transformation of the Wielkopolska economy to electronic economy based on knowledge,
- building infrastructure and promoting information technologies in all the spheres of the socio-economic reality of the region.

5.4. Innovations

Regardless of implementation of the objectives devoted directly to innovations, it is important to use several important principles in implementation of the remaining ones:

- integration of the socio-economic communities for innovation,
- increase of the ability of enterprises to introduce innovations,
- use of the research potential of Wielkopolska for increasing the economic competitiveness,
- construction of modern innovation infrastructure,
- promotion of innovations in the society.

All the socio-economic spheres and actions for their development should be innovative.

5.5. Equal opportunities and social inclusion

Respect for these rules will be one of the criteria for the evaluation of implementation of all objectives of the strategy. Implementation of individual objectives of the strategy must respect the basic principles of social inclusion in all areas. It should also eliminate barriers and create equal access to basic goods and activity of inhabitants. The effects of implementation of all objectives of the strategy should be accessible to everyone.

5.6. Cooperation and networking

An important factor influencing the effectiveness of implementation of the strategy are projects which create coherent systems. This applies for all objectives, both relating to infrastructure, as well as all other spheres of activity – economic, scientific, educational or social. Operation in the network structures should be the standard in all areas, fields, as a source of additional, synergistic effect.

An important aspect is the social partnership and participation – involvement of all the participants of the socio-economic life in the region. Construction of this partnership should have not only the internal dimension, but also external, both national, interregional, and international. Construction of strong connections of interregional and international cooperation and participation in important events of this range of influence, in international associations and organizations, is important from the point of view of strengthening competitiveness of the region and its external image.

5.7. Active citizenship

Active citizenship is the subject of intervention of specific objectives and courses of action of the strategy. However, for the effectiveness of implementation of the provisions of this document, it is important that the active citizenship accompanies the implementation of all the objectives of the strategy.

5.8. “Silver Development”

Ageing of the society is a demographic problem with practical implications for all spheres of the socio-economic reality of the region. The projected increase in the proportion of the working age population is the subject of intervention of the objectives devoted to the social and economic sphere. However, this aspect should be taken into account in the implementation of all the objectives of the strategy as a horizontal rule.

6. POSSIBILITY OF A VARIANT REALIZATION OF THE STRATEGY

Each strategic document requires variant considerations. It is necessary to answer the question, in what direction the external conditions and regional reality will change, and therefore, if the strategy should define different paths leading to the assumed objectives and what they should look like.

A diagnosis of the state showed that both the state of potentials and internal processes, as well as external conditions are very dynamic. The situation is further complicated by the fact that, first of all, geopolitical and macroeconomic conditions and legal environment are very uncertain.

An attempt to deal with these circumstances in the context of the future of the region was taken in the project *Foresight for Wielkopolska*, carried out within the framework of the system project *Building of the Wielkopolska Innovation System* of the Human Capital Operational Programme. The aim of this project was to determine the development of Wielkopolska scenarios until 2030 through social debate around such research areas as social capital, regional identity, attitudes towards the “new,” regional leadership and competitive cooperation.

In the structure of the models, it was assumed that only the following scenarios are possible:

Scenario I – dynamic growth: the most **optimistic** scenario, in which almost all the factors, with few exceptions, have the highest values.

In this model, external conditions are the most favourable possible ones: the growth rate of the country is moderate, and the legal system a little more friendly. The quality of leadership is conducive to the development of social capital, which allows for a great use of opportunities.

Cultural changes are aimed at increase in openness and cooperation. Comprehensive actions of authorities include education, infrastructure development, support for specific industries and competitive cooperation. This cooperation is the source of success: innovation and creation of a number of brands recognizable around the world. The beneficiaries are not only selected social categories, but all the residents.

Scenario II – island growth: the **realistic** scenario, moderately progressive, with contrasts (unbalanced), mainly development of Poznań and its close environment (Poznań agglomeration).

In which the external conditions are diverse: moderate growth rate of the country, legal system is still unfriendly. The quality of leadership is low. The liberal approach is dominating. Support for and harmonization of the development are insufficient, ineffective. The community of the Region is significantly stratifying. Economic growth is dynamized mainly in Poznań and in few other cities which activate their surroundings. Young, educated people depart from a significant part of the Region, which reduces its development potentials. Groups of interests, which can force through solution favourable to them, are more active than the civil society. The level of innovation is moderate. Brands competitive in the markets of Central and Eastern Europe are created, but there is a lack of brands recognisable around the world.

Scenario III – difficult growth: mobilization takes place in the face of risk of stagnation. It contributes to a slow, but steady and sustainable growth. This scenario can be described as “**poor but happy.**” It assumes that the development will be small, but thanks to the responsible leadership, more sustainable, based on a hierarchy of values different than the current one, that is, rather “be” than “have.”

Where external conditions are unfavourable, growth rate of the country low, legal system still unfriendly, the risk of stagnation motivates to actions in the social sphere, which allows to survive difficult conditions. The quality of leadership in the region is high, though, more in the social and political sphere, rather than economic. Many public institutions and self-government organizations are engaged in the activities. Thanks to this and the general debate, social capital is growing. In the face of difficulties, ties are strengthening. Culture based on tradition and, in attitudes, aversion to strangers is dominating. Development is small, but more sustainable, based on a hierarchy of values different than the current one, that is, rather “be” than “have.”

Although, from a theoretical point of view, it is possible for each of these three scenarios to come true, from the point of view of the Development Strategy of the Wielkopolskie Voivodship until 2020 only **Scenario I of dynamic growth** can have significance. Only such a scenario should be assumed, regardless of what may turn out in the future. Regardless of what is the probability of its fulfilment.

Measures to realize the Scenario of dynamic growth (Scenario I) are at the same time scenarios of preventing island growth (Scenario II) and difficult growth (Scenario III).

Scenario of dynamic growth until 2030 (Scenario I), developed within the framework of the project “Foresight for Wielkopolska,” assumes that:

- Economic development of Wielkopolska is, in perspective of 2030, a process whose beneficiaries are not selected social categories, but all the inhabitants of the Region.
- Growing involvement of local communities in the affairs of the Region and partnerships (public and private, and public and social) used in the practical management make the quality of leadership in Wielkopolska grow.

- Social capital is developed along with the general debate on the future of the Region. This capital is growing slowly, but steadily, and close to 2030 in the entire Wielkopolska, it reaches a high value, including a high level of social trust. Civic activity and education also achieve high level.
- Social bonds within the whole community become strong, and weaken within the interest groups. Significant inflow of the “new” and internationalization of business activity direct cultural transformation to the growth of openness and cooperation.
- High quality leadership along with social capital allow for a good use of the emerging opportunities. Positive impact of the economic policy of the country and the EU is of great importance. Comprehensive actions of the authorities include education, support for specific industries and business activities (including competitive cooperation), and development of infrastructure. Its high level and availability contribute to the increase in activity in the entire region. Substantial proportion of infrastructure is created as a part of the public-private partnership, which, thanks to effective regulations, becomes easier to implement.
- The structure of the economy and communities of the region is changing by moving away from competing with low labour costs for innovative products and services. Competitive cooperation between enterprises and focus on specific industries are the sources of success. It is possible to reach high level of specialization and innovation in traditional industries of the region: food industry, household appliances, consumer electronics, and in new industry of organic products.
- High innovation of companies directly affects the development of new technologies. The scale of innovation in the region is far above the average in Poland, and due to the geographical concentration of enterprises cooperating in different areas of the region, they are referred to as the “Silicon Valleys of Wielkopolska.” The affluence of the society reaches medium level, and locally high, especially in the Poznań agglomeration.

The above-mentioned assumptions are in perspective until 2030 and provide the framework of the Development Strategy of the Wielkopolskie Voivodship until 2020.

Steps to implement Scenario I – dynamic growth are by and large realized in Wielkopolska for a long time and are the basis of planning in the region. Dynamic growth is the principle of each of the objectives formulated in the strategy.

However, for the purpose of implementation of the strategy it is important to variant its implementation in response to different pace and directions of changes both within the region and in the surrounding area. These issues, however, should be left to planning and operational activities. Whereas in the strategy, in the system of its implementation, the mechanism of interactive response to these circumstances should be included.

7. EXPECTATIONS OF THE DEVELOPMENT STRATEGY OF THE WIELKOPOLSKIE VOIVODSHIP WITH REGARD TO GOVERNMENT POLICY

Established subjective and objective scope of the strategy indicates that the document relates to the range of competence of the Regional Government and its powers to influence the behaviour of other entities (for example, by management of own and external resources or by participation in formulating rules or way of implementation of policies of other entities, also through territorial contract). Therefore, those spheres which are under the direct influence of other actors, particularly governmental, whose behaviour cannot be influenced by the Regional Government, are outside the competence of the Development Strategy of the Wielkopolskie voivodship until 2020. That is why it is so important to articulate the strategic needs of the region in these areas.

In the first place, they include;

- Environment:
 - Afforestations.
 - Water management – floods, retention, Wielowieś Klasztorna tank.
- Transportation:
 - Extension of TEN-T of S11.
 - Reconstruction of national roads, in particular construction of S11 and continued construction of S5 as well as DK 25.
 - Construction of northern ring road of Poznań.
 - Modernisation of railway lines, in particular the route Piła – Poznań – Kluczbork, finishing modernization of railway lines Wrocław – Poznań – Szczecin and Poznań – Inowrocław.
- Social infrastructure:
 - Strengthening supra-regional function of Wielkopolska connected with health care, including Proton Radiotherapy Centre in Poznań.
 - Construction of the Western Centre for Heart and Vascular Diseases in Poznań.
 - Construction of Specialist Mother and Child Hospital in Poznań.
 - Construction of specialist trauma and orthopedic centre in Poznań.
- Poznań metropolis:
 - Expansion of public transport system in the Poznań Metropolitan Area.
 - Development of infrastructure of the Poznań International Fair.
- Energy security, including main transmission networks.

Appropriate national policy and investments in the areas listed above are prerequisite for achieving the objectives of the strategy and constitute their completion.

8. POTENTIAL AREAS OF INTERREGIONAL COOPERATION

Although the development strategy of the region is a regional document, it gives the possibility of achieving the objectives together with other regions. Some developmental problems are not comprised in the administrative systems. They include, among others, natural problems, supra-regional issues, whose implementation together with the neighbouring regions can deliver better results, and problems of specific problem areas located on the border of the region. Important actions in this area should be also undertaken within the framework of the initiative “Western Poland 2020,” as a part of which five regions of western Poland are working out a strategic approach to solving developmental problems in the supra-regional dimension.

Such situation creates opportunities for implementation of joint actions, projects or investments, among others, in the following areas:

- Products and tourist trails, including:
 - Piast Route (Szlak Piastowski),
 - Cistercian Route (Szlak Cystersów),
 - Military Route (Szlak Militarny),
 - Bicycle paths.
- The Great Loop of Wielkopolska, including reintroduction of the navigation on the Noteć River.
- Water management, retention and flood control.
- Problems of extraction of mineral resources.
- Ecological network and protected areas.
- Waste management.
- Coordination of public transport.
- Energy security.
- Clusters and economy networking.
- Networking of education.
- Professional and higher level services.
- Economic activation of selected areas, particularly the border regions of Wielkopolska and the West Pomeranian and Pomeranian regions.
- Exchange of good practices and peer education in each intervention area of the strategy.

X STRATEGY IMPLEMENTATION SYSTEM

In accordance with the presented subjective and objective framework, the Strategy includes powers of the Regional Government, that is, its own tasks and abilities to influence behaviour of other entities within the territory of the Wielkopolskie voivodship in its functional system.

For individual types of public entities, provisions of the strategy are binding to variable degrees. For some, they are right, others are obliged to take them into account in their policies, while for still others – their implementation results from the desire to participate in the widely understood social partnership for the development of the region.

Appropriate financial, institutional and programmatic instruments are required for full and effective implementation of the provisions of individual objectives of the Strategy.

1. FINANCIAL INSTRUMENTS

Source of funding for achieving objectives of the strategy shall be the means of public bodies involved in the implementation of the strategy, to the extent to which the tasks fulfilled by them have a regional character. Measures of other entities, including private, which will make an essential contribution to the tasks co-financed from public sources as beneficiaries, shall constitute a supplement. Significant share of financial resources aimed at achieving objectives of the strategy shall also be on the side of the European Union.

The strategy, as for the character, is a general, directional instrument. Therefore, there is no possibility to even approximately estimate resources which will be allocated for realization of the objectives of the strategy. It also results from the fact that the main source of financing for development will be European funds. Discussion on the new financial perspective after 2013 is still in progress, and at the national level, the share of regional programmes in the general allocation of the Community funds for Poland has not been specified yet.

A new system of governance of growth of the country and its financing is also being built parallel. Country strategy papers also very generally define the future allocations of the state budget for separate regions. The mechanism of territorial contract which is to cover a variety of national sources of funding with its scope is also yet unknown.

Considering all the above-mentioned circumstances, the financial framework of the regional development strategy can be described only directionally, with the inability to estimate their scale.

Funds will come from the following sources:

- budget of the region,
- budget of the district and municipal governments,
- budget of the self-government organizational units,
- state budget (including territorial contracts),
- budget of earmarked funds,
- funds of the European Union,
- funds of international financial institutions,
- private funds,
- funds of other partners involved in achievement of the objectives of the Strategy.

2. LEGAL/INSTITUTIONAL INSTRUMENTS

An important element allowing full implementation of the provisions of the Strategy are institutional instruments. They enable coordination of actions of entities realizing regional objectives by one higher institution.

The entity responsible for the implementation of the strategy is the Regional Government, and the Board of the Wielkopolskie voivodship, which has appropriate substantive service of Marshal Office and subordinate units at its disposal, answers for the current management of its implementation.

Supplement of the institutional system shall consist of:

- Regional Territorial Forum, as a representation of social partners.
- Regional Territorial Observatory, the subject monitoring socio-economic situation in the region and effects of implementation of the strategy.
- Entities created for the purpose of implementation of various programmes realizing objectives of the strategy, including monitoring committees.
- Organizational units of the Marshal Office and subordinate bodies, managing separate programmes.
- Institutional forms of managing various types of partnerships of entities carrying out specific activities and projects within the strategy (local initiatives, associations of local governments, also in the metropolitan system).
- Institutional system of managing the implementation of the Territorial Contract.
- Public and private partnerships.

The above-mentioned organizational forms will be connected with formal relationships only partially. They will constitute an informal partnership arrangement, in accordance with the principle of multi-level governance.

3. PROGRAMME INSTRUMENTS

Strategy is a framework document, setting directions and scope of intervention for detailed documents resulting from it, prepared and implemented on different legal bases. They include in particular:

- Regional strategic and programme papers, developed on the basis of separate regulations.
- Regional Operational Programme 2014-2020, as the most important instrument for management and financing of the development of Wielkopolska.
- Regional components of the national operational programmes, given in management to the Regional Government. The number of these programmes and the scope of subject components cannot be determined at this stage.
- Other national programmes, on which the Regional Government will have an impact through participation in the work of steering or monitoring committees.

4. MONITORING SYSTEM

By means of suitable section of the Marshal Office, performing the function of the Regional Territorial Observatory, the socio-economic situation in the region will be monitored systematically, in order to evaluate the implementation of the objectives of the Strategy and formulate reasons for potential decision on changes in the provisions of the document.

Achieving objectives of the strategy is a specific process which differs from monitoring of implementation of an operational programme for which the financial expenditure are defined. Therefore, monitoring of implementation of the strategy includes:

- Analysis of programme works in order to determine which provisions of the strategy were translated into executive documents.
- Analysis of the field of intervention of the strategy (objectives and lines of action) in order to determine which of the established courses of action were implemented in a given period, implementation of which ones was not undertaken because of abandonment, and of which because of the lack of implementation instruments or termination of conditions.

- Analysis of the socio-economic situation in the region which takes into consideration the indicators determined in descriptions of individual objectives, serving evaluation of macroeconomic effects of implementation of the strategy.

Analysis of the degree of implementation of individual objectives of the strategy will be carried out as a part of monitoring of respective programmes or other documents or executive undertakings of projects, operations, investments, and the like, according to the indicators determined in these documents.

Evaluation of implementation of the objectives of the strategy will be performed in the course of its implementation, as appropriate.

The list of indicators, included in the descriptions of the objectives, does not exhaust all the parameters which can be used in monitoring of the strategy. Depending on the needs, other evaluation measures will be used.

The system of monitoring the strategy will be detailed and complemented by monitoring systems of other strategies and regional programmes.

A systematically updated and processed database will be created for the purpose of monitoring. This will allow to observe development of the region and identify the major processes and trends of development, making projection easier. Collected data will be made available to external entities and systematically presented, also through the Internet.

Data and results of the analyses will permit to evaluate the results, to confront them with the assumptions, to identify reasons for differences and to formulate possible recommendations of changes in the strategy.

XI EX ANTE EVALUATION

Ex ante evaluation of the draft of the strategy update was made by a team of employees of the Institute of Socio-Economic Geography and Spatial Management of the Adam Mickiewicz University in Poznań, in the composition Prof. Paweł Churski, Ph.D., M.A. Bartłomiej Kolsut and M.A. Robert Perdał.

The main aim of the Ex ante evaluation of the Draft of the UDSWR was to formulate comments and recommendations which may contribute to improvement of the substantive and formal quality of the evaluated document. Reaching the main objective formulated in this way took place through the implementation of partial objectives, whose layout reflects also the structure of the essential substantive part of this Report:

- Evaluation of correctness and accuracy of the indicated developmental problems, identified potentials and possible regional specializations.
- Evaluation of correctness and accuracy of the proposed model of development, vision, mission and general objective.
- Evaluation of external cohesion of the Strategy by providing:
 - evaluation of consistency with Community policies,
 - evaluation of consistency with national policies,
 - evaluation of consistency with regional policies.
- Evaluation of internal cohesion of the Strategy by providing:
 - evaluation of consistency of strategic and operational objectives with the results of the Diagnosis of the socio-economic situation in the Wielkopolskie voivodship,
 - evaluation of internal cohesion of strategic and operational objectives of the Draft of the UDSWR,
- Evaluation of the degree of quantification of the main objective, strategic objectives and operational objectives along with the proposed ways of achieving them and assumed territorialisation.
- Evaluation of potential specializations of Wielkopolska against the structure of the objectives of the Strategy, horizontal principles of implementation of the objectives and possibilities of variant implementation of the Strategy.
- General evaluation of the planned system of implementation of the Strategy, in relation to the competence of the regional government, in the context of possibility to achieve the assumed objectives.

As a result of the conducted ex ante evaluation of the draft strategy, the following conclusions were formulated:

- The provided update should be assessed as a very deep one and giving the evaluated document a character explicitly different from the current study.
- An important feature of the evaluated document is application of the principle of territorial direction of the accepted objectives, which consists in determination, in case of some objectives, of problem areas, areas of strategic intervention and functional areas (in order to maintain consistency with national policies), within which actions to achieve them are to focus, for the first time, in the development strategy of the Wielkopolskie voivodship.
- The layout of the analysis of developmental problems proposed in the evaluated document relating to the structure of the highlighted aspects of the socio-economic reality should be regarded as appropriate and consistent with the circumstances of modern processes of socio-economic development indicated both in European and national research studies and programme and strategic documents.
- The identified potentials, barriers and developmental challenges of Wielkopolska should be assessed as substantively properly formulated. They are consistent with the conclusions resulting from identification of the socio-economic development.
- Final selection of regional specializations posing chances for smart growth of Wielkopolska: environment, food sector, creative industries, technologies, intelligent education, should be considered a preliminary proposal, justified at the stage of drafting the Strategy, but requiring further clarifications. However, the term intelligent education, which should be clarified or changed, and lack of indications on the hierarchy of proposed specializations in the context of their creation and strengthening, at the stage of implementation of the Strategy, raise doubts.
- The proposed development model and assumption about its implementation on the basis of polarization and diffusion paradigm based on three principles: economic efficiency, concern for the environment and social balance, whose fulfillment is to ensure conditions for sustainable growth of the region, should be evaluated positively.
- More detailed vision of growth will direct the future intervention activities. Defined determinants of development of the region: European integration, globalization of the economy and society, and possibly, change of the principles of state organization aimed at its decentralization, properly defining contemporary conditions of development, have been properly used for its formulation.
- The substantive scope of the mission does not raise objections, but its subjectivity should be expanded.

- The general objective was properly expanded, compared to the previous version of the Strategy, and its formulation was adjusted to move away from a sectoral approach to promote a territorially-oriented approach, which recognizes importance of shaping functional relationships in the developmental processes – effective use of spatially diverse development potentials, however, ensuring sustainable growth of the entire region. This change should be considered one of the most important made at the stage of updating the Strategy, and evaluate fully positive.
- The draft of the DSWR demonstrates high consistency with the analysed external documents at all test levels: European, national and regional. In case of external consistency with the principles of the European policies, it is very high, which significantly increases the chances of Wielkopolska to obtain European public funds allocated for co-funding of investments in the implementation of development policy. External consistency with national policies is equally high, which, on the one hand, increases the chances of the region in the process of redistribution of the EU funds in the next financial perspective 2014-2020, and on the other hand, creates conditions to make the best use of territorial contract instrument, which is to form the basic instrument of redistribution of state budget funds supporting actions undertaken by the government in the national interregional policy. External consistency with the principles of other regional policies is also high, which reflects consistency of activities undertaken by the regional government of Wielkopolska in the programming, implementation and monitoring of development policies.
- Draft of the DSWR demonstrates high degree of internal consistency with both the findings of the Diagnosis of the Socio-Economic Situation in the Wielkopolskie Voicodship (2011), as well as consistency of strategic and operational objectives with the activities planned to achieve them, however, showing minor imperfections, whose removal is recommended in the revision process of the Draft.
- All objectives and indicators monitoring them proposed in the Draft of the DSWR have been developed in a proper manner and as for the objectives they can be considered to be: precise, measurable, acceptable, realistic and timely, and in case of the indicators, they are: accurate, measurable, reliable and effective in connection to costs.
- The fact of distinguishing the principles of implementation of horizontal objectives shall be considered an appropriate and strengthening intervention to improve spatial order, sustainable growth, information society, innovation, equal opportunities and social inclusion, cooperation and networking, and education in the region.

- The presented possibility of variant implementation of the Strategy with the use of the results of the Foresight for Wielkopolska, implemented within the framework of the system project Building of the Wielkopolska Innovation System of the Human Capital Operational Programme, should be assessed very positively. The choice of the optimistic scenario by the authors, which assumes dynamic growth of the region as a model for the implementation of the Strategy, should be considered ambitious, but realistic.
- Evaluation of the system of implementation and monitoring of the Strategy, due to external factors resulting from lack of final decision in this regard at the European and national level, seems premature and unjustified.

The findings presented above have become the basis for formulating the following recommendations, which should help to improve the substantive and formal quality of the evaluated document:

- Within the scope of identifying the main developmental problems of Wielkopolska, in order to ensure greater internal consistency of the conducted analysis, looking for developmental opportunities and threats arising from the analysis of developmental problems identified in the points: "Poznań metropolis and its relations with the region" and "Intraregional diversity," it is recommended to adopt the previously applied system of aspects of the socio-economic reality: space, basic infrastructure, environment and energy, economy and its environment, agriculture and rural areas, residents and employment, intellectual capital, social sphere.
- With reference to the performed SWOT analysis which organizes strengths and weaknesses as well as opportunities and threats of the region's growth, it is recommended to make full use of the previously proposed system of aspects of the socio-economic reality and some internal arrangement. In each category of the conducted SWOT analysis, it is proposed to apply a uniform system of identification of facts: appearance of objects/events, relativized state of phenomena, relativized dynamic of phenomena. Moreover, the need to eliminate repetitions and refine formulations whose range is indicated in section 3.4.1. of the Evaluation, is indicated.
- It is recommended to elaborate on the proposed system of potential smart specializations of Wielkopolska at the stage of designing operational programmes for implementation of the Strategy. The area of smart education is recommended to be removed from the presented system. Education and knowledge should be one of the foundations of the process of growth utilizing the benefits resulting from strengthening each of the smart specializations, regardless of their substantive orientation.

- In the Strategy of the growth vision, extended in relation to the previous one, it is recommended to organize the provisions in accordance with the system of aspects of the socio-economic reality, adopted by the Authors: space, basic infrastructure, environment and energy, economy and its environment, agriculture and rural areas, residents and employment, intellectual capital, sphere social or adoption of different ordering system.
- In the formulated mission of the Strategy, it is recommended to change the subjectivity from public entities to all entities which are the stakeholders in the developmental process and on whose operation the regional government has a direct or indirect influence.
- Due to certain comments found in the scope of formulation of strategic and operational objectives, it is recommended to consider them in the revision process of the Draft of DSWR, within the scope specified in chapter 3.4.2 of the comments.
- In terms of formulating indicators which should consist measure of achieving the strategic objectives, it is possibility to use the detailed comments, presented in chapter 3.5.
- Due to the need to assure an unambiguous interpretation, it is recommended to clarify the provisions describing principles of using horizontal rules of implementation of the objectives.
- At the stage of preparation of operational programmes for implementation of the subject Strategy, it is recommended to provide the following details:
 - determine entities which are to implement the specified activities,
 - determine values of product, outcome and impact indicators and period for their achievement, allowing evaluation of feasibility and timeliness of the set objectives,
 - provide details on territorialisation, especially in case of the objectives where the preferences in categories of SIA and FA are not defined.

XII ENVIRONMENTAL IMPACT PROJECTION

Strategic Environmental Impact Assessment of the development strategy of the Wielkopolskie vovodship is required by the Act of 3 October 2008 on access to information on environment and its protection, public participation in environmental protection and environmental impact assessments (OJ of 2008, No. 199, item 1227, as amended), according to which “the draft of the national spatial development concept, drafts of spatial development plans and drafts of the regional development strategy require procedure for environmental impact assessment, whose element is the environmental impact projection.”

The goal of the projection is to determine whether the provisions of the updated Development Strategy of the Wielkopolskie Voivodship until 2020 do not violate proper functioning of the natural environment, because consideration for environmental protection and sustainable growth should be taken into account equally with other objectives and priorities (economic and social). The projection is also to facilitate identification of environmental impacts possible to determine, caused by the future implementation of the provisions of the strategy and determine whether there is a likelihood of future threats and conflicts.

The scope of the Environmental Impact Projection and detail of the study were agreed on with the Regional National Sanitary Inspector in Poznań and the Regional Director for Environmental Protection in Poznań. According to the recommendations of the above-mentioned institutions, the projection should be done in a full scope, referred to in art. 51 item 2 and art. 52, sec. 1 and 2 of the Act of 3 October 2008 on access to information on environment and its protection, public participation in environmental protection and environmental impact assessments (OJ of 2008, No. 199, item 1227, as amended).

The Projection mainly:

- analyses natural conditions and evaluates the condition of the environment,
- analyses objectives of the environmental protection established at international, Community and national levels, relevant from the point of view of the planned document and ways in which these objectives and other environmental issues are taken into account in the drawing up of the draft of the updated *Strategy...*,
- analyses potential impact of the implementation of the Development Strategy of the Wielkopolskie Voivodship on the natural environment,
- identifies expected significant impact of the effects of the implementation of the Strategy provisions on the environment,
- evaluates solutions which eliminate or reduce negative impact of the implementation of the Strategy provisions on the environment.

The Projection states that the draft of the updated *Strategy* applies to most aspects raised by the current Development Strategy of the Wielkopolskie Voivodship by 2020. However, it introduces a number of significant changes which have a positive impact on the natural environment, attaches more significance to improvement of the environment and sustainable growth, which determine the quality of life.

According to the Projection, if the draft of the updated *Strategy* is not implemented, natural environment will not be one of the priority areas of development of the region, and efforts to improve the quality of life of the residents will not be explicitly identified with sustainable growth. If the draft of the updated *Strategy* is not implemented, territorial dimension of the objectives is not introduced, and therefore support for activities targeted at specific types of areas will not take place, which may make sustainable growth difficult, and deepen the existing and create new threats to the natural environment. There also will not be support for smart regional specializations, which are important not only to accelerate development of the region, but also to overcome internal differences.

Important environmental protection issues, from the point of view of the draft of the updated Development Strategy of the Wielkopolskie Voivodship by 2020, were also formulated in the Projection. With regard to its implementation, the most important environmental problems are thought to be:

- occurrence of events and conflicts arising from the neighbourhood of a big city (Poznań and the neighbouring municipalities) – among others, suburbanization, change of the village function from agricultural to housing, service or industrial,
- occurrence of sites of environmental degradation, particularly post-mining areas,
- small, in relation to the potential possibilities, share of energy produced from renewable sources,
- progressive chemicalization of the environment (unsatisfactory condition of water cleanness, overnormative concentrations of air pollutants in urbanized areas, low emissions, increased noise, high communication emissions),
- insufficient rainfall and its uneven distribution per annum, insufficient water resources, low retention, poor hydrology relations in rivers, water shortages for agriculture (problem of Wielkopolska turning into a steppe), risk of soil erosion,
- insufficient efficiency of infrastructure protecting the environment – disorderly water management (disproportion between water supply systems and sewage systems), insufficient degree of regulation of waste management,
- agricultural intensification – as the source of production of hazardous wastes (residues of plant protection products) and area pollution posing a threat to surface waters. Significant threats to the environment include breeding farms of poultry, pigs and cattle,

- small degree of forest cover and limited species and genetic diversity of forest, fragmentation of forest complexes, significant share of monocultures in the forest resources,
- insufficient, from the point of view of environmental protection, degree of ecological knowledge of the society and lack of social approval for some environmental activities, mainly protective.

The analyses performed for the Projection show that the vast majority of objectives and actions in the draft of the updated *Development Strategy of the Wielkopolskie Voivodship* will have a positive impact on the environment. However, it was difficult to determine definitely beneficial or adverse effects on the environment due to the possibility of implementation of individual operational objectives at one time and one natural space. On the one hand, environmentally-friendly influence will be able to accumulate measurable benefits for the environment, on the other hand, implementation of the objectives for the environment can be levelled through the implementation of the objective burdening the environment.

Having in mind high level of generality of the strategic planning and time range, it was difficult to indicate alternative solutions in the Projection, since the draft of the updated *Development Strategy of the Wielkopolskie Voivodship by 2020*, which is the subject of this Projection, does not set a framework for the implementation of projects. However, it does present three alternative scenarios of development of the region: of dynamic growth, island growth and difficult growth. In the course of work on the Projection, it was found that Scenario I – dynamic growth, chosen by the authors, is the most optimal for the preservation of the qualities and resources of natural environment, despite the fact that Scenario III – difficult growth is the least invasive to the environment. Small, sustainable growth predicted in Scenario III, can slightly contribute to deterioration of the natural environment, but also will not solve the existing problems related to environmental protection, among others, because of low funding for the environment (caused by poor development), limitations of the research activity, or lack of introduction of innovations.

According to the Projection, the analysed document contains proposals for methodological and organizational solutions of the system of monitoring the implementation of the draft of the updated *Strategy...* This allows to analyse the degree of achieving objectives of the proposed document and formulate possible recommendations for changes in the provisions of the document. Monitoring of regional development will be carried out regularly by the Regional Territorial Observatory using a set of indicators. The use of other measures of evaluation, if necessary, is possible. The most important, from the point of view of environmental protection, are indicators depicting the quality of individual components of the environment, as well as changes in the natural environment. Monitoring of the strategy for socio-economic situation in the region will be conducted systematically, whereas the analysis of the degree of achieving the objectives in a cyclical manner, as required. Completing the database with the indicators (CSO data) should take place every year.

The transboundary impact has not been found in the Projection. The impact on the neighbouring regions will relate mainly to air pollution and impact on the quality of the flowing surface water (Warta, Noteć, Obra, Barycz). However, it should be noted that a systematic improvement of the quality of surface water and air is taking place.

According to the Projection of the draft of the updated Development Strategy of the Wielkopolskie Voivodship by 2020. *Wielkopolska 2020*, it takes into consideration the principle of sustainable growth as one of the conditions of planned activities. Each realization of actions resulting from the implementation of the strategic and operational objectives specified in the draft of the updated *Strategy...* has certain effects on the environment and landscape burdening individual components of the environment in varying degree. Potential impacts, both beneficial (positive) and adverse (negative), of implementation of the provisions contained in the draft of the updated *Strategy...* indicated in the projection, result from the potential actions of a strategic nature across the region. However, they do not need to occur on the entire area of Wielkopolska and not in all spheres covered by the strategic and operational objectives. The way of implementation of provisions of the draft of the updated *Strategy...* on a local scale, at the stage of realization of individual investments or activities, will condition the kind of impact on the environment.

Full description of the impact of a given project on the natural environment will be possible at the stage of detailed technical design showing the exact location of the investment. Then, in case of significant impact of a given project on the environment, the procedure for environmental impact assessment, which will determine the range of the negative impact and present actions reducing its effects, will be carried out.

According to the Projection, mutual relations between individual activities within the implementation of the objectives of the updated *Development Strategy of the Wielkopolskie Voivodship by 2020* lead to achieving the general objective "Effective use of development potentials for the increase of competitiveness of the region, to improve the quality of life of the residents in conditions of sustainable growth." Achieving specific objectives will be consistent with the provisions of the environmental policy, and environmental criteria will be treated equally with economic criteria by the integration of actions for the socio-economic development and improvement of condition of the environment of Wielkopolska, that is, implementation of the principle of sustainable growth.

According to the opinion of the Regional Director for Environmental Protection in the Environmental Impact Projection of the *Development Strategy of the Wielkopolskie Voivodship by 2020*, the following changes and additions have been made:

- The description of the solutions aimed at prevention, reduction or natural compensation of negative effects on the environment, which could result from the implementation of individual objectives, has been expanded.
- With reference to the evaluation of the objective 3.1. *Energy management rationalisation*, a provision on the need to adjust the terms

for and ways of performing work until breeding periods of protected species of mammals, has been added.

- The provision that in the course of the construction, the developer managing the project is required to take environmental protection into account (and thus, the species and habitats of plants, animals and fungi under protection) in the area of the work, has been introduced.
- Provisions of the Projection relating to potential changes in the existing state of the environment in the event when the updated strategy is not implemented have been extended.
- The projection has been supplemented by a description of the impact on the environment which may be a result of the construction of a Wielowieś Klasztorna storage reservoir on the Prosna river.
- With reference to the operational objective 3.3. *Creating conditions for development of nuclear energy*, provisions of the projection regarding the influence of such kinds of projects on the environment, also in the event of a failure, have been developed.
- Provisions extending information about the expected methods of analyses and their frequency, effects of the implementation of the strategy in relation to the environment have been introduced.
- Description of impact of the operational objective 6.1. *Improvement of the conditions, quality and accessibility of education* on the environment has been supplemented, as suggested by the RDEP that the expansion of educational infrastructure is usually associated with “direct interference in the geographic space” and impact on the environment.
- The records in the table “Potential environmental impacts resulting from implementation of the strategic and operational objectives,” referring to the objective 4.7. *Increasing access to the basic public services* have been verified.
- Provision of the projection saying that the updated strategy does not set the framework for projects, because in reality it does set it, has been revised.
- Provisions of the projection relating to the environmental effects of intensive development of agriculture have been verified.
- Provisions of the projection pertaining to the classification of the region to the appropriate air quality zones in terms of health care have been verified.
- Provision relating to the regulation of the Minister of Environment of 5 January 2012 on the species protection of plants has been improved and the correct number of the Official Journal in which the Nature Conservation Act was published has been given.

Pursuant to art. 30, art. 39, art. 40 in connection with art. 46 item 1 and art. 54 sec. 2 of the Act of 3 October 2008 on access to information on environment and its protection, public participation in environmental protection and environmental impact assessments (consolidated text OJ of 2008, No. 199, item 1227, as amended) Board of the Wielkopolskie Voivodship informed with a press announcement and on the website of the Marshal Office of the Wielkopolskie Voivodship about the beginning of public consultation on Environmental Impact Projection of the draft of the updated *Development Strategy of the Wielkopolskie voivodship by 2020. Wielkopolska 2020*. on 25 October.

Documentation, along with a form to submit comments, was available for inspection at the seat of the Department of Regional Policy of the Marshal Office of the Wielkopolskie Voivodship (Poznań, ul. Szyperska 14, room no. 333) during office hours, and included in the Public Information Bulletin of the Marshal Office of the Wielkopolskie Voivodship, as well as on the website of the MOWR in files to download. Remarks and conclusions could be made:

- In a written form, by completing the form included in the Public Information Bulletin of the Marshal Office of the Wielkopolskie Voivodship and on the website in files to download, and sending it to the address of the Department of Regional Policy of the Marshal Office of the Wielkopolskie Voivodship.
- By means of electronic communication without the need to affix them with electronic signature, referred to in the Act of 18 September 2001 on electronic signature, by completing the form included in the Public Information Bulletin of the Marshal Office of the Wielkopolskie Voivodship and on the website in files to download, and sending it to the e-mail address strategia2020@umww.pl.
- Orally, to the protocol in the indicated place where the documentation was made available.

Public consultation, during which it was possible to become familiarized with the documentation of the case and submit remarks and conclusions, took place from 25 October 2012 to 16 November 2012.

In due time, no proposals to the Environmental impact prognosis of the *Development Strategy of the Wielkopolskie Voivodship by 2020* were submitted.

XIII PUBLIC CONSULTATION ON THE STRATEGY UPDATE

Board of the Wielkopolskie voivodship, in accordance with art. 6 of the Act of 6 December 2006 on the principles of conducting development policy (consolidated text OJ of 2009, No. 84 item 712), on 8 August 2012, announced the beginning of public consultation on the draft of the updated *Development strategy of the of Wielkopolskie voivodsship by 2020. Wielkopolska 2020*.

Within the public consultation, it was possible to become familiarized with and express opinion on the draft of *Development strategy of the Wielkopolskie voivodship by 2020. Wielkopolska 2020*, which was made available on the website of the Marshal Office of the Wielkopolskie Voivodship at <http://www.umww.pl/>.

Public consultation, within which it was possible to become familiarized with the draft of *Development strategy of the Wielkopolskie voivodship by 2020. Wielkopolska 2020*, and to express opinion on it, took place from 8 August 2012 to 1 October 2012.

The draft of the document, along with a comment form (Appendix 1), featured on the website of the Marshal Office of the Wielkopolskie Voivodship www.umww.pl. Completed forms were sent by means of electronic communication, without the need to affix them with a safe electronic signature, referred to in the Act of 18 September 2001 on electronic signature, to the e-mail address strategia2020@umww.pl. Comments could also be submitted orally to the minutes during the sub-regional consultative meetings. Failure to present opinion on time, meant resignation from the right to express it.

During consultation, the meetings with, among others, local government units, social and economic partners were held in the following cities:

- Kalisz 7 September 2012,
- Leszno 14 September 2012,
- Konin 19 September 2012,
- Piła 26 September 2012,
- Poznań 28 September 2012.

Individual conferences attracted 520 people. Detailed information on the attendance are presented in the table below:

	Kalisz	Leszno	Konin	Piła	Poznań	Total
number of invitees	193	163	201	193	603	1353
number of confirmations	90	55	59	48	181	433
number of participants	113	79	73	63	192	520
indicator of "returnability" ¹	46.6	33.7	29.4	24.9	30.0	32.0
indicator of "presence" ²	58.5	48.5	36.3	32.6	31.8	38.4

¹ indicator of "returnability," i.e. the share of confirmations in the number of invitations

² indicator of "presence," i.e. the share of participants in the number of invitees

During consultation, 46 completed forms with comments were received and three comments in writing. Some of the observations were additionally reported to the minutes during the consultative conference. Altogether, 281 comments which can be considered proposals to modify the text, not counting the polemical votes which, although did not propose amendments to the text, inspired various kinds of changes, were made on the meetings. Finally, 56% of the reported proposals for amendments to the consulted draft strategy update were found to be justified.

The results of the consultation were drawn up in the form of a report which can be found at the website of the Marshal Office. Detailed list of proposed changes with explanation of the way and scope of their consideration is included in the annexes to the report.

Consequently, many changes in the text of the draft strategy have been made.

Voices in the debate and proposed amendments related mainly to the following issues:

- Expansion of description of external policies of the Common Agricultural Policy and Development Strategy of the Poznań Agglomeration.
- Corrections, expansions of the description in the summary of the socio-economic diagnosis of such issues as the role of forests in Wielkopolska, significance of mineral deposits, conventional power industry, importance of Poznań and subregional centres for development.
- Correction of the SWOT analysis entries in order to increase internal consistency of the document.
- Making the structure of the conclusions of the diagnosis and SWOT analysis uniform.
- Extension of development model, vision and mission of the region of issues connected with demographic risks.

- Divisions of the Strategic Objective 4. Strengthening cohesion of the region and overcoming developmental differences, into two separate objectives:
 - Strategic Objective 4. Increasing competitiveness of the Poznań metropolis and other growth centres in the region.
 - Strategic objective 5. Increasing coherence of the region.
- As suggested by the evaluators and as a result of the consultation, correction of detailed descriptions of individual operational objectives and lists of courses of action.
- Extension of content of the strategy of the following chapters:
 - *IX 7. Expectations of the Development Strategy of the Wielkopolskie Voivodship with regard to government policy.* This chapter responds to the voices in the discussion to include issues which do not fall within the competence of the regional bodies, in particular those relating to infrastructure investments, in the strategy.
 - *IX 8. Potential areas of interregional cooperation.* Chapter added according to the suggestions of the neighbouring regions.
- Removal of smart education from the list of potential smart specializations, as suggested by the evaluators smart education was removed.

Materials posted on the website of the Marshal Office of the Wielkopolskie Voivodship <http://www.umww.pl/> contain detailed description of the changes, including report on public consultations.

