THE POMORSKIE
VOIVODESHIP
DEVELOPMENT
STRATEGY

GDAŃSK 2005
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DEVELOPMENT
STRATEGY

Edited by
Radomir Matczak

POMORSKIE REGIONAL STUDIES
OFFICE OF THE MARSHAL OF THE POMORSKIE VOIVODESHIP

Gdańsk 2005
THE POMORSKIE VOIVODESHIP DEVELOPMENT STRATEGY

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Dear Ladies and Gentlemen,
Dear Citizens of the Pomorskie Voivodeship,


The decision to start the process of revising the Strategy was a response for new challenges to be faced by the Pomorskie voivodeship and the whole Poland in the context of accession to the European Union and new programming period 2007-2013. Revision of the Strategy was also caused by major and mainly positive experience gained through last 5 years of implementing the Strategy approved in 2000.

Revised Strategy marks out three complementary and equally important development priorities. They are: COMPETITIVENESS – defined as strong and lasting position of the region on a European scale, COHESION – meaning reduction of negative social, economic and spatial differences within the voivodeship and ACCESSIBILITY – enabling efficient and safe for people and environment flow of goods, information, knowledge and energy within the region and in connection with other regions.

The vision of the Pomorskie voivodeship in 2020 is undoubtedly very ambitious, but still possible. We would like the Pomorskie voivodeship to be: a significant partner in the Baltic Sea Region – offering unpolluted environment; high quality of life; development based on knowledge, skills, active and open communities; strong and
diversified economy; partnership; attractive and cohesive space; multicultural heritage as well as maritime and solidarity traditions.

The condition, which seems to be essential in reaching the vision, is an ability of public and private institutions as well as citizens to constructively cooperate with the respect for following principles: sustainable development; people focus; building and supporting regional markets; public-private partnership and public-social partnership as well as principles of: territorial differentiation and balancing courses of development; coordinated development and regional subsidiarity.

The Pomorskie Voivodeship Development Strategy should be primarily treated not as a document, but as long-term process, leading to lasting life quality improvement of present and future generations of the voivodeship citizens. Such process needs persistence in taking decisions, which often go beyond one or two terms perspective.

Having this awareness, we are beginning to implement OUR COMMON Strategy.
PART I

THE POMORSKIE VOIVODESHIP DEVELOPMENT STRATEGY
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I. REVISING

THE POMORSKIE

VOIVODESHIP

DEVELOPMENT STRATEGY
The Pomorskie Voivodeship Development Strategy was adopted by the Pomorskie Regional Assembly on 3rd July 2000. After five years of implementing the Strategy, new conditions have prompted its revision:

**The effect of European developments on Pomorskie**; the Strategy must be modified to take account of:

- Poland’s accession to the European Union, which in the next decade will be a determining factor for the Pomorskie Voivodeship’s capacity to implement key development plans;
- extending the implementation period to year 2020, so as to make it coherent with the EU’s programming phases;
- inclusion of the Pomorskie Voivodeship in the process of implementing revised Lisbon Strategy which, from 2007 onwards, will become the main theme of the European Union’s new cohesion policy;
- transport accessibility, which at present puts the region almost last among the European Union countries, making it a major barrier to the region’s development;
- a clearer definition of what the Pomorskie Voivodeship can look forward to in the area of cross-border, Baltic (trans-national) and non-Baltic (inter-regional) cooperation.

**The effect of domestic developments on the region**, suggesting changes to the Strategy, which should:

- take account of the National Development Plan, National Strategy for Regional Development and other governmental national strategies for the years 2007-2013;
- take account of Poland’s plans to change the legislative framework of regional policy;
- define mainstream policies for the Tri-city Metropolitan Area;
- prepare an outline of multi-annual financial plans which take account of a less centralised public finance system and significant EU funding to support regional development;
- take account of inter-regional and trans-regional issues, which can be tackled by cooperation between the Pomorskie Voivodeship and neighbouring regions.
The experience and achievements of regional development programming, which should be used to:

- make development programmes coherent with the principles of the European Union;
- update and improve the region’s analytical diagnoses and processes, setting a baseline for a better formulation of its development priorities;
- give a true picture of the Pomorskie Voivodeship’s intra-regional disparities and put an emphasis on its specificity, to facilitate the formulation of development policies and instruments;
- ensure that there is a more effective link between the Strategy and the voivodeship land-use plan, sectoral strategies and regional programmes;
- develop a comprehensive and efficient system of monitoring the Strategy’s implementation and social – economic changes in the region.

Implementation of The Pomorskie Voivodeship Development Strategy in 2000-2004

Although it is hard to prove that actions taken to implement The Pomorskie Voivodeship Development Strategy had a direct and significant impact on the regional situation, it is still possible to define the level of progress and point the main instruments used to implement the Strategy.

The Strategy had been implemented in 2000-2004 through 5 priorities and 25 strategic objectives. Two-thirds of the tasks identified in the Strategy had been taken up and this had resulted in 190 implemented undertakings.

The total cost involved in implementing the Strategy came to nearly 2,8 billion PLN. Those costs mainly involved expenditure on investments, focused on the following priorities:

a) structural changes to and modernisation of the economy,

b) expansion and modernisation of infrastructure for strengthening the competitiveness and cohesion of the region,

c) creation of higher living standards.

Priorities with lower financing levels:

a) development of human capital based on knowledge and activity,

b) development of international cooperation of the Pomorskie Voivodeship,

were also areas where there was much strategic activity undertaken.
The Voivodeship Contract was one of the most significant financial instruments for financing the Strategy’s implementation – its two editions generated over ¼ of the total financial assets available. The European Union’s pre-accession programmes played an important role, as well as financial support from the Voivodeship’s Fund for Environmental Protection and Water Balance and EcoFund.

The main financial source for implementing The Pomorskie Voivodeship Development Strategy were governmental public funds. It is assumed that this will change in the future, as funding from the European Union comes on stream.

The Self-government of the Pomorskie Voivodeship is limited in its ability to take part directly in regional development creation – the Pomorskie Voivodeship could allocate less than 5% of its budget for Strategy implementation up to the end of 2004. However, some funding was directly allocated by the Self-government of the Pomorskie Voivodeship for specific undertakings - it is around half of those costs connected with implementing the Strategy.
II. Procedures for Revising the Pomorskie Voivodeship Development Strategy
The procedures and timetable for revising the Strategy are set out in the Pomorskie Regional Assembly resolution no. 445/XXVIII/04 on 25th October 2004.

The first stage of the process involved the preparation of the Background for Revising The Pomorskie Voivodeship Development Strategy which was adopted by the Pomorskie Regional Board by resolution no. 824/04 on 16th November 2004. Public consultations of this document were launched (they were completed on 31st December 2004). The Report of the Public Consultations was adopted under the Pomorskie Regional Board resolution no. 77/169/ 05 on 28th January 2005.

As a next step, the Pomorskie Regional Board adopted in its resolution no. 78/169/05 on 28th January 2005 Implementing The Pomorskie Voivodeship Development Strategy 2000-2004 - The Report.

The next stage was the preparation of the First Draft of a Revised Development Strategy, which was adopted by the Pomorskie Regional Board resolution no. 276/187/05 on 6th April 2005. Public consultations were launched again (they were completed on 13th May 2005). The Report on the Public Consultations was adopted under the Pomorskie Regional Board resolution no. 441/200/05 on 1st June 2005.

An Environmental Impact Assessment and Ex-ante Evaluation were both prepared for the First Draft.... On the basis of recommendations from these documents and the public consultations as well, The Draft Revised Development Strategy was prepared. The Draft.... was adopted by the Pomorskie Regional Board on 10th June 2005 and then passed to the Pomorskie Regional Assembly for approval.
III. THE POMORSKIE

VOIVODESHIP -

INTERNATIONAL AND

NATIONAL BACKGROUND

CONTEXT
1. Global and International Context

Information Society and Globalisation - The Challenges

In the international and competitive context and considering the numerous challenges which have to be faced, the following key themes have to be taken into account:

- redefined relationships between the significance of experience and continuity on the one hand, and the capacity for innovation or adaptation on the other;
- more and more information and sources of information are becoming available, information is exchanged faster, there is a growing demand for modern technologies for storing, processing, selecting and transmitting data;
- information becomes a resource, the quality of human capital and networking is increasingly important for the creation of a new generation of competitive advantages;
- spatial disparities among development processes and the growing importance of metropolitan areas as world and European centres of innovation and knowledge-based development; polarisation of development;
- growing importance of the ecological aspects of development;
- change in Europe’s geopolitical configuration;
- stronger economic potential of Baltic Europe and its gradual transformation into a functionally integrated region;
- relative decline of the significance of traditional location factors;
- a decline in demand for simple-production labour and a growth in demand for specialised services;
- public, environmental and terrorist threats.

International Commitments

The region’s development is influenced, or will be influenced, by central and self-government’s international commitments. This is where they take root:

- Poland’s European Union Accession Treaty;
- The European Union’s legislation;
- agreements concerning environmental protection (including environmental protection conventions of the Baltic Sea Region) and other international conventions and agreements, in particular the United Nations “Environment and Development” Conference in Rio de Janeiro in 1992;
• agreements setting out the goals, framework and instruments of Baltic cooperation, and the implementation of the European Union’s Neighbourhood Policy on the EU’s external border;
• agreements made by the Self-government of the Pomorskie Voivodeship on international cooperation.

Economic Opportunities and Threats
To take advantage of its opportunities the region should:
• effectively spend the European Union’s structural funds with support from structural reforms of the economy to enable a long-term economic growth above 5% GDP annually;
• improve the economic and infrastructural links in Baltic Europe;

The main threats could come as a result of:
• failing to take advantage of the opportunities that come with EU membership, and in particular, the slow pace in developing administrative capacity of the system and pro-social structural interventions;
• the Pomorskie Voivodeship being left behind both in terms of economic development as well development of European transport networks.

2. The Domestic Context

Macro-economic and Social Background

• Poland’s social and economic development needs harmonised actions in three dimensions: structural (where there is an impact on the economy’s structural features), spatial (where there is an impact on the national land-use and spatial development plans) and regional (where there is an impact on the development and competitiveness of regions – voivodeships);

• while Poland’s macroeconomic prospects during the years up to 2020 are good, sustainable and managed economic growth can only be achieved through effective macroeconomic policies which lay down robust and predictable foundations for business; public sector reforms are necessary to ensure that public finance is sustainable and that the European Union integration process advances at the desired pace;

• if postponed or delayed, the public sector reforms, which are designed to
improve the economy effectiveness, could be a potential threat to its stability; re-
centralisation tendencies need to be stopped as they enable the central system
rather than regional to decide how public funds should be spent;

• a macroeconomic prognosis for the period 2005-2020 shows 5% economic
growth; increases in GDP, consumption and investment will be strengthened by
EU funding;

• when Poland adopts the euro, national and foreign interest rates will be brought to
the same level and inflation will rise by 1-2% above EU’s inflation rate;

• the labour market will gradually improve; the forecast assumes a relatively large
(1-2% annually) increase of those in employment by 2007; any further
employment increases will be slower but will bring unemployment down to 11-
12% in 2020; after 2010 the relation between those in retirement and those in the
working age will be almost double the figures today.

National Policy Background

The national background is set by the following adopted or proposed documents:
• National Long-term Regional Development Strategy “Knowledge – Diversity –
  Balance” – 2020;
• National Spatial Development Policy Concept (revised);
• National Development Plan 2007 – 2013;
• National Regional Development Strategy 2007 – 2013;
• Strategy for Rural Development and Agriculture 2007 – 2013 (with elements of
  forecast to the year 2020);
• Strategy for the Improvement of Competitiveness 2007 – 2013;
• Education Development Strategy 2007-2013;
• National Research, Technology and Innovation Policy by 2020;
• Poland’s Information Society Policy by 2020;
• Population Policy Strategies;
• National Strategy for Social Integration;
• National Culture Development Strategy 2004 – 2013;
• Strategy for the Development of Tourism 2007 – 2013;
• Poland’s Health Care Strategy 2007 – 2013;
• Poland’s Energy Policy by 2025;
• Second National Ecological Policy with adopted strategies and environmental programmes;
• National Transport Policy 2005 – 2025;

The background provides some recommendations regarding regional development and overall sectoral policies. Linkages between these policy documents and The Pomorskie Voivodeship Development Strategy will improve the Strategy’s coherence with national strategies and create opportunities for obtaining external funding to support regional projects.

The most important external aspects which may have a significant impact on regional development of the Pomorskie Voivodeship are mentioned in the National Regional Development Strategy 2007-2013, based mainly on the National Development Plan 2007-2013 and the Long-term Regional Development Strategy.
IV. THE POMORSKIE VOIVODESHIP IN 2005
1. Summary of the Diagnosis

The Location and Main Regional Features

The Pomorskie Voivodeship is situated in the north of Poland, on the Baltic Sea and occupies an area of 18,293 km². The voivodeship comprises 16 poviats (counties), 4 poviat cities and 123 gminas (municipalities): 25 urban municipalities, 17 urban-rural municipalities and 81 rural municipalities.

The region’s main spatial characteristics include:

- **location on the coast**, where the Vistula flows into the Gulf of Gdańsk, making up the longest part (over 60%) of the Polish coastal line;
- **significant differences in natural development conditions** – access to the Baltic Sea, Żuławy depression zone, the highest elevation in the Central European Lowlands; many forests and lakes; some of the best soils in the Vistula Valley and very poor soils in the lake districts; original landscapes of the Pomorskie coasts and Lake District, Hel Peninsula, Vistula Lagoon; extensive forested areas, including Bory Tucholskie;
- **strong differentiation in settlement patterns** – the Tri-City occupies 2.3% of the region’s area with nearly 35% of the region’s population, whilst only 40% of the population live in the coastal areas;
- **complex and multi-functional coastal conurbation with metropolitan functions** – one of the main centres of the South Baltic’s developing metropolitan cities areas, it stretches along 60 km, production is indirectly and directly linked with the sea, sea transport and specialist services in tourism and fisheries and trans-regional services (science, education, culture, health care, media);
- **the city of Słupsk** with a population of almost 100 thousand, a regional centre and hub of activity in the north-west part of the region;
- **the valley of Lower Vistula**, a major transport corridor, which links the coastal area with other centres on the Vistula in Poland and with the south of Europe, a dense network of medium-sized cities;
- **recreation and residential areas along the coast**, which are a dominating feature of the area’s development;
- **large lake district**, surrounding the coastal areas, with numerous forests, many big lakes, low population density, little development;
- **multiple functions** – an important academic and cultural centre, maritime economy, mining and processing industry, farming, tourism and recreation, forestry, trans-regional services and infrastructure;
- **system of protected areas** comprising 2 national parks: Słowiński and Bory.
Tucholskie (Primeval Forest), 9 landscape parks, 45 NATURA 2000 areas, and protected landscape zones. These zones, including NATURA 2000 areas, occupy nearly 1/3 of the voivodeship’s area.

National and regional transport infrastructure comprises:
- network infrastructure, which consists of the network of national roads (6, 7, 20, 21, 22, 55), national railways and inland waterways, including Vistula;
- transport nodes such as: seaports in Gdańsk and Gdynia with ferry and cargo containers terminals, regional Lech Wałęsa Airport in Gdańsk offering domestic and international services.

The present structure is the result of many years of development and is now stable.

Two Trans-European transport corridors cut across the region: no. IA (Helsinki – Tallinn – Riga – Kaliningrad – Gdańsk) and VI (links Scandinavia with Central Europe via the Tri-City conurbation, Łódz, Warsaw and Katowice).

How does Pomorskie compare to the other Polish voivodeships:
- Eighth place for the largest area and population size;
- Fourth for rate of urbanisation;
- The highest national birth rate and lowest death rate per 1000 population;
- One of 4 regions with a positive balance of migration;
- When it comes to number of students Pomorskie is the eighth largest academic centre;
- Second in terms of university graduates (after Mazowieckie region);
- Twelfth place when it comes to the number of people in employment per 1000 population;
- The unemployment rate exceeds the national average;
- Seventh when it comes to its contribution to the national GDP and fifth place for GDP per capita;
- There are more than 100 enterprises per 1000 population, which places the Pomorskie Voivodeship fourth;
- The highest dynamics of exports;
- Third for the number of tourists’ accommodation and the second largest hospitality base per 1000 population;
- Second for the average disposable income per capita (after Mazowieckie region);
- First when it comes to the number of personal computers per household;
- Fourth for the number of telephones per 1000 population;
• Second for the number of new flats (after Małopolskie region), but the housing stock per 1000 population puts the region under the national average;
• Fifth for the number of doctors and dentists per 1000 population;
• First for the number of crimes per 1000 population;
• Second for the number of registered non-governmental organisations per 10 000 population (after Mazowieckie region).

Demographics

- The region has a high proportion of young people.
- By 2017 the country’s highest increase in overall population, especially in rural areas.
- By 2020 a major increase in the number of old age pensioners and a clear decrease in the number of children and young people.

Pomorskie has a population of almost 2.2 million. More than half of the region’s population is concentrated in the metropolitan area. The Population is mainly concentrated in cities, what is a distinguishing feature of the region.

The average age of population is under the national and EU average. The Pomorskie Voivodeship, as one of a few in Poland, has a positive birth rate and positive migration balance. By 2017 the region’s population will continue to grow, in particular in rural areas. Urban areas will face a continued decrease in population number.

The last few years have seen fast growth of working age population (a major impact on the labour market) and a regular increase in old age pensioners. After 2010 the working age population will systematically decrease, whilst old age pensioners will continue to increase. Consequently, there will be a major shift in the proportions of working age and post-working age population, making some of the social problems more acute.

Regional values: culture and identity

- The Pomorskie Voivodeship’s cultural heritage is a strong and not fully used potential.
- Limited access to culture in rural areas.

Pomorskie boasts a diversity of cultures, a mixture of Polish (including the regions of Kashubia, Kociewie and Eastern Borderland), Hanseatic, Ukrainian and other’s heritage. It has numerous historical and culture sites, but cultural heritage lacks of cohesive and consistent promotion policy, which could be instrumental in reinforcing
the historical awareness and regional identity and improving the region’s attractiveness for living, tourism and investments. Kashubian and Kociewie cultures and traditions have left a lasting mark on Pomorskie’s cultural values. They are closely-knit and well organised communities. Kashubian ethnicity is reinforced through education and the Kashubian language – the only one regional language in Poland.

The region is of great significance in contemporary history. Central and Eastern Europe’s political transformations of the late 20th Century, started in Gdańsk. The Solidarity movement opened up Pomorskie’s new roads to democracy, freedom and self-government - these are the permanent values of civil society.

Social activity in Pomorskie is very strong and is a distinguishing feature of the region. There are over 3,5 thousand non-governmental organisations in the Pomorskie Voivodeship, but their financial state is generally weak.

In the recent years, culture has been going through a financial and institutional crisis. Cultural institutions are on the decline as is public spending on culture. Urban and rural populations do not have equal access to culture.

Education

- The last decade has seen a constant increase in levels of academic and secondary education.
- The high number of unemployed secondary school leavers suggests it is necessary for education policy to be revised.

The high level of skills gives a great advantage to the Pomorskie Voivodeship. The number of academy and secondary school graduates is higher than the national average. While Pomorskie’s education structure is good in comparison to the rest of Poland, more than half of the population still has no more than a primary or vocational education. Rural communities in particular tend to have lower skills, what is significant barrier to their development.

The region’s education system has a well developed network of secondary schools, with some of the country’s top schools located here. Higher education is mainly available in the Tri-City area, with Słupsk as the second largest academic centre. The presence of high schools which are country-wide respected makes the Pomorskie Voivodeship a top-ranking academic centre.

In recent years, in a bid to meet increased demand, the region’s major cities have established new schools or opened branches of existing schools. Access to higher education has improved significantly, which is particularly important for areas with
high unemployment. There are academic centres in, among others, Kwidzyn, Wejherowo, Tczew, Malbork, Pelplin, Skórcz, Człuchów, Chojnice, Starogard Gdańsk and Ustka. However, there are some “black spots” remaining in the central and western parts of the region.

The positive development of the academic education system in Pomorskie’s means that the range of courses available is both wise and constantly expanding. However, more places for students are needed to meet the increasing demand and the increasing number of academies is not always a guarantee of increasing quality in education.

The high numbers of unemployed secondary school leavers suggests that secondary education policy at all levels should be revised. Because of difficult labour market conditions, the adult education market is rapidly developing.

**Labour market**

- Regional labour market has a low employment rate and high unemployment rate.
- Total increase in the working age population for the period 1995-2010 will be 150 thousand.
- The employment structure is good and similar to that in the European Union.
- The highest number of jobs is generated in service sector.

The labour market of the Pomorskie Voivodeship, when compared to the rest of the country, has a low employment rate. Recent years have seen a drop in employment rates in all age groups, but it has been the strongest among those aged 25 and less and 55 and more. To make matters worse, very few new jobs are created, especially in outer-metropolitan areas. There is low employment and the unemployment rate is higher than the national average. The increase in the unemployed population during 1999-2003 was one of the highest in the country, especially in rural areas. Unemployment rates differ from area to area. In some poviat the unemployment rate is permanently over 30%. Unemployment is the highest in poviat with a low degree of urbanisation, little industry and extensive farmland and forests.

The high unemployment rate is the result of a number of major structural barriers. These include low labour mobility (especially low-skilled), lack of training among the unemployed and high labour costs. As a result, long-term unemployment is on the rise with many of these people living in rural areas.

The significant increase in the working-age population, which is estimated to be 150 thousand for the period 1995-2010, and because of difficulties with the dynamics of the economy, will not help the labour market, especially for the period up to 2010.
Non-governmental organisations could play an important role in the process of activating the unemployed, especially young, people.

The structure of employment is a definite positive factor. Unlike the rest of the country, it resembles that of the European Union. It has more people working in the services sector (which is particularly good for knowledge-based industries), a little more in industry and much fewer in the agriculture sector. Moreover, there is permanent increase in number of jobs in services sector.

Structure and transformation of the economy

- **In comparison to the rest of the country, the Pomorskie Voivodeship’s economy is good, but its economic growth does not help to eliminate intra-regional disparities.**
- **There is relatively little investment activity.**
- **Market services have the largest contribution to value added created.**
- **High value and dynamics of exports.**

There is a gap between the level of development in the Pomorskie Voivodeship and that encountered in the European Union overall. The average level of GDP per capita in the voivodeship is 45.5% of the EU average. From the national perspective, Pomorskie is doing well at the macroeconomic level. But with too little investment activity, especially in the innovative sector, the region risks losing its competitiveness. The region’s relatively strong innovation potential is not sufficiently utilised. This is the reason for enterprises, relatively low of innovative activity, because they have limited access to systems for implementing innovation.

Within the region, economic growth rates differ largely, which is mainly caused by the strong concentration in business in the three cities of Gdańsk, Gdynia and Sopot. While differences have remained unchanged for the last few years, it is quite likely that the gap will widen in the first years of Poland’s EU membership.

Unlike other regions, Pomorskie has seen a major shift to the services industry. Pomorskie is home to traditional industries (seaports, shipbuilding, refinery, machines and fisheries) and advanced technologies (teleinformatics, chemicals, finance and insurance). The strongest industries (shipbuilding, refinery and paper) are represented by single, large enterprises.

High economic activity is the distinguishing feature of the Pomorskie Voivodeship. There are 100 enterprises registered per 10 000 population. A very strong entrepreneurial activity in the region is linked with a strong SME sector. Most businesses are located in and around the region’s main cities, especially the Tri-City,
Słupsk to a lesser degree and those poviat cities which are local economic centres. Other areas have fewer businesses per capita and consequently lower economic potential.

There are numerous business support organisations in the region, particularly important for SMEs growth. They are concentrated mainly in larger cities. Access is provided to basic information, advisory services and training as part of the system of public support for companies. There is quite poor access to financial services, specialised financial, legal advice and advice on implementing innovative products. The region’s business support organisations have not formed a consistent system of support. This lack of a concerted approach is a serious limitation to efforts to support enterprises.

Regional exports come, in the main, from large enterprises and are product based. Marine engineering and electronics make up the majority of exports. There is little change in what the region exports, with a positive tendency in that the export of technology-intensive products is on the rise. The volume of exports puts the Pomorskie Voivodeship among the country’s top exporting regions.

Foreign investment in the region follows the population patterns. There is significant foreign investors’ presence in the Tri-City, with smaller centres that have successfully attracted investors, which is one of the Pomorskie Voivodeship strengths. Pomorskie is not making full use of its potential to attract foreign capital. One example of that is relatively little involvement of Scandinavian investors. The improvement of investing conditions presents a challenge to public authorities. This challenge must be met if the voivodeship is to keep its competitive position.

Tourism is a significant sector of the regional economy. It is important because of, among others, its role in improving the employment rate. The voivodeship is well equipped for all kinds of tourism (including agri-tourism, seaside tourism and health resorts tourism). Tourism and tourist facilities prevail in the coastal zone, in the Lake District and the Tri-City. Nevertheless, too little is done to promote tourist products, with tourism being insufficiently diverse. This makes extension of the tourist high season difficult. Another barrier is the relatively low quality and relatively high prices of tourist services.

Maritime economy

- *Maritime economy plays a major part in the region’s economy.*
- *Many maritime economy enterprises are unstable.*

Pomorskie has a well developed maritime sector. While the region is home to more than half of the country’s maritime industries, employment and this sector’s share in
the region’s overall labour market have been on a steady decline recently. The proportion of maritime businesses in the overall number of businesses in the region is also decreasing.

Pomorskie generates the majority of Poland’s shipbuilding sales. Recent years have seen the dynamic growth of small shipyards building modern shipping units (for example yachts).

In recent years, cargo handling through the regional seaports has been increasing nationally. Still, considering their reloading potential and taking into account Poland’s economic potential, the seaports of Gdańsk and Gdynia should be taking a bigger share of the Baltic cargo handling market.

Despite the fact that many maritime businesses are in an unstable condition, they comprise one of the region’s key industries, and one that generates exports, which other industries would find hard to match over the near future. The efficiency of the maritime economy could be improved by the establishment of a Polish Maritime Cluster.

Agriculture and forestry

- The development of rural areas and agriculture is a major challenge for the Pomorskie Voivodeship.
- The beautiful countryside combined with a plentiful supply of labour creates good conditions for ecological and high-productive agriculture.
- The region has extensive forest areas of high environmental, recreational and ecological value.

When measured by the numbers of working in agriculture, Pomorskie’s agricultural sector is smaller than the average in Poland. The contribution of the agricultural sector to gross value added is much smaller than the number of people working in the sector.

On a national scale, Pomorskie’s agriculture has good sized farms, relatively high productivity of land and labour and the finest soils (Żuławy). In some cases, farming efficiency could be improved by rationalisation and merging.

The region’s agricultural space is well positioned for ecological and high-yield farming, because of its good environmental and soil assets as well as economic and social conditions, including the fact that there are numerous small and medium-sized family farms. Though, the region does not have an organised market for ecological products and regional food products lack of promotion. Agri-tourism is a dynamically developing business for farms. The Pomorskie Voivodeship is one of the country’s leading regions in terms of agri-tourism businesses.
With extensive inland lakes and rivers, the region is suitable for inland fisheries and fish farming. From the second half of the 90’s onwards the importance of sea fisheries has decreased because of, among others, reduction of fishing boats. The Pomorskie Voivodeship has well developed fish market and the main fish processors are located here.

The economic condition of many units working in the agriculture and food sectors is unstable. Most units operate in local markets. The region has modern units prepared to sell processed fish and agriculture products through direct trade from the producers. One of them is the Wholesale Centre for Food and Agriculture, built with public funds. This unit meets the European Union’s food trading standards. The Centre will concentrate on the wholesale trade of agricultural products in the voivodeship and it will be where producers’ organisations sell their products.

There is a permanent increase in forested areas in the Pomorskie Voivodeship. Forestry plays a significant role in the voivodeship’s economic development, particularly because of its potential for creating jobs in economically depressed areas.

**Transport infrastructure**

- **Low accessibility curbs development processes and makes the region less competitive.**
- **The passenger transport system is of poor quality, there are insufficient links between the peripheral parts of the region and the Tri-City and within the conurbation.**

The region’s poor transport system is a major development problem. The western and eastern areas of the region need improved access and better communication links with regional centres and with the Tri-City in particular. Access from the road network to the seaports of Gdańsk and Gdynia is also poor. One of the main problems of developing the Tri-City metropolis is that passenger transport is not integrated across the three cities.

The region’s road network is not made up of first class roads and most of them do not even meet the minimum standards. The condition of roads, bridges and other parts of the highway infrastructure network roads is bad, whilst the level of road safety is unacceptable. Rail links and railway rolling stock fall into disrepair as more and more regional rail services are closed down. Consequently, rail journey times become longer, what makes the railway less competitive than road transport.

However, the level of transport infrastructure within the Tri-City, the main regional transport hub, is increasing. This includes seaports, railway and road links and an international airport of growing importance. Ferry and sea container terminals are
under construction, setting the stage for new, trans-regional, logistics and distribution centres.

**Technical infrastructure**

- **Significant disproportion between urban and rural areas in terms of access to infrastructure.**
- **The region is unsatisfactory in terms of severe supplies of energy.**
- **Pomorskie has significant sources of renewable energy.**
- **The risk of flood is the most significant problem facing some areas.**

Despite significant progress in recent years, the Pomorskie Voivodeship continues to have major disparities between urban and rural areas in availability of infrastructure. This is particularly true of sewer systems and natural gas supplies. These disparities make rural areas less attractive for business and developers and also have a negative impact on the natural environment.

The problems of energy supply are mainly caused by the unsatisfactory condition of medium and low voltage distribution lines, voltage transformation facilities in rural areas, unreliable cables, poor access to natural gas supplies and a high number of inefficient coal-fired heating systems. The level of the region’s security of energy supplies is unsatisfactory, mainly because of its dependence on the national energy supply system. The voivodeship’s resources meet around 60% of Pomorskie’s total energy demand. Renewable energy sources, biomass and wind in particular, constitute an opportunity for the region to improve its energy supply security. These sources are, so far, largely underutilised.

Waste is primarily treated extensively, i.e. by storing in dumps. The majority of waste dumps requires substantial levels of extra funding either to ensure that they meet legal requirements or to close and rehabilitate the land prior to turning them over to other uses, such as cultivation.

In that part of the region which comprises Żuławy Wiślane, the Lower Vistula Valley, parts of the coastal zone and Przymorze rivers catchment, there is a high risk of flooding. In recent years, the anti-flood protection facilities have undergone major improvements, but the risk of flood is still significant. Changes in sea levels, as well as the sea itself, pose further threats to the coastal zones.
Tele-informatic infrastructure

- **Dynamic increase in number of telephones and personal computers per household.**
- **The level of regional infrastructure network of optical fibres is unsatisfactory.**
- **Access to broad-band internet is limited, especially in rural areas, and the costs are high.**

Since 2000, the number of households with a personal computer has doubled. Compared to the rest of the country, the region’s level of computerisation and internet access is far higher. In contrast, when compared with well-developed countries, the region’s level of tele-informatic infrastructure is low. This may become a significant barrier to the region’s social-economic development.

The Pomorskie Voivodeship’s tele-informatic network connection to national and international networks is satisfactory, but should be improved because of increasing levels of data transmission. The quality of optical fibre networks, which enables higher data transmission capacities, is relatively low. At the same time, the existing optical fibre networks have the potential to be better used.

In recent years, the number of internet users has increased, but access to broadband is significantly limited – in many areas it is technically impossible to provide this service. To make matters worse, the costs of internet provision are very high, amongst the highest in Europe. Those living in rural areas, where the costs of infrastructure provision are very high, are in the worst position. However, all public administration units in the Pomorskie Voivodeship have internet access, what is a positive development.

Telephone communications through fixed land lines and GSM are in a better position, despite the fact, that the supply of fixed line telephones is less than the European average. In the recent years a number of telephony users doubled. Only a few rural areas have no access to fixed telephone line. The level of telephone ownership in the cities is double that of rural areas. One of the weakest points in the process of telecommunication development is that the Pomorskie Voivodeship has few different numeric zones, even in the same poviat. The whole territory of the voivodeship is covered by GSM services.

The condition of and changes to the natural environment

- **The environment is an important asset of the region’s development potential.**
- **There is a growing investment pressure on protected areas of natural beauty.**

Pomorskie is a region of exceptional natural and landscape beauty. The full range of
environmental protection legislation is employed in the region, including European Ecological Network Natura 2000 areas of special protection for birds and habitats. With exception of two national parks, there is no guarantee that the protected natural beauty of the landscape will be kept, mainly because of the constant pressure to develop these areas. The system of protected areas is spatially cohesive only in the central part of the region. The voivodeship’s environment has greatly improved over the last 10 years. Coastal waters are much cleaner and are sufficiently clean to be used for leisure purposes. Cleaning inland waters takes longer. There is an unsatisfactory level of bacteriological, physical and chemical pollution in many bodies of inland water (including Zalew Wiślany). Retention capacity is growing very slowly. Generally, air quality is below the maximum limits of pollution. But there are areas where annual average pollution levels are either stable or growing. This is primarily in connection with vehicle noise and air pollution. Air quality has improved mainly as a result of local heating facilities being closed down and/or converted from being coal to ecological fuel boilers. The high costs of conversion from coal to ecological fuel fired boilers are the main barrier to the more dynamic development of ecological heating fuels.

Living standards

- Incomes disparity is increasing.
- The highest crime rate in the country, with consequent negative impact on the region’s image.
- Increasing rates of cancer - causes unknown.

Living standards vary greatly and depend on the development rate of the sub-regions. With development and the region’s transformation, average living standards have improved. But the benefits to the general public have not been distributed equally. Even though household disposable income in the voivodeship is higher than the national average, the number of people who claim benefits from social service is also above the national average. As the income gap between households widens and unemployment grows, social problems and crime, including organised crime, are on the rise. The highest crime rate in the country may reduce the attractiveness of living in the region. It will also affect incomes from tourism and of course has negative impact on foreign investors.

The scarcity of affordable housing is a problem. Low-income households can not afford to buy or rent an apartment on the open market. This problem stops people migrating, either within or without the region, to where work is available. In
addition, the existing housing stock is deteriorating. The housing crisis is affecting the region’s large cities in the first place.

The Pomorskie Voivodeship has a high rate of doctors per 10 000 population. For reasons not fully understood, the region has seen a rise in incidence and mortality of cancer and cardiovascular system diseases. Access to health care is improving, but there are still strong spatial disparities in respect of access to specialist medical services. Much of the medical infrastructure is in need of urgent repair and, whilst old and inadequate medical, diagnostic and therapeutic equipment needs to be replaced.

In addition, as society ages, some hospitals and wards in hospitals will have to provide long-term and day care.

The region’s diversity - problems

- The region has a strong spatial diversity in its development potential.
- The divide between socio-economic development in the metropolitan area and areas outside the cities inhibits the development of the region’s territorial cohesion.
- Underdeveloped infrastructure in villages and small towns is one of the barriers to development in these areas.

The metropolitan area is a very important part of the region, mainly because of its significance in contributing to the process of social-economic development and increasing the region’s competitiveness. In this context, the most severe problems are:

- unsatisfactory level of harmonised development, especially lack of an integrated public transport system and spatial planning co-ordination,
- seaports with poor landwards accessibility, whilst the airport is not used effectively,
- weak infrastructure for organising sport and cultural mass events, despite the presence of important trans-regional cultural institutions,
- increasing level of sub-urbanisation, with insufficient measures taken to rationalise the process.

Since 2003, when it was constituted, the Metropolitan Council of Gdańsk Gulf is working to develop more effective co-ordination between the relevant authorities in areas such as: transport, investments, marketing-promotion and access to EU funding.

The pace of growth outside the metropolitan areas is much slower. Sub-regional centres, which are potential economic and social growth poles, are a key to the development of areas outside the Tri-City. The region’s potential economic and social
centres are: Chojnice with Człuchów, Kwidzyn, Malbork, Starogard Gdański, Tczew and Słupsk, city with much stronger potential than other cities outside the metropolitan area. Economic and social interaction between these centres, based on infrastructural links or coordinated spatial policies, should be much stronger. Another group are poviat towns, such as Kościerzyna, Bytów, Sztum and seaside towns like Ustka or Leba, which are not poviat towns. They could play an important part in the sustainable development of the region, through cooperation between the potential centres described above and the subregions outside the metropolitan area.

Rural areas and small towns account for more than 90% of the region’s space, whilst having less than \( \frac{1}{3} \) of the region’s population. There are severe differences in development levels, the results of specific development policies, local employment and the quality of local infrastructure. The region’s rural areas are undergoing a slow process of bridging these economic gaps. As enterprises grow the disparities in economic activity become smaller. More housing is built in rural areas than in cities, which results in the urbanisation of rural districts, especially areas which are either close to the city or are suitable for recreation purposes. Poorly-developed technical infrastructure and a low level of transport accessibility in much of the region’s rural areas provide the most serious barriers to their multifunctional development; the situation is particularly bad in what is called the “post-state-owned farms” areas. Poor infrastructure (including social infrastructure) not only affects living standards, but also makes rural areas - with economic inactivity, permanent unemployment, social pathology and frustration - less attractive to investors.

Zuławy Wiślane is an area with the most severe problems. It has a rich cultural environment, natural beauty areas and the best soils in Poland. This area needs sophisticated agri-technical treatment, provided with adequate flood protection and be activated socially and economically.

Development areas located in transport corridors present another problem for the voivodeship. One of them is the area through which the VI Trans-European transport corridor runs. This area has opportunities for multifunctional development with its economy based on agriculture and food processing, tourism in sub-regional centres and an innovative production and services sector.

The coastal zone has its own unique character. The tension between the needs of coastal and environmental protection and those of intensive tourism development, all of which are concentrated in this area, may lead to conflicts which are difficult to resolve.
International cooperation

- Pomorskie is an open region, focussed on international cooperation.
- Pomorskie’s involvement in the Baltic Region is best exemplified both by the number of Baltic organisations to which the region plays host and the existence of a dense network of regional partnerships.

Many institutions in the Pomorskie Voivodeship’s are very active in a wide range of international initiatives. There is a dense network of contacts, particularly around the Baltic Sea. Pomorskie is actively involved in cross-border cooperation, the work of the Baltic Euroregion. The active involvement of Pomorskie’s authorities, academies and non-governmental organisations makes the region one of Poland’s most active regions in Community Initiative INTERREG III, particularly in the Baltic Sea Region programme. Thanks to this programme, cooperation between Polish seaside voivodeships, Estonian, Latvian, Lithuanian, German regions and Kaliningrad Region was intensified within the framework of South Baltic Development Zone.

The involvement of the Pomorskie Voivodeship in international and inter-regional activities is increasing. This is amply demonstrated by the regular and frequent promotional events designed to create a positive image of the region abroad. The region’s interests are also furthered through the work of its Brussels Office.

As part of the implementation of the Regional Assembly’s resolutions on international cooperation priorities, partnership agreements were signed with the German states of Schleswig-Holstein and Mecklenburg, Franconia, Limousin region, the provinces of Kalmar, Kronoberg and Blekinge, Storstroms Amtskommune, Kaliningrad Region, Odessa Region, Vilnius Region. There are plans to sign a partnership agreement with Upper Normandy. It is anticipated that these agreements will soon result in tangible and valuable projects. The most essential challenge is to reform international contacts between authorities into international contacts based on economy, culture and young people.
2. SWOT Analysis

The region’s potential

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
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<tbody>
<tr>
<td><strong>Competitiveness</strong></td>
<td></td>
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<tr>
<td>• multi-functional economy</td>
<td>• low employment rates</td>
</tr>
<tr>
<td>• services market prevails and grows</td>
<td>• little outlay on investments, especially on research and development, poor innovation culture</td>
</tr>
<tr>
<td>• good employment structure</td>
<td>• little connection between research and business</td>
</tr>
<tr>
<td>• strong research potential and skilled labour force</td>
<td>• inefficiently used region’s potential for foreign capital investments</td>
</tr>
<tr>
<td>• high level and dynamics of exports</td>
<td>• limited attractiveness for investment and settlement in rural areas</td>
</tr>
<tr>
<td>• well developed maritime businesses</td>
<td>• underutilised cargo handling capacity of seaports of Gdańsk and Gdynia, low developed logistic services market</td>
</tr>
<tr>
<td>• strong economic activity, strong sector of small and medium companies</td>
<td>• exports continue to be product-based</td>
</tr>
<tr>
<td>• extensive business support offer</td>
<td>• lack of integrated system to support enterprises</td>
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<tr>
<td>• wide offer of education on an academic level</td>
<td>• insufficiently diversified tourist offer</td>
</tr>
<tr>
<td>• strong tourism potential</td>
<td>• too little promotion of regional tourist and food products</td>
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<tr>
<td>• suitable conditions for high-productive and ecological agriculture</td>
<td>• poor regional marketing</td>
</tr>
<tr>
<td>• the region’s active involvement in international organisations and programmes</td>
<td>• developing the Tri-City metropolis as one of economic centres of Poland and Baltic Region</td>
</tr>
<tr>
<td>• high urbanisation rates</td>
<td><strong>Cohesion</strong></td>
</tr>
<tr>
<td>• high entrepreneurship rates and population’s economic activity</td>
<td></td>
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<tr>
<td>• high number of NGOs</td>
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<tr>
<td>• relatively young population and low mortality rate</td>
<td>• high unemployment, especially in rural areas</td>
</tr>
<tr>
<td>• relatively high population growth rate, stable inward migration</td>
<td>• spatial disproportions of social and economic development</td>
</tr>
<tr>
<td>• relatively high population mobility</td>
<td>• low education level in rural areas</td>
</tr>
<tr>
<td>• region’s cultural diversity and strong identity of local communities</td>
<td>• educational offer not fully adjusted to the actual market needs; diversity of education quality</td>
</tr>
<tr>
<td>• high rate of population with higher education</td>
<td>• week-invested and in bad condition social infrastructure</td>
</tr>
<tr>
<td>• well-developed net of secondary schools</td>
<td>• deterioration of housing stock</td>
</tr>
<tr>
<td>• high rates of cancer and cardiovascular system diseases incidence</td>
<td>• a high number of communities at risk of social rejection</td>
</tr>
<tr>
<td>• NGOs’ poor financial condition</td>
<td>• high crime rates</td>
</tr>
<tr>
<td>• extensive business support offer</td>
<td>• high rates of cancer and cardiovascular system diseases incidence</td>
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### Accessibility

- coastal location, on the border and at the crossroads of two Trans European transport corridors, proximity of the European Union’s external-border
- a strong transport node, conditions to create logistic centres
- high rate of forestry and green areas in the cities
- unique and diversified places of natural beauty and beautiful landscapes
- rich cultural heritage
- permanent improvement of the environment state
- good conditions for developing energy based on renewable sources (water, wind, biomass)
- poor communication links compared to other regions in Poland and EU
- insufficient transport system and little intraregional integration of transport
- reduced or closed down regional and local railway services
- poor condition of roads and construction units
- rural areas suffer under-investment units in technical, tele-informatic, social and environmental protection infrastructure
- unsatisfactory condition of some inland waters
- extensive waste treatment
- unsatisfactory flood safety
- low level of spatial order and many elements of urban environment
- unharmonised development of attractive natural beauty and tourist areas
- low level of usage of renewable energy sources

### External conditions

#### OPPORTUNITIES

- growth in European and global economies
- strong trend towards global knowledge based economies
- efficient implementation of the Lisbon Strategy in EU
- stronger political and economic role for Baltic Europe, including Poland
- the relocation of production from “old” EU countries to the new ones
- increasing interregional cooperation on both European and national levels
- implementing pro-innovation programmes for national economy development
- support for enterprises and innovation, including support from the European Union funds
- growth of ferry services on the Baltic Sea and improved attractiveness of Polish seaports
- positive effects of Poland’s metropolisation
- implementation of governmental programmes for the re-structuring of traditional economic sectors
- public funds’ decentralisation

#### THREATS

- the North of Poland becoming an economic periphery
- slow economic growth not based on employment creation
- growing competitiveness of fast developing Asian countries
- lack of appreciation for R+D sector in Poland
- emigration of high-skilled labour force
- the decrease of Poland’s competitiveness because of low level of investments for new informatic technologies
- high labour and capital costs and inflexible employment rules
- poor access to attractive sources of financing for businesses
- high taxes and complicated tax system
- slow progress in increasing the institutional capacity to absorb EU’s structural funding on the national and regional levels
- pro-social structural interventions
- strengthening of national centralisation trends
- crisis in Poland’s public finance systems
- Poland’s negative image
### Cohesion

<table>
<thead>
<tr>
<th>Issues</th>
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<tr>
<td>• stronger awareness of the need to improve qualifications</td>
<td>• rising social exclusion and the lack of proper (inclusive) preventative action</td>
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<tr>
<td>• developing training market and other labour market support organisations, including those receiving EU funding</td>
<td>• dynamic growth of working age population, especially in rural areas and sustaining structural unemployment</td>
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<tr>
<td>• possible increase in employment as a result of EU accession</td>
<td>• limited access to education for economic reasons; permanent low level of education in rural areas</td>
</tr>
<tr>
<td>• diversification of economic activity in rural areas</td>
<td>• limited effectiveness of governmental programmes for re-structurisation and supporting re-structurisation of health care system and social service</td>
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<tr>
<td>• the development of the civil society, including non-governmental organisations</td>
<td>• stronger growth disproportions between metropolitan areas and the rest of the region</td>
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<td>• the development of health prophylactics and health care units</td>
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### Accessibility

<table>
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<tr>
<th>Issues</th>
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<tr>
<td>• Poland’s full integration with Trans-European infrastructural network including the idea of the motorways of the sea</td>
<td>• construction of motorways and fast roads in Pomorskie is behind schedule, the North of Poland becoming a transport periphery</td>
</tr>
<tr>
<td>• progressive construction of motorways and fast roads in Poland</td>
<td>• permanent under-investment in railway infrastructure and rolling stock, with the effect of degrading regional railway services</td>
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<tr>
<td>• outlays on railways improvement (modernisation) to complement road transport</td>
<td>• increasing car traffic, pollution and noise</td>
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<tr>
<td>• the increasing importance of airway transport in Poland and Europe</td>
<td>• unsustainable spatial policy</td>
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<tr>
<td>• effective use of renewable energy in Poland</td>
<td>• legal and infrastructural barriers to the use of energy based on renewable sources development</td>
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V. The Vision of the Pomeranian Voivodeship in 2020
The Pomorskie Voivodeship in 2020 will be a significant partner in the Baltic Sea Region – offering unpolluted environment; a high quality of life; development based on knowledge, skills, active and open communities; strong and diversified economy; partnership; attractive and cohesive space; multicultural heritage as well as maritime and solidarity traditions.

A Competitive Region

- takes an active involvement in the implementation of the Lisbon Strategy;
- provides comprehensive conditions for growth, in particular to enterprising, educated and creative individuals and small and medium-sized enterprises;
- has an efficient system for stimulating, transferring and promoting innovation and forward looking attitudes;
- generates high value added goods and services, which are competitive in the domestic and international markets;
- has the capacity to take advantage of the full potential of its resources and industries, including maritime industries;
- has a well organised, efficient and transparent public administration, pursuing sustainable social and economic development, using public-private and public-social partnership;
- is part of international networks for exchange of information and knowledge for research, economic and cultural cooperation; attractive to investors, tourists, students and the current and future population;
- has a strong positive image.

A Cohesive Region

- offers individuals a comprehensive system for educational development, lifelong learning and the improvement of educational qualifications; creates jobs and stimulates employment;
- has an integrated community, offers decent living standards and better conditions for those people, families and communities, who need social help as well as security and health care;
- has a strong civil attitudes and an established culture of public life, which both foster public activity, social partnership, implementing new ideas and risk taking;
• strengthens the identity of all who live in the region (basing on a “unity of diversities” principle), with foundations which are built on respect for the rich historical heritage, the traditions, achievements of the areas of Kashubia, Kociewie, Powiśle and Żuławy as well as maritime and solidarity traditions.

An Accessible Region

• has a good external links through an integrated and safe regional transport system supporting the population’s mobility as well as through an efficient regional tele-informatic system enabling transfer of information and knowledge;
• offers high living standards, good quality natural and cultural environment, energy supply and flood security;
• offers equal access to education, health care, public security, social services, culture, sports and leisure services.
VI. PRIORITIES,
STRATEGIC OBJECTIVES
AND COURSES OF ACTION
The Strategy comprises of 14 strategic objectives in 3 priorities. Strategic objectives are general goals and define the states or processes to be obtained. They are described in more detail under courses of action. The priorities and strategic objectives were based on the Strategy adopted in July 2000 - its evaluation and the progress made so far.

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Priority I. COMPETITIVENESS

To create a strong and sustainable position for the region in Europe by: stimulating enterprises, innovation and new technologies; establishing an active knowledge-based society; improving the region’s attractiveness for settlement, investments and tourism.

Strategic Objective 1
Improved conditions for enterprise and innovation

Courses of action:
1. to support the development of a coordinated business support network enabling access to capital and constantly improving the investment capacity of companies through an efficient system of business, legal and technology information, workforce training and advice, including pro-innovative advice;
2. to create conditions for the development of innovative SMEs by strengthening the R+D sector and more effective cooperation between research and business, including the building of efficient mechanisms for the transfer of innovation, backed-up with infrastructure enabling the creation and development of innovative enterprises;

3. to promote pro-market, innovative attitudes as well as attitudes concentrated on international activity (including exports) and ecological effectiveness among business, science and R&D communities;

4. to create organisational, administrative, legal and financial conditions to encourage establishing of clusters;

5. to create conditions for companies generating high value added, which provide greater job opportunities, especially in service industries;

6. to inspire and support the creation of structures, mechanisms and activities for the development and popularisation of the e-economy and the information society.

**Strategic Objective 2**

**High quality of education and research**

**Courses of action:**

1. to improve education quality in educational institutions, especially at the higher level;

2. to provide a variety of education faculties; to support innovative forms of education (e.g. e-learning) and lifelong education;

3. to support regional specialisation in education, research and new technologies;

4. to export education services to other regions and abroad;

5. to increase institutional cooperation between universities and to develop joint initiatives between educational and research institutions;

6. to create attractive conditions for the pursuit of careers in research and to attract researchers from outside the region;

7. to support informatic infrastructure, ICT based services and applications (e-science);

8. to increase the region’s presence in international research cooperation;

9. to create conditions for an effective cooperation between the education-research communities, public administration and business.
Strategic Objective 3
Development of economy based on specific regional resources

Courses of action:
1. to support profitable branches and enterprises creating employment or enterprises with high employment; to create conditions for innovative industry based on, among others, the region’s traditional industries;
2. to create conditions for the development of maritime industries and cooperating branches as well as logistic services;
3. to support the development of regional crafts, especially based on specific regional resources;
4. to take advantage of specific environmental and soil conditions to develop modern agriculture, including biological and technical development, excluding genetically modified plants;
5. to promote pro-environmental methods of agricultural production and ecological agriculture, especially in the areas of high natural beauty values, as well as growth of agricultural production intended for bio-fuels;
6. to use assets of the natural environment to promote and improve forestry;
7. to support collaboration among agricultural producers and establishing producers associations; further development of infrastructure and concentration of wholesale trade of agricultural products in publicly funded centres;
8. to support fishery development as well as fish farming and processing;
9. to restructure fishery-dependable areas; to support collaboration among groups of fish producers and fish processors and establishing their associations; creating conditions for concentration of wholesale trade of fish products in publicly funded centres;
10. to create and support regional and traditional food products and other regional brands;
11. to protect the historical, cultural and environmental heritage in such a way as to make rational use of it in social and economic development activities through, among others, developing regional culture industry and regional tourist products;
12. to create and modernise tourist and health resorts’ infrastructure, to improve the quality of tourist services, to widen partnership and cooperation in the tourism industry and the growth of an integrated promotion and tourist information system.
Strategic Objective 4
Efficient public sector

Courses of action:
1. to improve the region’s public services for inhabitants and business, including the use of IT (e-government);
2. to create transparent, safe and business-friendly rules for investors and enterprise;
3. to improve the attractiveness and cohesion of investment sites’ offer;
4. to create investment sites and fast growth poles, in particular within the impact zone of major transport corridors;
5. effective and lasting cooperation among different levels of public administration;
6. to create conditions for improved effectiveness of economic, social, cultural and political relations with foreign organisations in Poland and abroad, in particular within the Baltic Sea Region;
7. to create a coherent image of the Pomorskie Voivodeship based on an integrated marketing and communication system.

Strategic Objective 5
Strong position and effective links between the Tri-City Metropolitan Area and other, mainly Baltic, regions

Courses of action:
1. to include the metropolitan area into the international network of other European metropolises, in particular Baltic metropolises;
2. to support networks of cooperation between the metropolitan area and its regional and national surrounding;
3. to improve the institutional and infrastructural potential of the metropolitan area for fair, exhibition, cultural, tourist and sport events for national and international, primarily Baltic, needs;
4. to develop and extend the availability of education, science, culture, health care, administration and other advanced services specific for the metropolitan area;
5. to further the development of metropolitan functions (e.g. aerial and sea linkages, foreign representations, international financial institutions, regular science and cultural events);
6. to join or coordinate projects supporting and strengthening the development
potential of the metropolitan area and actions leading to protection of its ecological systems.

Priority II. COHESION

To help to reduce the disparities within the region in the area of social, economic and spatial development

Strategic Objective 1
Employment creation and increasing labour mobility

Courses of action:
1. to improve the scope and quality of the region’s labour market services;
2. to pursue active labour policies to create employment, particularly in areas with high structural unemployment;
3. to support enterprises, to promote working from home (e-work) and flexible employment practices;
4. to create institutional, organisational and financial framework for growth of employment in non-commercial jobs;
5. to help young people from disadvantaged families gain access to high quality education; to support and develop the wider availability of education and equal opportunities in education;
6. to widespread, improve and diversify the system of lifelong learning, including the launch and support for learning programmes that meet the demographic trends and labour market needs;
7. to create conditions for longer employment activity and labour market re-entering for people finishing therapeutic and re-medial programmes.

Strategic Objective 2
Strong, healthy and integrated society

Courses of action:
1. to build regional partnerships for active social policies;
2. to support actions for re-integration of all groups threatened with of social exclusion;
3. to limit social pathology, through launching and supporting preventative and therapeutic programmes;
4. to provide comprehensive support to families, including creating and developing solutions enabling those with responsibility for child care to work and to develop other social services supporting families;
5. to support different forms of activities, e.g. involving the retired and handicapped;
6. to improve the quality and availability of health care services;
7. to develop preventative health care systems;
8. to support actions for promotion of health and environment-friendly way of living;
9. to improve public security;
10. to support the effectiveness of an integrated regional rescue system.

Strategic Objective 3
Development of civil society
Courses of action:
1. to activate, strengthen and stimulate the launching of networks of non-governmental organisations;
2. to create conditions for social partnership between all organisations involved in the social and economic development of the region;
3. to reinforce the partnership between non-governmental organisations and regional self-government for effective public services; to support the stronger civil involvement in public life;
4. to promote civil attitudes and pro-social activity;
5. to support efforts to strengthen regional diversity and identity, Kashubia, Kociewie, Povišle and Żuławy heritage, the cultivation and development of Kashubian language and local dialects, as well as maritime, historical, including solidarity, traditions;
6. to support cultural development and enhanced access to cultural offer.

Strategic Objective 4
Creating social and spatial processes to improve standard of life
Courses of action:
1. to revitalise disadvantaged areas, degraded urban, post-industrial and post-military areas, the “post-state-owned farm” settlements, areas of cultural value and areas environmentally degraded;
2. to support a comprehensive renewal of Pomorskie rural areas;
3. to rationalise the process of suburbanisation around metropolis and sub-regional development centres;
4. to support the creation of appropriate housing conditions, improving, among other, the population’s spatial mobility.

**Strategic Objective 5**
**Strengthening sub-regional development centres**

Courses of action:
1. to support structural changes in sub-regional development centres, leading to an increase in economic and labour activity within their impact zones;
2. to create an efficient network among sub-regional development centres as well as between these centres and the Tri-City Metropolitan Area;
3. to support the economic competitiveness of the sub-regional development centres in the national perspective.

**Priority III. ACCESSIBILITY**

To ensure the mobility of people, access to services, efficiently safe transfer of goods, information, knowledge and energy through developed infrastructure, which respects the environmental assets.

**Strategic Objective 1**
**Efficient and safe transport system**

Courses of action:
1. to improve the region’s transport accessibility through the modernisation of roads and railways in Trans-European transport corridors crossing the voivodeship; to develop the Pomorskie airport hub with complete usage of the potential of Gdańsk airport and other airfields; to promote new European transport corridor along the coast, regional transport corridors as well as the Tri-City’s seaports – as a transport node in the network of Baltic motorways of the sea;
2. to improve the quality of links between peripheral areas, the metropolis and powiat cities and to improve transport accessibility to sea and air ports;
3. to develop and integrate the passenger transport system, including the introduction of efficient forms of regional transport management as well as creating an integrated public transport system in the metropolitan area;
4. to develop multi-modal transport, including support for coordinated development of trans-regional distribution and logistics centres; to support short sea shipping and inland navigation as well as modernisation of small ports;
5. to improve the region’s transport safety record by creating the appropriate organisational and financial conditions for effective and long-term actions in this field;
6. to decrease the impact of car transport on the natural environment and people, through, among others, alternative (environment friendly) means of passenger and cargo transport, including supporting the development of regional railways, trans-local bicycle and hiking infrastructure.

Strategic Objective 2
Improvement of technical and tele-informatic infrastructure

Courses of action:
1. to reduce infrastructural disparities in the region, particularly those in wastewater treatment systems and gas distribution;
2. to rationalise the usage and protection of water resources; the improvement of drinking water quality;
3. to create an integrated regional system for waste management based on sorting, recycling and other forms of waste utilisation;
4. to limit the impact of the industrial waste dumps on people’s health and environment;
5. to modernise and develop anti-flood facilities, to develop regional system of small scale water retention, a drainage system and precipitation water treatment system; to protect seashores;
6. to improve energy infrastructure and supply systems, to improve the availability of different sources of energy and energy efficiency;
7. to improve levels of energetical safety and to achieve the better use of the region’s energy potential through, among other actions, supporting the usage of renewable energy and launching a local market for fuel and energy;
8. to improve the efficiency of the regional telecommunication services market and to develop a teleinformatic infrastructure and local access networks to supply widespread, fast and safe access to knowledge, services and information through the internet.
**Strategic Objective 3**

**Better access to social infrastructure, especially in structurally disadvantaged areas**

Courses of action:
1. to improve access to educational infrastructure leading to higher education level and coordinated development of sport and leisure facilities;
2. to build, modernise and properly equip health care and social service units;
3. to support cultural institutions and modernise their equipment as well as to create suitable conditions for centres to integrate and activate of local communities;
4. to support the operation and development of integrated information systems for: public administration, education, labour market, culture, health care and social services.

**Strategic Objective 4**

**The conservation and improvement of the natural environment**

Courses of action:
1. to decrease pollution levels and negative impacts on the natural environment, including on surface and underground waters and the air;
2. to strengthen the spatial cohesion and continuity of the region’s protected areas; to improve the spatial cohesion of forests and the protection of the sea environment;
3. to protect bio-diversity, including actions connected with Natura 2000 areas.
VII. IMPLEMENTING THE POMORSKIE VOIVODESHIP DEVELOPMENT STRATEGY
The Strategy implementing process was formulated through the definition of:
1) organisations involved
2) implementation principles (the mission)
3) implementation levels
4) phases, instruments and financial framework
5) interregional development actions
6) monitoring and evaluation principles

1. Organisations involved in implementing the Strategy

The Strategy involves various actions, which are the responsibility of many different institutions. The Self-government of the Pomorskie Voivodeship has an overall responsibility for implementing the Strategy. It will work closely and primarily with: the voivodeship’s local authorities on gmina and powiat level, governmental agencies, academies, non-governmental organisations, business organisations, business support organisations, trade and professional associations, trade unions and authorities of other regions, foreign and international organisations and institutions.

The Self-government of the Pomorskie Voivodeship will coordinate and organise the Strategy implementing process - its statutory powers mean a varying involvement in the implementation efforts. There are three primary levels at which the Self-government of the Pomorskie Voivodeship will become involved in implementation of the Strategy:
1) it will implement its own development projects;
2) it will implement development projects with other partners;
3) it will inspire and support development projects.

A key to achieve success in implementing the Strategy will be the articulation and development of effective methods of partnership between the major partners. The network of institutional partnerships for implementing the Strategy should lead to the creation of more effective mechanisms to develop strategic choices. These choices determine the development of the Strategy and consider the possible courses of action for the Strategy and other strategic documents on local, regional, national and international level. This mechanism should be based on principles mentioned below (the mission).
2. The mission of institutions implementing the Strategy

The mission defines the principles followed by public institutions, particularly the Pomorskie Self-government, as they implement the Strategy. The principles are:

**Principle of Sustainable Development**
The permanent improvement of living standards requires economic development, over the longer term, which adopts balanced approach to social, environmental and spatial needs.

**Principle of People Focus**
In any actions, public authorities have a duty to create conditions for an active involvement of the regional communities and their organisations.

**Principle of Building and Supporting Regional Markets**
Public authorities should concentrate on system intervention to support regional markets – by strengthening and creating them wherever such support is needed. This includes: information, knowledge, energy, capital, labour, transport and real property markets.

**Principle of Public-Private Partnership and Public-Social Partnership**
Public-private partnership and public-social partnership should be used as much as possible to improve the effectiveness of public spending.

**Principle of Territorial Differentiation and Balancing Courses of Development**
Strategic objectives, courses of action and implementing instruments must take account of spatial differences. Regional development policy must be adjusted to local conditions, take account of changes, and balance the effectiveness of concentration and actions designed to eliminate disparities.

**Principle of Coordinated Development**
Strategic objectives and courses of action set out in all regional strategic and programme documents must be cohesive and complement each other. There must be a co-relation between these documents and European, national, local and neighbouring regions' programmes.
Principle of Regional Subsidiarity

The Self-government of the Pomorskie Voivodeship will pursue only those objectives and projects that cannot be implemented at the local level efficiently and to the expectations of the local people.

3. The levels of implementing the Strategy

On the regional level, the implementation of the Strategy will be supported by: The Pomorskie Voivodeship Spatial Development Plan, voivodeship sectoral strategies and voivodeship programmes. The Pomorskie Regional Assembly has adopted the following main strategies and programmes:

- Pomorskie Tourism Strategy 2004-2013;
- Regional Innovation Strategy for the Pomorskie Voivodeship;
- Pomorskie Regional Development Programme 2001-2006;
- Pomorskie Sports Facilities Programme 2003-2006;
- Pomorskie Environmental Protection Programme 2003-2006 including the 2007-2010 perspective;
- Pomorskie Regional Waste Management Plan;
- Regional Operational Programme for the Pomorskie Voivodeship 2004-2006;
- Pomorskie River Programme;
- Pomorskie Small-Scale Water Retention Programme until 2015.

On the regional level, there are many significant documents, which were not adopted by the Regional Assembly, e.g. Regional Programme for Traffic Safety *Pomorskie Gambit*, adopted by the Regional Board of Traffic Safety in 2004.

The strategies, plans and programmes cover different time horizons and contain inadequate financial mechanisms for their implementation. New proposals will be developed as the Strategy implementation proceeds. They will either draw on the current documents or refer to other development efforts in the region. It will be essential to:

- ensure cohesion between The Pomorskie Voivodeship Development Strategy and these documents;
- ensure that there are realistic sources and procedures of funding, or that there are specific, primarily external, sources of funding designed for the programmed measures.

The efficient implementing of The Pomorskie Voivodeship Development Strategy is based on regional sectoral policies (strategies), particularly in fields of:
1. transport system
2. power industry, including renewable sources
3. social integration.

The Pomorskie Voivodeship Development Strategy can be successfully implemented with the support from general development plans, set on the national or the European Union level. These plans are included in different types of medium- and long-term strategies.

On the national level, there are many spatial planning documents, which will have an impact on implementing priorities and strategic objectives. The most important, especially when regarding after 2006 perspective, are:

3. National Spatial Development Policy Concept

Moreover, other sectoral strategies and programmes are being formulated, including the following sectors: rural areas, transport, environmental protection, human resources, social integration, tourism, science, innovation and economic competitiveness. These documents will contain recommendations and arrangements referring to many aspects of the voivodeship’s development.

On the European Union level, the most important social and economic development programme is the Lisbon Strategy, which emphasise the actions concentrated on achieving economic growth and employment creation. To make the Lisbon Strategy more efficient, a National Reform Plan (for growth and employment) will be formulated in every member state. The consistent implementation of this plan may be helpful in reaching the strategic objectives described above in The Pomorskie Voivodeship Development Strategy.

The implementation of the Strategy will be enhanced by local strategies and programmes, which involve local authorities in Pomorskie and other public entities either located or operating in Pomorskie. To improve the efficiency of the implementing process, regional partners should take account of the main courses of action described in the Strategy, while creating their own local strategic documents.
4. The phases, instruments and financial framework

The phases of the Strategy implementation

The process of the Strategy implementation can be divided into three distinct phases which correspond to the European Union programming periods:

1) **accession phase** (2005-2006), it will include a number of projects designed to modernise and develop infrastructure, support entrepreneurship and develop human capital;

2) **cohesion phase** (2007-2013), in this period the region will be much closer to the average social and economic development rates in EU; this will be made possible by running a variety of large-scale, diversified and coordinated projects designed to encourage innovation, education and skills, support businesses and infrastructure;

3) **competitiveness phase** (2014-2020), the region will employ its growth potential from the previous phase and implement projects designed to improve its competitiveness compared to the best developed EU regions and pursue the idea of sustainable development.

The consecutive terms of local self-government are also the important sub-periods in the implementing process. The implementing of the Strategy needs to be a permanent process of fulfilling priorities and strategic objectives.

The major instruments for the implementing of the Strategy

The implementing of the Strategy will be based on the voivodeship programmes and operational programmes (sectoral, regional and international) including financial assets allocation for specific priorities and development actions. Voivodeship Contract may play an important role in implementing process.

**Implementing phase 2004-2006**

The mentioned instruments have their main financial sources in:

- EU Structural Funds, EU Cohesion Fund and other EU funds
- Assets form international financial institutions
- Assets from other states
- National assets and mechanisms (financial contribution from national and self-governmental budget, pre-financing from national budget, the guaranty of the National Treasury, EU Guaranty Fund, Public Investment Development Fund).

**Implementing phase 2007-2013**
No major changes should be expected between 2007 and 2013 in terms of the financial sources for implementing the Strategy. All Polish voivodeships, including Pomorskie, will be covered by the Objective 1 of new EU cohesion policy “Convergence”. It is directed to the most disadvantaged regions, which will also obtain profits from all planned structural funds: European Regional Development Fund and European Social Fund. Cohesion Fund will be directed to Poland as well. Poland will benefit from the cohesion policy and the Common Agricultural Policy and Common Fisheries Policy of the European Union, each with their funding mechanisms - European Agricultural Fund for Rural Development and the European Fisheries Fund.

In this period, the key instrument for implementing of the Strategy will be regional operational programme prepared and implemented by the Self-government of the Pomorskie Voivodeship, supported with EU structural funds. Other important instruments will be operational programmes implemented in Objective 3 of new EU cohesion policy “European Territorial Cooperation”. These programmes will have a borderland meaning, but also international, concentrated mainly in Baltic Sea Region.

Implementing phase 2014-2020

The specification of instruments for implementing of the Strategy and financial sources in this period will be done in the implementing phase 2007-2013.

Financial framework for implementing of the Strategy 2007-2013

In the next, at least, 10 years, the European Union funds will have a significant impact on the rate and direction of structural changes in the Pomorskie Voivodeship. To ensure that funding can be successfully spent, the region must have adequate absorption potential, which means that:
- Pomorskie must be able to supplement European funding with its own funds;
- the development and implementing of operational programmes and projects must be in line with European standards.

Based on research and analysis, the first estimation of the amount of assets for development actions in the Pomorskie Voivodeship in 2007-2013 was done. This estimation contains:
- self-government units’ investment potential – around 11,1 billion PLN
- The European Union structural funds, in two extreme options: a) 5,57 billion PLN; b) 6,83 billion PLN
- private sector assets for co-financing – around 0,1 billion PLN
The estimation takes into account different possible limits of EU structural funds for Poland as well as different possible options of funds’ share for each voivodeship. These approximations depend strictly on presumed indicators, e.g. macroeconomic parameters and the governmental and self-governmental policy on the public funds management.

Total estimated assets available for development actions in the Pomorskie Voivodeship in 2007-2013 will be around 16,7-18,1 billion PLN. It means that self-government’s average annual expenses for development will be three times higher than in 2004.

There is no risk of Pomorskie not being able to provide its own financial contribution to projects, because – according to the estimations – only ¼ of investments capital potential will be directly involved in undertakings co-financed by EU. This is why it will be a key to ensure that the region has the capacity to develop and run comprehensive programmes and projects, truly pro-development and with a sustained positive impact on Pomorskie’s social, economic and spatial situation.

5. Trans-regional Development Actions

Effective trans-regional cooperation should be based on:

- creating and supporting interregional networks of cooperation and information exchange, including strengthening cooperation between cities and gminas and between social and business organisations
- lobbying for co-integrated development ventures and their implementation

Below is an initial outline of trans-regional ventures, including programmes, with an expected significant impact on the Pomorskie Voivodeship, and involving the cooperation of other voivodeships. This outline has an open structure and contains several undertakings:

1. To create zones of accelerated social and economic growth lengthways European, trans-national and interregional multi-modal transport corridors:
   a) VI Trans-European transport corridor (the regions of Kujawsko-Pomorskie, Łódzkie, Małopolskie, Mazowieckie, Śląskie, Warmińsko-Mazurskie, Wielkopolskie);
   b) transport corridor running along the coast as the backbone of the South Baltic
Development Zone (the regions of Warmińsko-Mazurskie, Zachodniopomorskie);
c) interregional corridors through national roads (all neighbourhood regions)

2. **To overcome transport gap in the North of Poland** to improve the key transport links between coastal regions and to improve their internal cohesion as well as to include Polish seaside regions into system of Baltic motorways of the sea and to support the development of short sea shipping and small ports (the regions of Warmińsko-Mazurskie, Zachodniopomorskie).

3. **Integrated coastal management**, the coastal area is under extensive and growing investment pressure and a meeting point for many different economic activities, all of which should be skilfully and comprehensively managed to ensure that they meet environmental requirements (e.g. Natura 2000), coastal protection and development requirements (the regions of Warmińsko-Mazurskie, Zachodniopomorskie).

4. **To overcome the structural problems in disadvantaged areas**:
   a) Lower Vistula Valley and Vistula Delta - Żuławy (the regions of Kujawsko-Pomorskie, Warmińsko-Mazurskie);
   b) Rural areas, especially formerly dominated by “state-owned farms” (the regions of Kujawsko-Pomorskie, Zachodniopomorskie).

5. **To create conditions for the development of a modern maritime industries sector** as an important factor which will influence the development of Polish coastal regions, including manufacturing and repairing ships, boats and yachts; maritime academies and R+D sector; seaport industry and services; transport and logistic services; sea tourism as well as fishery and fish processing (the regions of Warmińsko-Mazurskie, Zachodniopomorskie).

6. **To support the creation of tourist products to span several regions** in the North of Poland, because of its seaside location, continuity of the natural system and joint cultural heritage, e.g. networks of marinas, hiking trails, cycle routes, inland-waters connections, thematic cultural trails (the regions of Kujawsko-Pomorskie, Warmińsko-Mazurskie, Zachodniopomorskie).

7. **To create a comprehensive development of the forests and lakes areas** with their unique features in Europe, their precious and sensitive natural and landscape values (the regions of Kujawsko-Pomorskie, Podlaskie, Warmińsko-Mazurskie, Zachodniopomorskie).

Many of the mentioned above trans-regional challenges also have an international
context. Pomorskie should be focused on cross-border (in particular as part of the Baltic Euroregion) and trans-national cooperation (in particular in the Baltic Sea Region). It should involve the following issues:

a) creating zones of accelerated growth,
b) stopping transport peripheralisation,
c) integrated coastal management, including improving sea environment safety,
d) international (spanning several regions) tourism products,
e) protecting natural and cultural heritage, including improving the continuity of the ecological system,
f) creating conditions for investments, innovations and knowledge-based competitive growth,
g) supporting the development and the cooperation of major cities and towns, including metropolitan growth poles in the settlement system of Baltic Europe.

6. Monitoring and evaluation of the Strategy

An efficient and reliable monitoring and evaluation system is crucial in the process of effective management of the implementation of the Strategy. This system will lead to systematic surveillance (observation) and interpretation (evaluation). Only this way the strategic objectives and courses of actions defined in the Strategy or their implementation mechanisms can be truly verified. With this system, assets (primarily financial ones) can be planned and used effectively and spent on programmes that fit into the Strategy.

The Regional Board is responsible for monitoring and evaluating the Strategy. Revision of the Strategy can be carried out once in the Regional Assembly’s term and should be based on evaluation of the strategic actions’ progress.

The consultative body for the Regional Board will be called the Strategy Committee and it will include members from: Pomorskie self-government units, governmental administration in the voivodeship as well as social and business partners and non-governmental organisations. Organisation and description of the competencies of the Strategy Committee will take place in six months from the adoption of the Strategy.

The system of monitoring and evaluating the Strategy will be built on a cohesive and efficient system for exchanging, obtaining, processing, interpreting and providing data and information in form of reports and graphical presentations using Geographic Information System for the Pomorskie Region. The key element of the system will be a set of efficient and flexible indicators and social-economic criteria,
complemented by analyses and assessments based on, among others, macroeconomic model of the voivodeship’s economy. The general rules of monitoring and evaluation system include:

1. social, economic and spatial data and information operated on a regional, sub-regional and poviats level;

2. ensuring wide dissemination of and enabling access to the final outcomes of the monitoring and evaluation process. This access should refer to all people or institutions it may concern. Data and information format should be appropriate for the needs of users, especially institutions;

3. formal links with experts in external units for the purpose of regular information exchanges, primarily between partners providing data, information and knowledge for monitoring system needs (mainly statistical offices, governmental administration in the voivodeship and other governmental institutions, infrastructure operators, territorial self-governments, development agencies, social and business partners and non-governmental organisations);

4. at least once in every two year period reporting on progress in implementing the Strategy, which will be discussed by, among others, the Regional Assembly.

5. organisation of annual regional conferences on trends, new challenges and desirable courses of regional development.

The continuity and efficiency of the monitoring and evaluation system will be the responsibility of a dedicated unit, within Office of the Marshal of the Pomorskie Voivodeship. The system will be created and systematically developed by this unit, and its organisational, legal and financial frameworks shall be specified by the Regional Board. Within six months of the adoption of the Strategy, the Regional Board will adopt approve the general principles underlying the monitoring and evaluation system.

The monitoring and evaluation system will be a part of wider, regional monitoring and diagnosing system, mainly in the fields of social-economic processes and spatial changes in the voivodeship. It will be connected with GIS and the spatial development monitoring system.

The monitoring indicators are assigned to specific priorities and strategic objectives. The indicators are draft proposals. Their thematic scope, number, definitions, specification, level, links to other activities and information sources will be further identified in the monitoring and evaluation process. Their dynamics will be studied, as well as their references to average rates on different levels (regional, national, European). Below is a basic list of proposed indicators.
Priority I. COMPETITIVENESS

Strategic Objective 1. Improved conditions for enterprise and innovation
1) Number of (active) businesses per 1000 population,
2) Outlays on R+D,
3) Value of GAP/exports per capita.

Strategic Objective 2. High quality of education and research
1) Proportion of people who have higher education qualifications,
2) Number of academy students per 1000 population,
3) Number of inventions/patents registered.

Strategic Objective 3. Development of economy based on specific regional resources
1) Number/area of farms obtaining funds from agriculture-environment programmes/EU Common Agriculture Policy,
2) Cargo tonnages handled in seaports,
3) Number of tourists staying overnight.

Strategic Objective 4. Efficient public sector
1) Areas of investment sites in the region (including rural areas),
2) Value of foreign direct investment,
3) Number of public administration bodies offering e-government services.

Strategic Objective 5. Strong position and effective links between the Tri-City Metropolitan Area and other, mainly Baltic, regions
1) Number of companies with foreign capital,
2) Number of international culture and sports events,
3) Number of international organisations with offices/branches in the region.

Priority II. COHESION

Strategic Objective 1. Employment creation and increasing labour mobility
1) Level/structure of employment,
2) Number of people improving their skills (e.g.: through lifelong learning),
3) Unemployment rate (including long-term unemployment; women and young people unemployment and rural unemployment).

Strategic Objective 2. Strong, healthy and integrated society
1) Number of incidences of cancer,
2) Crime rate (dynamics, level) and crime clear-up rates,
3) Proportion of population claiming social services support.

Strategic Objective 3. Development of civil society
1) Number of non-governmental organisations per 1000 population (including their spatial diversity),
2) Financial value of public tasks completed by non-governmental organisations,
3) Public attendance at national and self-governmental elections.

**Strategic Objective 4. Creating social and spatial processes to improve standard of life**
1) Number of housing estates per 1000 population,
2) Level/structure of employment in rural areas,
3) Number of population/area of revitalised districts,
4) Balance of migration in the cities.

**Strategic Objective 5. Strengthening sub-regional development centres**
1) Structure/level of employment in sub-regional development centres and their impact areas,
2) Number of new businesses in sub-regional development centres.

**Priority III. ACCESSIBILITY**

**Objective 1. Efficient and safe transport system**
1) Travel time from Warsaw, other regional capitals and major poviat cities in Pomorskie to Gdańsk,
2) Share of public transport in general passenger transport,
3) Number/costs of traffic accidents and mortalities,

**Objective 2. Improvement of technical and tele-informatic infrastructure**
1) Proportion of (rural) households with access to sewage system/gas lines,
2) Municipal waste treated (tons)/neutralised/utilised (%),
3) Proportion of households/enterprises with access to the internet,
4) Renewable energy sources share of total energy consumption in the voivodeship,
5) Household/industrial water consumption.

**Objective 3. Better access to social infrastructure, especially in structurally disadvantaged areas**
1) Rate of secondary schools attendance (including rural areas),
2) Number of medical consultations undertaken per 1000 population in health care units,
3) Expenditure on culture and national heritage per capita.

**Objective 4. The conservation and improvement of the natural environment**
1) Gas/dust reduction and industrial and municipal wastewater treated (%),
2) Proportion of investments for environmental protection in total investments,
3) Area of environmental protection zones/arranged green.
VIII. THE POMORSKIE

VOIVODESHIP

DEVELOPMENT

STRATEGY -

STRUCTURE SCHEME
The Pomorskie Voivodeship Development Strategy – structure scheme

<table>
<thead>
<tr>
<th>THE VISION</th>
<th>The Pomorskie Voivodeship in 2020 will be a significant partner in the Baltic Sea Region – offering unpolluted environment; a high quality of life; development based on knowledge, skills, active and open communities; a strong and diversified economy; partnership; attractive and cohesive space; multicultural heritage as well as maritime and solidarity traditions.</th>
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<tbody>
<tr>
<td>PRIORITIES</td>
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<td>STRATEGIC OBJECTIVES</td>
<td>Improved conditions for enterprise and innovation</td>
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<td></td>
<td>High quality of education and research</td>
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Graphical attachments

Map 1. The functional-spatial structure of the Pomorskie voivodeship – model

Source: The Pomorskie Voivodeship Spatial Development Plan, Department of Regional and Spatial Development, OMPV
Map 2. The forecast of the population’s growth in the Pomorskie voivodeship 2003-2020

Source: Department of Regional and Spatial Development, OMPV, based on data from National Statistics Office
Map 3. The number of population with higher education in poviat of the Pomorskie voivodeship in 2002

Source: Department of Regional and Spatial Development, OMPV, based on data from Regional Statistics Office in Gdańsk
Map 4. Unemployment rate in the Pomorskie voivodeship 1998-2004

Source: Department of Regional and Spatial Development, OMPV, based on data from Regional Statistics Office in Gdańsk
Map 5. The number of units supporting enterprises against the entrepreneurship rate in the poviats of the Pomorskie voivodeship.

Source: The Gdański Institute for Market Economics
Map 6. Transport corridors in the Pomorskie voivodeship

Source: Department of Regional and Spatial Development, OMPV, based on The Pomorskie Voivodeship Spatial Development Plan
Map 7. Transport network in the Pomorskie voivodeship

Source: The Pomorskie Voivodeship Spatial Development Plan, Department of Regional and Spatial Development, OMPV
Map 8. Technical infrastructure in the poviats of the Pomorskie voivodeship

Source: Department of Regional and Spatial Development, OMPV, based on data from Regional Statistics Office in Gdańsk