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**Zachodnie**  
Strategia 2030



# ZACHODNIOPOMORSKIE **VOIVODESHIP DEVELOPMENT STRATEGY UP TO 2030**

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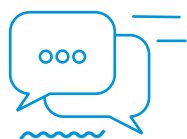
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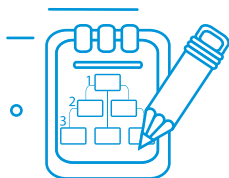


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## FOREWORD BY THE VOIVODESHIP MARSHALL

In today's Poland we are witnessing an extremely interesting phenomenon. We have achieved conditions in which we can feel satisfied with the country's state of development and our status of a modern European society. At the same time, however, the level of satisfaction and participation in this European status varies considerably among Poles. Today, Europe is a big family that has been through a lot and is experiencing difficult changes. It is full of nations that are not perfectly happy with their lot, nations whose leaders are unable to present convincing ideas for the future. With all the hardships that Europe is going through, the people of Poland and West Pomerania do notice improvement in their standard of living, and expect further positive effects of infrastructure development, capital inflows, foreign investments and radical restoration of towns.

Where is West Pomerania today? What have we achieved, what is the actual importance of the change and of the opportunity that it offers? As the Marshal of the Voivodeship, I myself feel the need to define more clearly the effects of actions taken, both in order to identify what has actually been a success and what has not been achieved, as well as to draw relevant conclusions. Not in all fields can this assessment be unambiguous. The local government of the voivodeship is an extremely complex mechanism and when assessing its development, it is necessary to take into account a wide range of conditions that affect activities of the local government itself, and the functioning of its environment. The local government does not have complete freedom in managing the space and property entrusted to it. When achieving our tasks, we are faced with a justified expectation that we could do even more. Certainly, we have not yet succeeded in everything. Hence, in a mature discussion there is still room for determining what requires further expenditure or wider cooperation.

Success does not taste the same to everyone and is not equally available to all. At the beginning of the political system transformation, West Pomerania was in a relatively good competitive position. However, as a result of economic changes and growing marginalization

in the country's development process, the region's assets lost value, and in some areas of life there was an authentic structural collapse. But we cannot endlessly dwell on the past. A decade ago, when bitterness of lost opportunities and stagnation prevailed, we assessed our achievements in one way, while today we look at the present and the future in a different way. Today's challenge is to attract entities capable of using the intellectual and financial potential that we have at our disposal.

We have to want to, and to be able to, answer the question as to where we are heading. This is the question we posed at the outset of our work on updating the Zachodniopomorskie Voivodeship Development Strategy, continuing activities aimed at identifying and specifying our regional smart specializations, and engaging in debates with local governments on their development concepts. Obviously, an important part of our efforts is still dedicated to obtaining and implementing EU funds. The funds constitute a significant financial contribution to the development of West Pomerania, to projects and undertakings that will be the foundation for the region's growth in the years to come.

We maintain balanced and stable development foundations. We seek to multiply with prudence the generated capital that serves as the basis for development (especially for the "blue" and "green" growth). At the same time, we try to keep up with the socioeconomic trends of different parts of the voivodeship and of its inhabitant groups. West Pomerania is an ever better place to live, on a visible growth path, but also with its problems.

West Pomerania is also an opportunity as well as a challenge for its inhabitants and for all those who decide to be actively involved in the region. The place has been named Poland's gateway to Scandinavia, the Baltic Sea and Europe, and thanks to the continuous efforts of the entire community it is doing very well in this role. In this joint effort, the main driving force is the possibility to act in the reality of a modern, ambitious region equipped with numerous development instruments. Regional policy should provide space for setting ambitious goals and achieving them right here, in West Pomerania.

It will be possible to meet West Pomerania's challenges described in this Strategy through the implementation of comprehensive measures on many levels of socio-economic life. Such measures will be aimed at improving the quality of inhabitants' life, strengthening the Zachodniopomorskie Voivodeship's role in cross-border and international relations, increasing the effectiveness and competitiveness of the region's economy, integrating functional areas or adapting local governments to changing socio-economic conditions.

I am confident that the Zachodniopomorskie Voivodeship Development Strategy up to 2030 is a document that our inhabitants, entrepreneurs, local government officials, politicians and representatives of various circles will identify with. Its successful implementation depends on the commitment of all of us.



Olgierd Geblewicz

Marshal of the West Pomeranian  
Voivodeship

## ZACHODNIOPOMORSKIE VOIVODESHIP DEVELOPMENT STRATEGY AS REGIONAL DEVELOPMENT PROGRAMME BASIS

The regional development is a transformation process that leads to the achievement of a better, more advanced state: improving the voivodeship's existing utility values and creating new ones that will enhance its competitiveness; broadening economic development opportunities and creating new and modern workplaces; creating objectively the best possible living conditions for the voivodeship's inhabitants (both locally and regionally); and improving the values of the local and regional ecosystems and spatial order. Directly responsible for planning and programming regional development, the voivodeship's local government places itself as the leader and coordinator of development activities in the region. The regional policy's programme has been presented in the Zachodniopomorskie Voivodeship Development Strategy up to 2030 (ZVDS), sectoral development policies and other programme documents, which together make up the West Pomeranian Development Programming Model (WPDPM)<sup>1</sup> in which the Strategy adopted by the Zachodniopomorskie Voivodeship regional parliament (Sejmik) by Resolution No. VIII/100/19 of 28 June 2019 plays a key role.

The Zachodniopomorskie Voivodeship Development Strategy is an act of choice made from among a broad catalogue of development objectives dedicated to the voivodeship local government's particular areas of activity. The Strategy identifies priority areas for which strategic objectives of the Zachodniopomorskie Voivodeship's development policy have been formulated. Those objectives set out the path to achieve the intended vision of the region's development by 2030. All related sectoral activities that are implemented within the wide area of the voivodeship local government's activity remain consistent with or complement this strategic choice. The mandatory catalogue of development objectives is specified in Article 11 (1) of the Act of 5 June 1998 on Voivodeship Self-Government, and the activities dedicated to them are implemented within the West Pomeranian Development Programming Model.

The Zachodniopomorskie Voivodeship Development Strategy is a document that provides a development programme for an area exceeding the sphere of

direct competences of the voivodeship local government. At the same time, it constitutes an offer addressed to important partners in the region. This offer regards co-operation for the implementation of joint development initiatives, as well as increased efficiency of public funds spending so that it ensures optimisation of development processes and generation of development impulses in the widest possible area. In this regard, the Strategy implementation covers the activity of all West Pomerania's local government units, economic entities creating jobs, social institutions working to improve the inhabitants' quality of life and strengthen social cohesion of the region, universities and research centres whose activity contributes to entrepreneurial discovery of regional smart specialisations, educational and cultural institutions building the inhabitants' competences, or partner institutions of the Western Poland macro-region.

The Zachodniopomorskie Voivodeship Development Strategy is a study that not only sets directions, but also defines the space for action. The document pertains to the voivodeship local government, however, it is the regional local government community formed by all of the voivodeship's inhabitants that constitutes the subject of the strategic programming. The inhabitants' active participation in the Strategy implementation relies on proven cooperation mechanisms, commitment and a sense of co-responsibility for the region. The Strategy was created for all inhabitants of West Pomerania, regardless of their place of residence in the region, their age, the development path they chose or the forms of activity they practise. All these people and communities can find their own unique place in West Pomerania and fill it with their prosperity. The Strategy also serves to ensure that the development and success of each individual contribute to the well-being of the entire community.

Thanks to its structure and the arrangement of the West Pomeranian Development Programming Model, the Zachodniopomorskie Voivodeship Development Strategy can be smoothly adapted to changing conditions, while leaving the necessary freedom to create sectoral development policies and other programming documents.

<sup>1</sup>More in chapter 9.

# 02

## PREMISES AND ASSUMPTIONS FOR THE STRATEGY'S UPDATE

The Zachodniopomorskie Voivodeship Development Strategy up to 2020 (ZVDS 2020) was adopted by the Zachodniopomorskie Voivodeship regional parliament (Sejmik) by Resolution No. XLII/482/10 on 22 June 2010. It was a coherent and comprehensive concept for the region's medium term development which suited the then existing conditions and development challenges. Since its adoption, there have been significant changes in the voivodeship's socio-economic situation that resulted mainly from general development trends in the country and in the region's European and Baltic environment. Consequently, new challenges for the Zachodniopomorskie Voivodeship's nearest future need to be taken into account. At the same time, the general improvement of the standard of living is accompanied by an even more strongly articulated need to dynamise positive socio-economic transformations in the region. Such need results from the desire to both reduce the distance to economically stronger regions in the country and to build growth capital for future generations.

Since the adoption of the ZVDS 2020, formal and legal conditions for conducting development policy in Poland have also changed. The decision to initiate the updating process was prompted, among others, by legal, strategic and programme changes in the country and the EU that took place in that period and were mainly related to the Act<sup>2</sup> on Principles of Development Policy. They introduced into Polish legislation the EU directives concerning the programming of the financial perspective 2014-2020. They also introduced a new instrument of development policy - a territorial contract, i.e. an agreement concluded between the government and a voivodeship that defines the objectives and crucial investments for both sides, and the way they are financed and implemented. The Act also refers to the territorial dimension of the development policy, in particular to the integrated territorial approach and geographical concentration, and it introduces additional terms such as: functional area, area of strategic intervention, and problem area. The statutory provisions are aimed at increasing the connection between the socio-economic and spatial dimension of the regional policy and, consequently, at improving the development management in the regions and in Poland.

The updated version of the Zachodniopomorskie Voivodeship Development Strategy is also a consequence of taking into account the programme proposals included in the strategic documents at the national level, adopted in

the period following the adoption of the ZVDS 2020 and of fundamental importance for the voivodeship development policy: The National Strategy of Regional Development 2010-2020: Regions, Cities, Rural Areas; the National Spatial Development Concept 2030, and the new model of the country's medium-term development strategy - the Strategy for Responsible Development with a prolonged time horizon until 2030. The ZVDS is an element of the national development programming system. In order to ensure the integrity of the approach to territorial development, it is necessary to maintain the coherence of the actions planned and undertaken at the national and regional level and to adjust the content of the ZVDS to the provisions of national strategic and planning documents.

In this context, the need to take into account the dimension of the supra-regional strategy was another factor in favour of the ZVDS update. On 30 April 2014, the government adopted the Strategy for Western Poland until 2020<sup>3</sup> (SWP), with its impact covering Dolnośląskie, Lubuskie, Opolskie, Wielkopolskie and Zachodniopomorskie Voivodeships. The main development potentials identified for this area are location, innovation, research, and cooperation potentials. The SWP assumes that the macro-region's development should be based on, inter alia, creating better conditions for investment and tourism, improving transport links (e.g. modernisation of the navigable route on the Oder, road investments) and investing in energy networks, strengthening research centres, initiating cooperation between them, and adjusting education to the requirements of the labour market. The main development directions set by the SWP remain consistent with the ZVDS and the provisions of the sectoral development policies.

The process of programming the EU's financial perspective for 2014-2020, completed in mid-2015, introduced many important changes to the sources of financing and financial assembly of measures provided for in regional, supra-regional and national strategies. The European Commission has shifted the emphasis of investment priorities towards, among others, the innovation of the European economy, the dynamisation of enterprises' internationalisation, revitalisation and demographic trends. However, the development of public utility infrastructure, tourism or local roads is now outside the strategic spectrum. Therefore, there was a need to define strategic objectives for the voivodeship development as well as adequate instruments for their implementation in relation

<sup>2</sup> Act of 6 December 2006 on Principles of Development Policy (Dz. U. of 2018, items 1307, 1669).

<sup>3</sup> <https://www.mr.gov.pl/strony/zadania/polityka-rozwoju-kraju/zarzadzanie-rozwojem-kraju/strategie-ponadregionalne/>



to programming and allocation of the EU funds in the 2014-2020 and 2020+ financial perspectives. This required appropriate modification of public intervention instruments, reconfiguration of their financing sources and their integration with West Pomerania's strategic objectives. In this context, the ZVDS takes into account a scenario that envisages a decrease in the inflow of EU aid to Poland after 2020 as a result of a gradual alignment of the standard of living in Poland in relation to the European average. This is enabled by, among others, concentration of support on areas with the greatest potential for creating economic growth, activation of local capital, building a broad platform of cooperation for the implementation of integrated projects or a number of instruments conducive to improving the effectiveness of support.

An important premise for the update of the Zachodniopomorskie Voivodeship Development Strategy was provided by the conclusions from the monitoring and evaluation of the ZVDS 2020 objectives and from the development policy conducted in the region. They concerned in particular the size, the directions and the effects of the intervention. They also pointed to the need for a stronger thematic and spatial concentration of the public intervention and for the development of a new standard of strategic documents' preparation and implementation process in the form of the West Pomeranian Development Programming Model.

Due to the above changes in conditions connected with the programming and conducting of the regional development policy, it was necessary to update the region's most important programming document - the Zachodniopomorskie Voivodeship Development Strategy. The updating process was carried out based on the following principles that define the way the local government shall understand and support development, as well as the way of creating a platform for cooperation with partners and selecting projects that contribute to the region's development. These principles are a determinant for defining the voivodeship's development objectives and the practical aspects of operation for the regional local government that implements the Strategy. The respect for these principles proves the local government's maturity in recognizing development challenges:

- **ANTHROPOCENTRISM** – focusing activities on the local community and its specific needs, undertaking initiatives that benefit the local community, its cohesion and internal development; striving to balance investment activities and reduce anthropopressure.
- **SUSTAINABLE DEVELOPMENT** – preserving natural balance and respecting environmental resources while undertaking actions; maintaining spatial cohesion through management and planning that ensure the strengthening of spatial order at every level of local government.

- **PROMOTION OF CITIZENSHIP** – undertaking measures that favour inhabitants' strong activity, including shaping their national, civic and cultural awareness, and reinforcing the desired ecological, health-conscious, entrepreneurial and innovative attitudes.
- **PARTNERSHIP** – intra- and inter-regional cooperation based on mutual trust between actors, implementation of joint projects in public-public and public-private partnerships; partnership as a basic determinant of multi-level development governance at regional level; building and implementing new models of cooperation for the implementation of future initiatives.
- **INTEGRATION** – incorporating individual tasks and products in operational structures and systems within functional areas, the voivodeship and the macro-region; avoiding isolated solutions and products with limited cooperation and modification possibilities, oriented towards meeting narrowly defined needs.
- **DECONCENTRATION AND DECENTRALISATION OF THE IMPLEMENTATION SYSTEM** – as per the principle: „as much states as necessary, as much society as possible”, to support the decentralisation trend; to strive to transfer from the central to the regional level those institutions or structures whose scope of competence corresponds to the tasks assigned to lower levels of the local government and thematic areas related to the local government initiatives.
- **MACRO-REGIONAL DIMENSION** – emphasizing the importance of cooperation at the macro-regional level, using the internal potential of the macro-region and the synergy effect to solve common and similar problems; strengthening the position of individual voivodeships by raising the rank of undertaken actions and competitiveness on the national and international scale.
- **ADVISABILITY AND EFFICIENCY OF INTERVENTION** – in view of limited financial resources and the necessity to choose directions of intervention, to follow the criterion of advisability and efficiency of actions undertaken which, if possible, should be complementary and should generate added value, so as to support the region's long-term development.
- **PROSPECTIVITY** – creating mechanisms and system foundations for future actions that will increase financial independence of local government units and will allow them to avoid dependence on external financial resources in the perspective of 2020+, based, among others, on partnership and integration; ensuring regions' independence with simultaneous multi-level management.

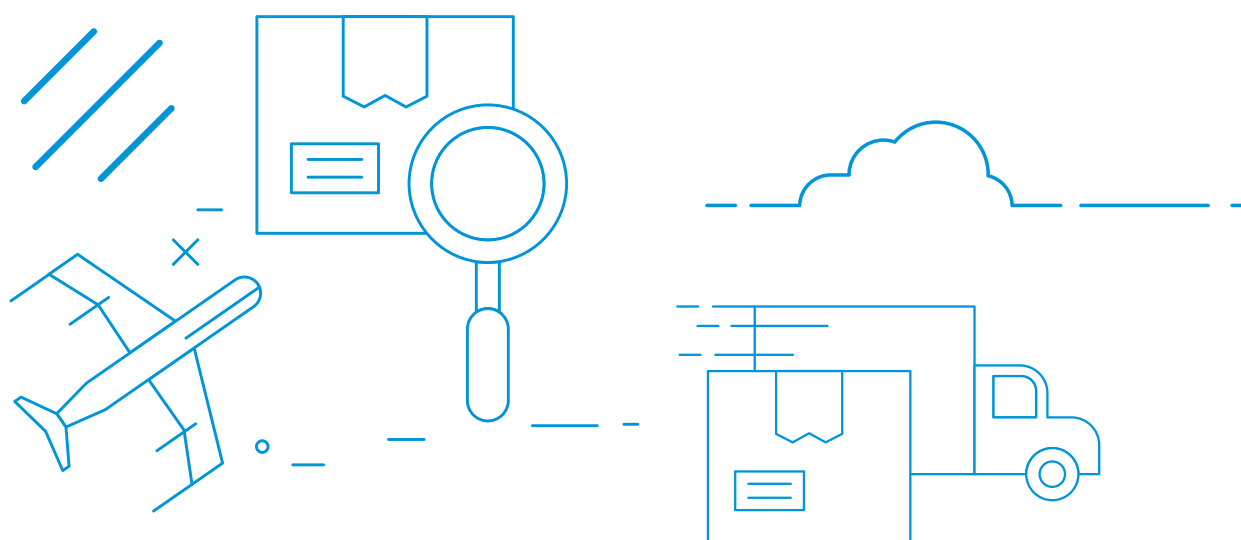
Taking into account the above principles, the Zachodniopomorskie Voivodeship Development Strategy in its new formula is a fundamental element of the programming order and the development policy. At the same time, it consistently contains strategic decisions on the following issues:

- **TERRITORIAL AND FUNCTIONAL CONCENTRATION OF SUPPORT** – geographical and thematic concentration of activities that implies the existence of areas of common potentials and similar problems and the need to adapt support to these conditions. The strategy is aimed at strengthening the impact of local development mechanisms in the intra-regional order as an element of growth of particular functional areas and mutual relations between them. The Strategy's objective is to create conditions for sustainable development of functional areas and to support their internal dynamics.
- **ACTIVATING LOCAL DEVELOPMENT POTENTIALS** – supporting development processes with internal financial resources and other types of potentials cumulated in the local and regional dimension. The local government should focus on educational, informational, organisational and economic activities aimed at unleashing these potentials, involving them in building local economy, local entrepreneurship, cooperative initiatives and other forms of individual and community economic activity. In the case of this intervention direction, it is necessary to rationally distinguish between defined objectives and actions taken, while

being convinced that in order to achieve the desired objectives in the long run, it is indispensable to take the development initiative as quickly as possible.

- **REINFORCING THE DEVELOPMENT POTENTIAL** – within the voivodeship, the local government aims at launching a mode of action and development processes implementation that stimulates the cooperation of various regional actors and favours the optimization of undertaken actions. Therefore, the local government seeks to build competence and willingness to cooperate, and not to accumulate tasks. The aim is to prepare the regional government and entities engaged in cooperation to use existing potentials as fully and effectively as possible, to achieve organizational efficiency and activation potential to support activities undertaken in the region by individual local governments and external entities.

Apart from determining relations between the voivodeship's entities, the Strategy provides directions for interventions in the following areas: balancing the settlement network structure (preserving the settlement structure in the voivodeship to a degree which enables optimization of connections within functional areas, contributes to achieving high quality of life and maintaining due care for excluded and disadvantaged groups); increasing the level of industrialization and technological advancement of the region's economy; focusing on regional and smart specializations; making fuller use of specific potentials and spatial relations; broad cooperation with external entities.



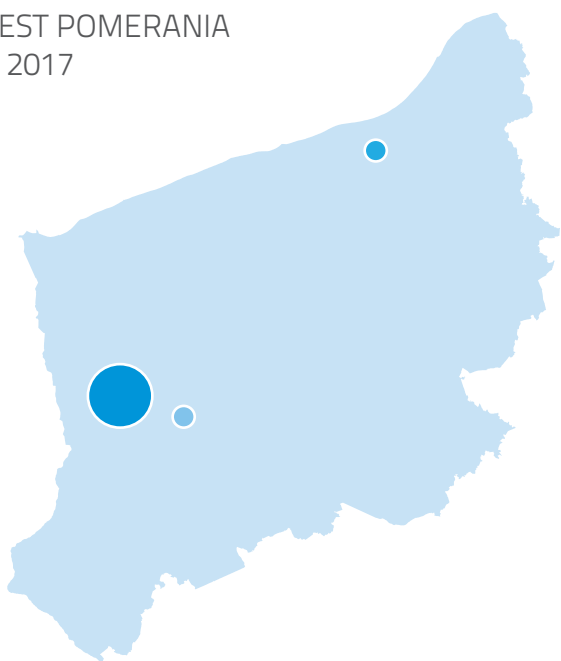
## SOCIAL, ECONOMIC AND SPATIAL CONDITIONS FOR ZACHODNIOPOMORSKIE VOIVODESHIP'S DEVELOPMENT

### DIAGNOSIS

The thematic scope of the diagnosis includes a synthetic analysis of the most important economic, spatial, environmental and social conditions that characterise Zachodniopomorskie Voivodeship. The analysis has been developed based on available statistical data and a number of analytical documents at the voivodeship level.

**1/** Located in north-western Poland, Zachodniopomorskie is the fifth largest voivodeship. It covers over 7% of the country's area and is inhabited by almost 4.5% of Poland's population. The northern and western borders of the region, almost 200 km each, are at the same time the state borders. The maritime border, which is also the south-western coast of the Baltic Sea, is a unique and key development driver for the whole Pomerania. The capital of the region, Szczecin, is also its main administrative, economic and cultural centre with over 400 thousand inhabitants.

### WEST POMERANIA IN 2017



#### 5th LARGEST REGION IN THE COUNTRY

**1.7m** **22 892 km<sup>2</sup>**  
POPULATION AREA



Source: Statistics Poland

**2/** Due to its location, international regional cooperation is of great importance for Zachodniopomorskie Voivodeship. The most intensive are the region's relations with the German border states of Mecklenburg-Vorpommern and Brandenburg, as well as with Sweden's Scania province. Despite a number of activities undertaken in this respect, the level of cooperation with the Baltic Sea regions is still to be tightened, including with Danish regions (mainly Copenhagen and Bornholm), other regions of southern Sweden (including Blekinge), southern Finland (mainly Helsinki-Uusimaa). It is also important to reinforce the voivodeship's cooperation with Berlin, given the city's growing importance as a leading European metropolis with a real impact on the functioning of the surrounding areas, including Zachodniopomorskie Voivodeship. In addition to the mentioned directions, there are also potential areas of international cooperation, such as the Baltic states, the Visegrad Group regions, and Croatia. Of particular importance is the Polish-German cooperation in the following areas: economic and tourist use of the Oder River, cooperation of rescue services, cooperation in the field of spatial planning and environmental protection, development of communication infrastructure, and development of common curricula and educational infrastructure.

**3/** West Pomerania is characterised by unique natural conditions on national scale: the richness of inland water resources (also underground), of which over 150 reservoirs exceed 50 ha; one of the country's highest percentages of forests; and a large protected area (areas under protection, including bird habitats and Natura 2000 areas, make up 46% of the voivodeship's territory, which is the 5th highest percentage in Poland). The voivodeship's particularly unique environmental heritage is protected in the Wolin National Park, the Drawno National Park, 7 natural landscape parks and over 100 nature reserves of protected landscape areas. In comparison with the rest of the country, West Pomerania's natural environment, including air, is exceptionally clean, as the region boasts one of the lowest levels of pollution in Poland.

**4/** The factors influencing the voivodeship economy include its location (coastal and near the border), development potential of the main centres and their functional areas – Szczecin Metropolitan Area and Koszalin-Kołobrzeg-Białogard Functional Area with attractive investment areas for the location of new enterprises, and industrial processing plants concentrated mainly in economic activity zones. The population's high economic activity makes



West Pomerania a good starting point for development in the Baltic Sea region and the macro-region of Western Poland. Specific natural conditions determine the development of certain areas of the economy, especially those based on the blue economy, covering all activities related to maritime economy (manufacturing activities and related transport branches) and the green economy<sup>4</sup>, oriented towards improving the quality of human life while reducing threats to the natural environment, including tourism, agriculture and forestry, production of energy from renewable sources – in each case characterized differently than those having place in the whole Poland.

**5/** The fall of many industrial plants important for the region's economy, including the Szczecin Shipyard, made West Pomerania the slowest developing Polish region at the beginning of the 21st century. In 2000, the gross domestic product per capita in the voivodeship was equal to the national average, whereas in 2013 it was only 84% of the average value. It was only in 2014 that the GDP growth recorded in the region was the third highest in the country. West Pomerania's investment expenditure per capita is among the lowest in Poland. The expenditure volume, particularly low in the private sector, is one of the most serious challenges for West Pomerania's local governments, and an area to which public intervention could potentially be applied.

**6/** The development of the region's economy depends largely on properly functioning transport, especially at the junction of land and water. The region is seriously affected by poor intra-regional and inter-regional transport accessibility due to its peripheral location in relation to the capital and other country's regions, which was also recognized in national documents. At the same time, the main European growth centres are by far more easily accessible from West Pomerania than from other Poland's regions.

In recent years, Polish ports' transshipment has been dynamically increasing. This also applies to the Szczecin-Świnoujście port complex, which is recording better and better results in the cargo segment. In 2017, the ports of Szczecin and Świnoujście handled approx. 25.4 million tonnes of cargo (including the cargo units' kerb mass). The development of the port complex will be further accelerated in connection with the investments to deepen the shipping channel to 12.5 m that are about to be implemented, and projects related to the construction or modernization of access infrastructure on the land side. The Świnoujście port is the

leader in ferry transport (among others due to its proximity to the Swedish Scania). The port handles two thirds of the Polish ferry traffic on the North/South route.

The region boasts the most convenient system of inland waterways in Poland, connecting the ports of the mouth of the Oder River with the European Union's countries, particularly with Germany. However, the current state of water engineering facilities and infrastructure intersecting with the Oder Waterway (road and rail bridges) does not allow for the full use of the river's transport capacity for transport to the south of the country.

The voivodeship is crossed by international and national transport routes from north to south and from east to west. Szczecin is the hub where most of them intersect. 4 out of 13 national roads crossing the region and included in the TEN-T<sup>5</sup> network keep obtaining expressways parameters on ever longer sections. In the case of the S6 expressway, this will enable the connection of Szczecin, Koszalin and centres of supra-regional importance and will connect them with the region, as well as create a convenient system of roads along the Baltic coast (seaside communes and health resorts will become more accessible for tourists). Traffic on the voivodeship roads is only slightly lower than the national average, but it is characterised by a very high variability and dynamics during the year. This applies to roads of all categories, especially in the coastal zone, burdened with seasonal and weekend transit and tourist traffic. The central and eastern part of the region has limited transport access both to the voivodeship capital and to other major urban centres. Apart from the investments related to the S6 expressway mentioned above, of key importance for the region are also investments related to: the S3 expressway (in the north – connection to the ferry terminal in Świnoujście, and in the south – connection to the Czech motorway network), the S11 expressway (providing transport access to the voivodeship's eastern part), and the western ring road of Szczecin connecting the western and northern districts of Szczecin and Police through the Police-Święta tunnel with Szczecin-Goleniów Airport.

The density of public roads and railway network is slightly lower than the average in Poland. This results from the voivodeship's large area, lower population density and the nature of the settlement network. Public roads and railway lines do not sufficiently solve the problems with transport accessibility within the region and in relations with the rest of the country. The quality of

<sup>4</sup> Growth based on blue and green economy: **green economy** – an economy that implements sustainable development goals and is related to such areas as: development of clean technologies, renewable energy sources, improvement of energy and material efficiency, sustainable transport, waste management and recycling, sustainable use of land, water, forests, sea fisheries, and ecotourism, but also to changing the consumption and production model to a more sustainable one, and to creating green jobs, **blue economy** – an economy that uses the potential of the ocean and seas for economic growth and job creation; it covers all sectoral and cross-sectoral economic activities related to the oceans, seas and coasts, but also indirect auxiliary activities necessary for the operation of maritime sectors.

<sup>5</sup> In accordance with Regulation (EU) No 1315/2013 of the European Parliament and of the Council of 11 December 2013 on Union guidelines for the development of the trans-European transport network (TEN-T) (OJ L 348, 20.12.2013, p. 1-128), the voivodeship's system of transport links that form the TEN-T network consists of: roads: S3 and A6 (core network) and S6, S10 and S11 (comprehensive network), railway lines: E59 (core freight network on the section from Świnoujście, passenger network on the section from Szczecin) and C-E-59 (comprehensive network) and line no. 202 (comprehensive network), as well as the Oder Waterway (core network on the section from the entrance to the Oder-Havel Canal to the border with internal sea waters). The ports in Szczecin and Świnoujście are elements of the inland and maritime core network, while the port in Police is an element of the comprehensive network. The airport in Szczecin-Goleniów belongs to the core air transport network. Moreover, Szczecin has been indicated as an „urban node of the core network”.

roads is average and similar to the rest of Poland, while railway lines, especially in some sections where speed limits are applied for safety reasons, require modernisation. Lines parameters limit the possibility of arranging an effective timetable. The challenge is not only to restore railway connections, but also not to eliminate some of them. Thanks to the fastest renewing rolling stock in the country, there has been a noticeable return of passengers to railway transport on the operated lines.

In the context of West Pomerania's seaports, the most important railway lines are CE59 and E59, running from north to south and providing access from Silesia to Szczecin and Świnoujście, among others. Police Port, Poland's fifth largest port in terms of cargo turnover, is not connected to the network of major railway lines.

The potential of the Szczecin-Goleniów airport, which belongs to the basic network of the country's airports, is used to a very limited extent. In Poland, the use of air transport is three times lower than the European average, and in West Pomerania, it is four times lower than the Polish average. This is caused by several factors, including the proximity of airports in Berlin, and for a part of the region – also in Gdańsk and Poznań (in each case with a wider range of destinations) and still insufficient coordination of transport connections with the airport. Providing coordinated and comprehensive airport accessibility from as large a part of north-western Poland as possible and from neighbouring German districts is one of the most important challenges. In the region, there are also two airports belonging to aeroclubs, two air rescue bases, four active military airports and a dozen or so of ex- military airports retired from use.

**7/** The key branch of the West Pomeranian economy is the broadly understood maritime economy. As a result of organisational transformations and new infrastructure investments, the water-related metalworking industry is being developed, including the construction of specialist large-size structures. Shipbuilding is developing in the region, and the growing demand for shipbuilding and ship repair services goes together with the support instruments introduced at the national and regional level, as set out, among others, in the Strategy for Responsible Development. Also the yacht industry is reviving. In the field of ship operation, Szczecin's Polska Żegluga Morska (Polish Steamship Company), which owns over 60 ships, is a leader on a European scale. In total, nearly 100 vessels of nearly 2.5 million DWT are registered in the voivodeship. The region concentrates over 80% of the quantitative potential and almost 90% of the tonnage potential of the Polish maritime transport fleet. Despite the constant growth, the total cargo turnover of West Pomeranian ports constitutes an increasingly smaller share in the turnover of all Polish ports (currently 1/3). Świnoujście systematically increases its share in the turnover, while smaller transshipments are recorded by the ports of Police, Kołobrzeg, Darłowo and Stepnica.

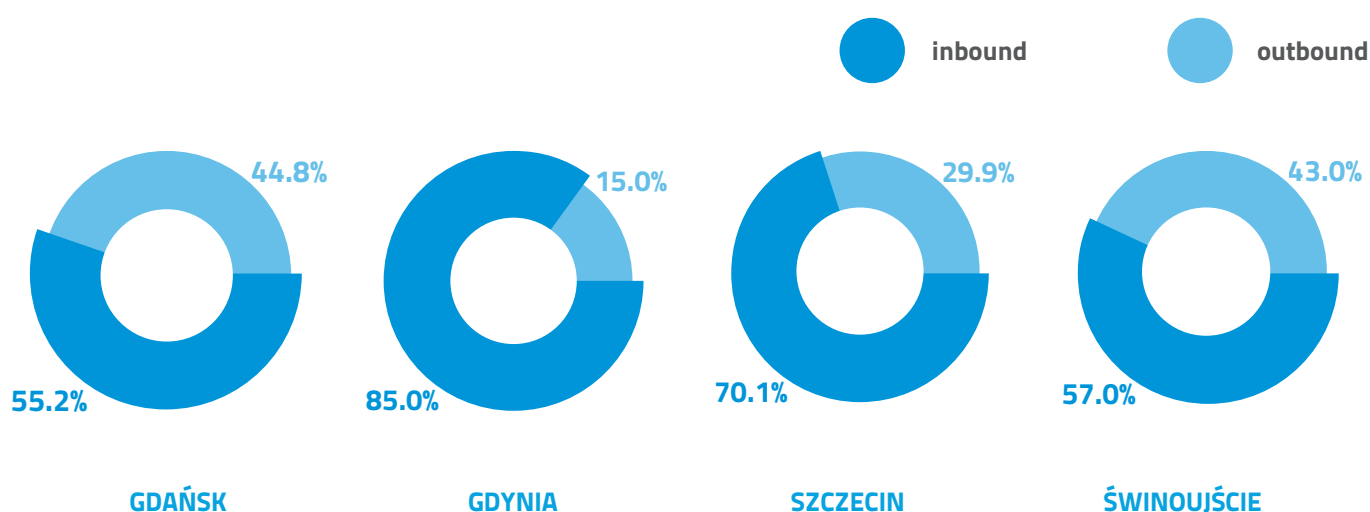
Poland's leader in passenger traffic turnover is the port in Świnoujście, which handles nearly 1 million passengers annually (over 55% of all maritime passenger traffic in Poland). West Pomerania is particularly predestined for the development of multimodal transport networks. It is one of the few regions in Europe where sea, rail and road routes connect with inland navigation routes, whose axis is the Oder Waterway, an important channel for transport over very long distances from Scandinavia to the south of Europe. Inland waterway cargo transport in the voivodeship is the largest in Poland and remains at a stable level (over 0.5 million tonnes per year), but with a declining trend. Further development of this form of transport depends on the improvement of rivers navigability, mainly on the Oder Waterway, including the improvement of its Czech sections together with its future connection with the Danube River.

The number of economic operators in the fisheries sector has been continuously declining in recent years, but the quantities caught are on a par with or even above the previous levels. In the region, 1.4% of entities (over three thousand) have been classified as maritime economy entities. Only in Pomorskie Voivodeship this percentage is higher (2.4%). Directly, without counting further partners, almost 25 thousand people are employed in maritime economy in Zachodniopomorskie Voivodeship.

**8/** Thanks to the richness of the region's unique natural assets (e.g. the abundance of reservoirs and adjacent vast forest and protected areas) and its cultural resources, tourism is one of the most important economic sectors of West Pomerania. The high potential of health resorts and the country's largest, diversified tourist accommodation offer (concentrated mainly in the coastal zone) as well as good accessibility for tourists make Zachodniopomorskie Voivodeship an absolute national leader in the field of tourism. The number of overnight stays (both of domestic and foreign tourists) per 10,000 inhabitants exceeds the corresponding values for two-three other most popular voivodeships taken together. West Pomerania accounts for 1/6 of all overnight stays provided in Poland and 1/5 of all overnight stays provided to foreigners. The number of collective accommodation facilities per 10,000 inhabitants is three times higher than the country's average, and the number of places offered by them corresponds to 1/6 of the entire national potential. Accommodation offered is of a very high quality. The utilisation rate of accommodation places is also the highest in Poland (it exceeds 50% and is by over 11 percentage points higher than the average in Poland), which is a sign of high profitability of hotel activity in the region. The percentage of hotel and restaurant workers in total employment (3%) is also the highest in Poland. The duration of tourists' stay in Zachodniopomorskie Voivodeship is by far the longest in the country, indicating that tourist traffic in the region is focused on holiday. It is West Pomerania that tourists most frequently choose to spend their long annual leave.

## MARITIME ECONOMY

### Transit cargo structure of Polish seaports in 2017



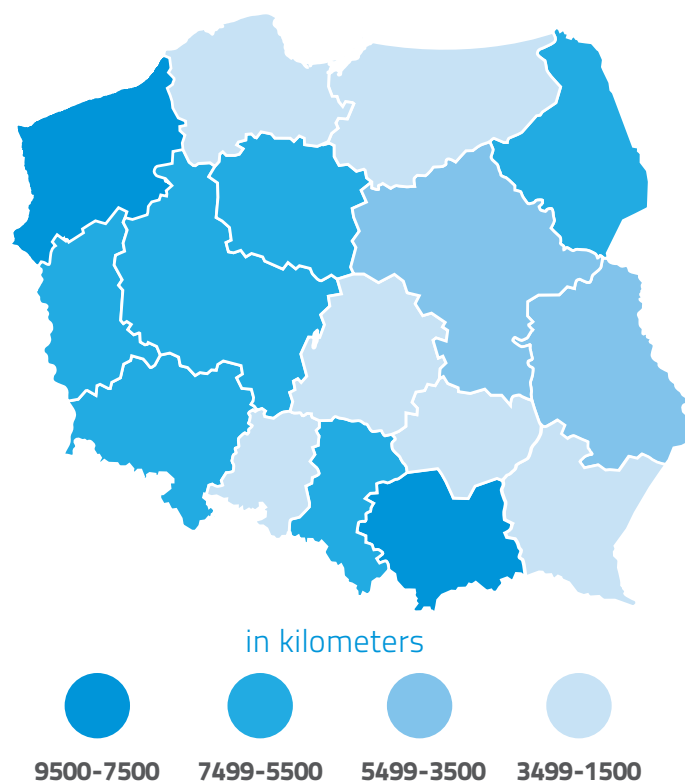
Source: Statistics Poland

It is important that despite the region's domination in terms of tourism as compared to the rest of the country, there is still a huge potential for tourism development in the whole region without endangering the quality of the environment. The south-eastern part of the voivodeship, i.e. almost the entire Pomeranian Lake District (Pojezierze Pomorskie – the second largest lake complex in Poland after Masuria), remains unused for tourism. This area comprises over 1,600 lakes of more than one ha each. Apart from water tourism, also active tourism finds here ideal conditions for development. These are provided by green areas surrounding the reservoirs – forests and parks crossed by bicycle, horse and hiking trails, or routes to practice the increasingly popular discipline of Nordic walking. The varied terrain together with numerous green areas allow for the development of golf tourism, and the region's significant cultural resources allow for the tourist use (including year-round) of trails based on history, cuisine, historical recreation and fishing. Thanks to these advantages, the high season in West Pomeranian accommodation facilities is gradually extended, which indirectly affects other areas of the region's economy, including trade, services, transport and construction.

**9/** West Pomerania's agriculture is characterised by a large area of farms, the lowest percentage of agricultural workers in the country, a high degree of mechanisation and the best conditions for large-scale production. Due to constant changes in the farm structure, their average size exceeds 30 ha and is three times higher than the correspondent value for the whole country, even higher than the EU average. There is a decrease in the number of the smallest farms of up to one ha of agricultural land and a significant increase in farms above 100 ha. Their number already exceeds 1 600, and their size, as nowhere else in Poland, allows them to specialise, concentrate production, use economies of scale, generate high income, and

disseminate best practices for large farms. Zachodniopomorskie Voivodeship is the third largest exporter in the agri-food sector among all regions in Poland. The share of agri-food products export in the region's total export amounts to almost 20% and shows an upward trend. Only Mazowieckie and Wielkopolskie Voivodeships achieve higher values of trade. On the other hand, the voivodeship's agriculture is characterised by orientation towards plant

### LENGTH OF TOURIST TRAILS IN 2016



Source: Statistics Poland

production, very low value of animal production in the agricultural production structure and the region's low share in animal population. A very low level of agricultural processing is also typical (which results, among others, from to a very small number of agri-food processing plants), which translates into almost the lowest in Poland effectiveness and competitiveness of the West Pomeranian agricultural sector. West Pomeranian farmers' very high activity in organic cultivation and production provides an opportunity to change this situation. The region has the highest percentage of area allocated to organic production, characterised by high profitability of production, but the investments in processing activities are still too small.

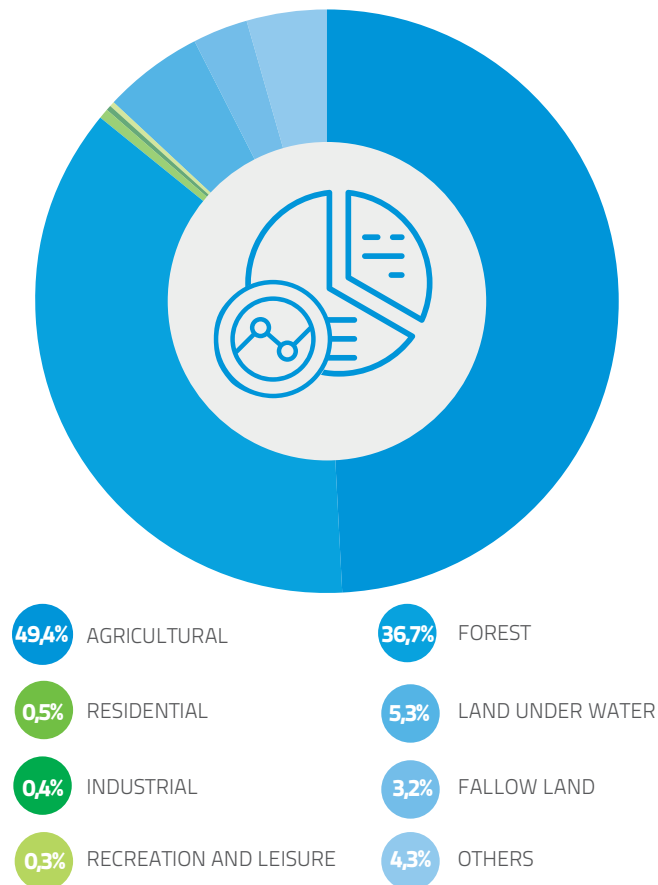
**10/** For the fourth most forested voivodeship in Poland, forestry is an important branch of the economy. West Pomerania's forest land corresponds to 9% of the forest land area in Poland, which accounts for almost 11% of the country's timber harvest (the largest share in Poland). The region is also characterised by the largest wood resources in Poland. The industrial use of forest is very high – more than 1/4 of the domestic consumption of sawn timber takes place in Zachodniopomorskie Voivodeship. Moreover, the region is the country's absolute leader in terms of production of fibreboards and hardboards (half of the domestic production), and it is on the 4th place in Poland in terms of consumption of particleboards and production of paper and cardboard. West Pomerania is also at the forefront in terms of the purchase of base forest products (15% of the domestic purchase of mushrooms and over than 1/4 of forest fruits). However, insufficient development of the production-support infrastructure means that food processing industry based on forest products plays a marginal role on the national scale.

**11/** Since 2012, the labour market in West Pomerania has been significantly improving. This trend is much stronger than the national average. Between 2012 and 2018, the region moved from the 15th to the 10th place in the country in terms of registered unemployment. The decrease in unemployment observed in recent years concerned the districts of the following towns: Goleniów, Szczecin, Police, Myślibórz, Świnoujście and Koszalin, i.e. the most industrialized areas.

Irrespective of the counting methodology (LFS, registered), unemployment among young people is one of the lowest in the country, which means that there are very good prospects for improving the indicators in the coming years. The voivodeship labour market is more exposed to seasonal fluctuations than in the case of other regions, which is particularly visible in tourism, agriculture and construction. According to the registers of district labour offices, the region's most numerous category of out-of-work people is constituted by the long-term unemployed (over 1/2) and people over 50 years of age (almost 1/3). In the south and east of the region, high structural unemployment affects areas of former state-owned farming estates, which have suffered from negative consequences of the political

transformation. In these areas, the economic activity rate is the lowest in the country, as is the employment rate. The strong point and at the same time an opportunity for the voivodeship labour market is one of the country's highest shares of people employed in the service sector, with a low level of employment in agriculture. Zachodniopomorskie Voivodeship labour market is characterised by a deep imbalance of labour supply and demand, particularly in the district structure. One of the key development barriers of West Pomeranian enterprises is the lack of suitably skilled workforce, or even the lack of workforce in general. Almost half of West Pomeranian industrial companies report that a shortage of workers is a barrier to their business activity. The same number of companies point to the shortage of skilled workers. Apart from the exceptionally low level of unemployment, this situation also results from the mismatch between employees' competences and qualifications and the needs of entrepreneurs (which concerns not only vocational education). The above is also influenced by the fact that the inhabitants of West Pomerania have one of the lowest economic activity rates in the country. Despite the passage of years and a number of measures undertaken, negative consequences of economic changes, closing of some industries and employment reduction, which had a decisive impact on the structural character of unemployment, are still felt.

#### BREAKDOWN OF LAND USE IN ZACHODNIOPOMORSKIE VOIVODESHIP as at 31.01.2017



Source: Statistics Poland

The value of the employment rate in the 15-64 age range in West Pomerania is the third lowest in Poland and does not exceed 60%. However, in recent years the rate value in the region has been growing faster than in the rest of Poland. On the other hand, the number of employed per 1,000 inhabitants is growing at a slower pace than the national average and still does not exceed 200 people (in Poland it is over 230 people). The offer of vocational education in the region has not yet been adjusted to the current and future needs of the labour market, which partly translates into the structure of unemployment.

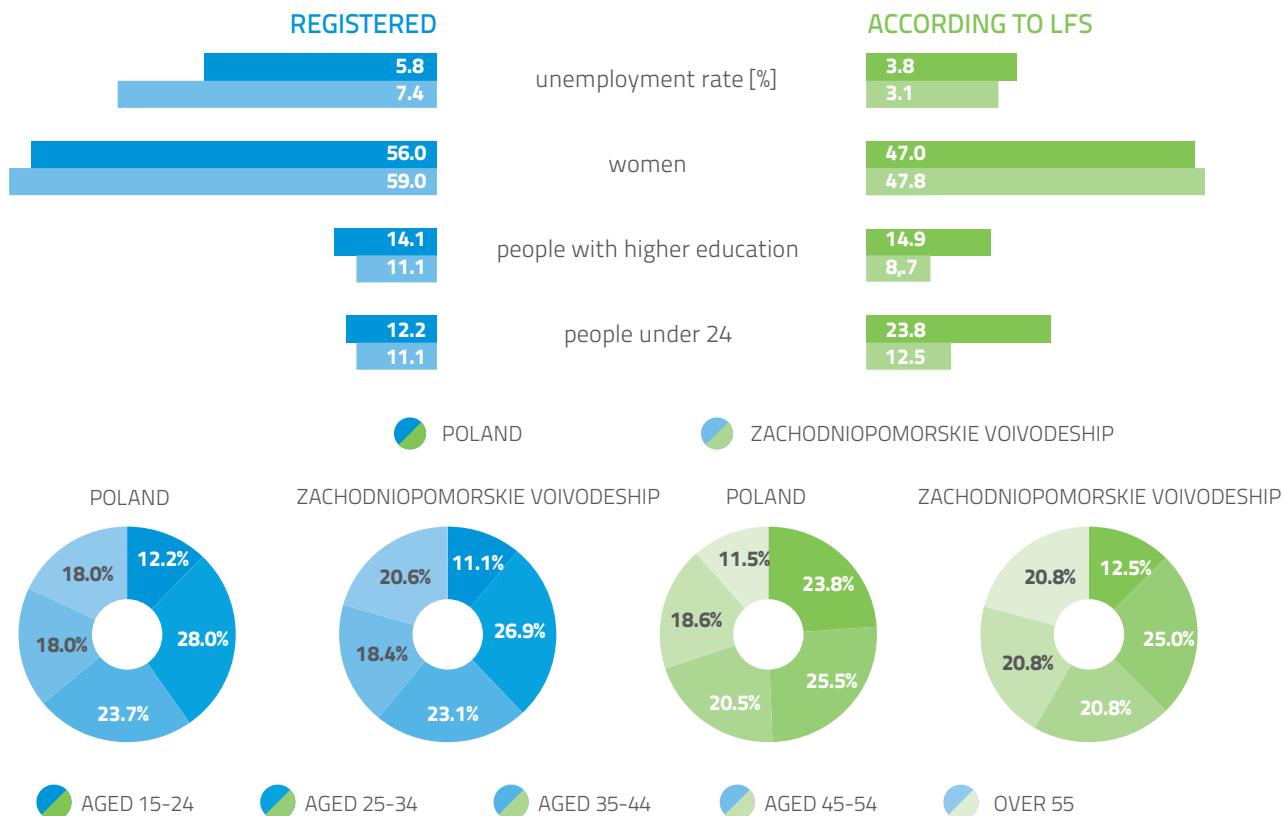
The structure of the labour market in the region is influenced by a relatively small number of large enterprises and production plants and a predominant number of small and micro businesses (in many cases this does not directly mean entrepreneurship, but self-employment, which often reflects artificial lowering of costs by larger entities), as well as a high level of seasonality (related to the important role of the tourism sector, especially in the coastal zone and its surroundings).

The voivodeship is ranked sixth in Poland in terms of average gross monthly salary.

**12/** West Pomerania is constantly at the forefront of other regions in terms of entrepreneurship. For every 10 thousand inhabitants of Zachodniopomorskie Voivodeship there are almost 1,300 national economy entities registered in the Polish Business Registry (REGON). It is only in Mazowieckie Voivodeship that this indicator reaches a higher value. The structure of entities according to size classes is dominated by micro and small enterprises, which constitute 99% of the total number of economic entities. They employ 1/3 of the total number of employees in the voivodeship. The number of micro-enterprises per 1,000 inhabitants is by 1/5 higher than the national average.

The share of private sector expenditures in total investment expenditures is low compared to other regions. In West Pomerania it amounts to 52%, while in Poland - to 62%. The domination of micro and small enterprises, having mainly a service profile, is a barrier for the region's economy and prevents it from achieving the desired level of expenditures on innovation and increasing the general investment capacity. Moreover, it does not help the formation of productive economic links and networking, and consequently does not foster the increase

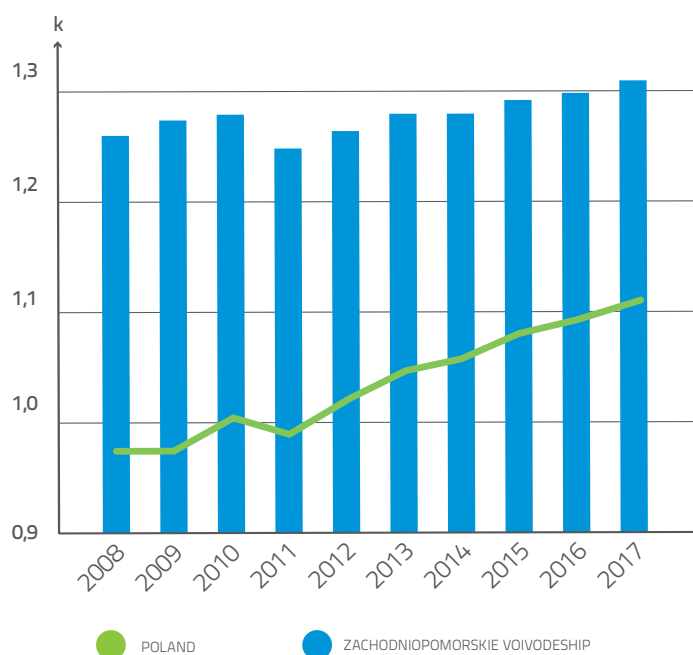
## UNEMPLOYMENT, 4Q2018



Source: Statistics Poland

of competitiveness of the region's economic system. The shortage of medium and large companies, including state-owned enterprises, is maintained and even deepened in some sectors. Therefore, the region's economy is characterised by limited opportunities for capital development, increasing expenditures on innovation and building strong cooperative links and cluster structures. The number and capitalization of companies listed on the Warsaw Stock Exchange is lower than the average for Poland.

## ENTERPRISES PER 10K INHABITANTS



Source: Statistics Poland

It should also be stressed that as a result of changes in ownership, consolidations and acquisitions (relocation or closure of headquarters, also in state-owned companies), the capital of the voivodeship – Szczecin – is losing jobs and its supra-regional character. As a consequence, the region's position in the country is also weakened.

The main trade partners for West Pomerania entrepreneurs are European countries, among them: Germany and Denmark, as well as France, Sweden, Great Britain and Norway, which is largely influenced by the region's geographical location. The voivodeship's highest export revenues come from the following industries: chemical, wood and furniture, agri-food, and transport and logistics. The city of Szczecin and the Goleniów district have the biggest share in export. In total, they generate over 50% of export revenues for the region. At the same time, the voivodeship's export corresponds to only 3% of the share in the Polish export. Despite many advantages, West Pomerania's potential is still not being sufficiently used realized in inter-regional relations of the Baltic Sea region. Also economic and social cooperation with the Berlin agglomeration and the German states is not intensive enough.

**13/** In innovation rankings, the distance between Zachodniopomorskie Voivodeship and the best regions in the country and abroad is still significant. The share of expenditures on research and development in GDP in the region is three times lower than the national average and about ten times lower than the EU average. Generated innovative resources are characterised by an uneven distribution. The R&D sector is dominated by public higher education institutions, which receive almost 80% of expenditure on research and development activities and employ the majority of research and development staff in the voivodeship.

Most often, enterprises use solutions and ready-made technologies proven in Western countries or in other regions of Poland. The average share of innovative companies in the total number of enterprises places the voivodeship on the 13th position in the country. The value of this indicator is constant or even decreasing, which proves that the support from structural funds offered so far in the perspective of 2007-2013 and 2014-2020, similarly as in the whole country, did not contribute to the increase in the percentage of companies undertaking innovative activity. The infrastructural environment of innovative activity in the voivodeship is still in the phase of creation and adjustment to the European Union standards.

Cooperation of business and the R&D sector in the region is not strategic in nature or oriented towards long-term development of innovations. While entrepreneurs are becoming increasingly aware of the role of innovation as a factor ensuring the maintenance of the company's competitive position, activities in this area are not undertaken systematically, which limits the possibilities of such cooperation.

The small number of large enterprises does not help increase private expenditure on innovation and R&D activity, since it is them that are potentially able to bear on their own the expenditure related to the research process or to the creation and maintenance of the necessary infrastructure. Concentration of research works mainly in two centres of the region (Szczecin and Koszalin) is an additional barrier, as it limits the innovative possibilities of companies operating in the remaining area.

The region does not have a coherent system of institutions supporting innovation and technology transfer, which – as in Western Europe – would accelerate the diffusion of innovative solutions. The offer available in this area is dominated by general support, which does not take into account industry diversity. Unsatisfactory are the level and pace of development of cooperation networks between clusters and business-related institutions. Such networks ensure constant exchange of information between organisations and are the basis for cooperation in the implementation of projects of supra-regional or international character.

**14/** West Pomerania's industrial processing is based on the power industry, chemical and metal industry (formerly shipbuilding, now shipbuilding and offshore), woodworking



and furniture, construction and agri-food production, including fishing and fish processing. Until the end of the 20th century, industrial plants were mainly concentrated in larger towns of the region, but as industrial zones were created (among others due to the availability of attractive land), economic activity gradually started to be located in the communes neighbouring the main centres, in the vicinity of Goleniów, Police, Stargard, Karlino, Gryfino, and Białogard, often along important transport routes. Stronger and stronger economic ties are being formed within functional areas: the Szczecin Metropolitan Area and the Koszalin-Kołobrzeg-Białogard Functional Area, which are becoming growth areas affecting the entire voivodeship.

West Pomerania has over 8 thousand ha of land in its investment offer. Among the West Pomeranian industrial parks, which are of particular importance for the economy of this part of Europe, the areas in Stargard, Goleniów and Koszalin stand out significantly. Most of the investment potential is concentrated around the S3 and S6 roads under construction. In the Goleniów Industrial Park, the largest in the region, 45 investment projects have already been located. Rankings of investment attractiveness place the voivodeship quite high, usually around 6th-7th positions. The whole industry of the voivodeship corresponds to less than 4% of the domestic employment in the sector and provides less than 3% of the domestic value of industrial production. The industrial sector employs about 30% of the total number of people working in the region.

**15/** In Zachodniopomorskie Voivodeship, as in the whole country, the power industry is based on fossil fuels. A characteristic feature of West Pomerania is the large spatial diversification of energy demand, as well as its growth in the summer related to services provided to the tourism sector. The power potential of the voivodeship is based on the operation of the Dolna Odra Power Station Complex (Zespół Elektrowni Dolna Odra). The region is ranked fourth in Poland in terms of capacity of installed electricity (and heat) generation units. However, the distribution networks need to be modernized and expanded. There are areas in the voivodeship where excessive voltage drops occur. At the same time, too small line cross sections and low power of transformer stations are one of the main barriers to the development of renewable energy sources. The current infrastructure does not ensure the expected security of energy supply, nor does it provide access to the grid for new energy market participants, especially potential producers of renewable energy sources. The region is an energy exporter, constantly occupying a leading position in the development and exploitation of renewable energy sources. Due to high potential and tradition in the development of wind and biomass energy, the renewable energy sector is seen as strategic for the region's development, making it competitive and generating significant export revenues. The region produces almost 19% of the country's renewable sources energy, and the voivodeship's share of renewable energy in total electricity production reaches 47.8% (while

the average for Poland is slightly above 14.1%). Large and very large wind farms, mainly in the coastal zone (where the best wind conditions in Poland can be found) are characteristic for the voivodeship. Moreover, almost 70 hydroelectric power stations operate in the voivodeship. West Pomerania's geothermal energy resources are above the national average. According to the Polish Geological Institute, the western part of Pomerania, Lubusz Land and the western part of Greater Poland are potentially the areas of the most effective geothermal energy use in Poland. Two of the ten largest geothermal facilities in Poland are Geotermia Pyrzyce and Geotermia Stargard. Thanks to the advantages related to the production of energy from renewable sources, West Pomerania has the potential to develop a green economy.

Changes in the law implemented in the second half of the century's second decade make investments in wind power plants less profitable, and their location – more difficult. Current legal conditions call into question the possibility of developing a green economy based on renewable energy, in particular wind energy.

West Pomerania is ranked 2nd in Poland in terms of consumption of gas from the grid in households per capita, but every tenth municipality in the voivodeship is still not supplied with gas from the grid. In connection with the construction of the LNG Terminal in Świnoujście, West Pomerania has carried out strategic investments related to the development of the transmission pipeline system: Świnoujście-Szczecin, Szczecin-Gdańsk, Szczecin-Lwówek, which will further increase gas consumption in the region. Police Chemical Plant (Grupa „Azoty” SA) is the main industrial customer of natural gas from the transmission network in the voivodeship.

**16/** The state of West Pomerania's natural environment and its protection is connected with large amount of protected areas (46% of the voivodeship area). 60 areas in the region have been included in the European Ecological Network Natura 2000 (in total over 37% of the voivodeship area). Among the industrial plants operating in the region, 5% is particularly burdensome for the environment. The voivodeship is characterized by a relatively low degree of air pollution, and the point emissions from the industrial sector are decreasing. The main source of particulate pollutants in the region is fuel processing. Zachodniopomorskie Voivodeship is on the 8th-10th place in terms of emissions of particulate pollutants, sulphur dioxide, carbon dioxide and nitrogen oxides. In towns, especially in the Szczecin agglomeration, there is a threat to air quality related to fine dust (PM10), the source of which are mainly devices used to heat apartments. However, its level is much lower than in other Polish agglomerations.

**17/** The most important aspect of municipal services management is water supply. Its withdrawal for water supply networks in Zachodniopomorskie Voivodeship comes in 1/4 from surface water intakes, and the rest from underground water intakes. The percentage of population

using the water supply system is much higher than the national average. The percentage of the length of the sewage network allocated to the water supply system is the second highest in Poland. Almost 400 sewage treatment plants operate in the voivodeship (3/4 of them are municipal facilities). Over 95% of wastewater requiring treatment is treated to varying degrees. West Pomerania is ranked second in Poland in terms of rural population using wastewater treatment plants. The share of selectively collected waste in the total mass of municipal waste is lower than the national average, but this percentage is growing faster than the indicator for Poland. Out of 20 disposal sites in the region, 14 are in use. Over 80% of waste is generated in the western part of the voivodeship, in the districts of Police, Gryfino, Stargard and Szczecin, and its largest source are Police Chemical Plant (Grupa „Azoty” SA) and PGE Dolna Odra Power Station SA.

**18/** Flood protection. Given the location and physical and geographical conditions of Zachodniopomorskie Voivodeship, any kind of floods can possibly occur. It can be caused by rainfall, melting snow, ice dam, or storm. Pursuant to the Act of 20 July 2017 – Water Law (Journal of Laws of 2017, item 1566), protection against floods is carried out taking into account flood hazard maps, flood risk maps and flood risk management plans. In Zachodniopomorskie Voivodeship, there are special flood hazard areas (Map 1).

The most vulnerable to flooding are green areas located on the right bank of the Oder River above Szczecin, the regressive delta of the Świna River north of Świnoujście, and extensive areas in the mouth sections of the following rivers: Świniec, Rega, Parsęta, Grabowa, and Wieprza. The following localities are most at risk: Nowe Warpno, Darłowo with Darłówek and Stargard. In total, the special flood hazard areas in the voivodeship occupy approx. 46.6 thousand ha. Additionally, 11.9 thousand ha correspond to areas of direct flood risk – determined in the flood protection studies.

The highest flood risk in the voivodeship is posed by the Oder River. A particularly dangerous flood situation on the lower Oder and Szczecin Lagoon occurs during storm surges, additionally the so-called backwater (sea water pushed inland by northern winds) may have place. Seasonal ice dams also contribute to increased flood risk. Due to flood surges on the Oder River, there is also flood risk in the river mouth sections of its tributaries (Myśla, Kurzyca, Słubia, Rurzyca, Tywa, Płonia, Ina, Gunica and Gowienica). The risk of flooding (mainly related to melt water run-off) occurs in the middle sections of these tributaries, as well as in the tributaries of the Noteć River (Drawa, Gwda with Piława) located within the borders of the voivodeship. As in the case of the Oder River, on Przymorze rivers (Reda, Parsęta, Wieprza) and coastal lakes (Bukowo, Resko Przymorskie, Kopań) located within the borders of Zachodniopomorskie Voivodeship, flood surges of all types are possible.

According to the Water Law Act, in the special flood hazard areas it is prohibited:

- to collect sewage, animal excrements, chemical agents, as well as other substances or materials that may pollute water; to recover waste or dispose of it, and in particular to store it;
- locate new cemeteries.

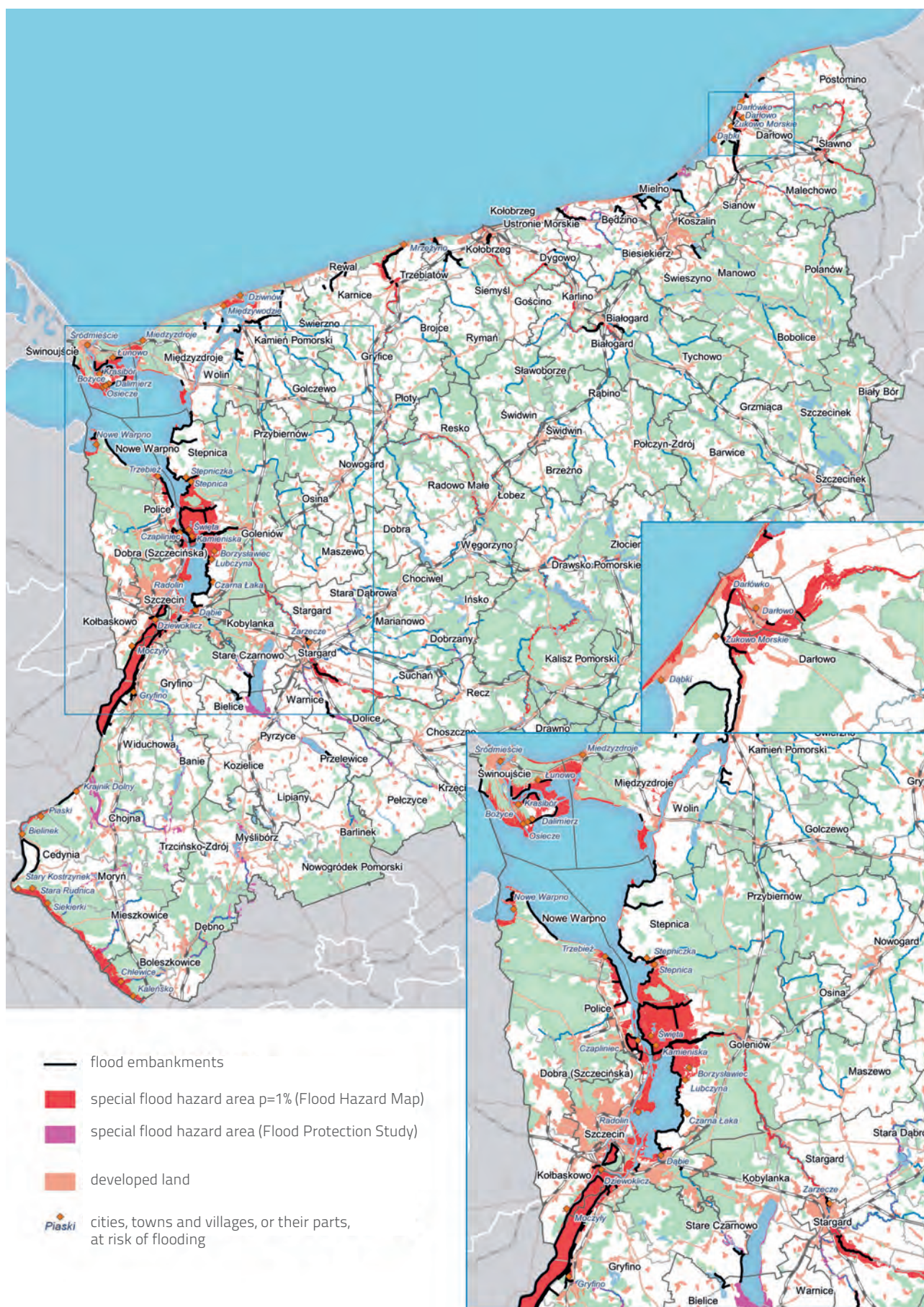
Land use in the area of special flood risk should take into account actions necessary to reduce the flood risk and the principles set out in the Water Law Act.

**19/** The population of Zachodniopomorskie Voivodeship amounts to 1 706 000 people (as of 31 December 2017), which is less than 4.5% of the country's population (11th place in Poland). There are 74 people per one km<sup>2</sup> (13th place). The feminisation rate is 106, with the highest values in Szczecin, Koszalin and Kołobrzeg district. In recent years, the population of the voivodeship has been continuously declining. In the overall balance, this decrease concerns city dwellers (the rural population is growing) and it will accelerate in the future. The migration processes clearly show two tendencies – drawing population out of cities to suburban areas within functional areas (these processes are especially intense in large cities) and the depopulation of small and medium-sized cities that are losing importance in the existing functional system of urban-rural areas. The latter applies in particular to areas with well-established social and economic deficits and deficits in infrastructure. West Pomerania's share of emigrants in relation to the voivodeship population is the fifth highest in the country. Economic emigration has a negative impact on the number of inhabitants of the voivodeship and is a development problem, especially in the context of increasingly low unemployment resulting in labour shortages

In the coming years, the share of people of working age (15–64) will slightly increase. The population of Zachodniopomorskie Voivodeship is on average younger than the population of most voivodeships, but according to the forecast of the Central Statistical Office, this beneficial difference will gradually decrease: already in 2030, the percentage of people aged 65 and over in Zachodniopomorskie Voivodeship will be higher than the average for other regions. An increase in the demographic dependency ratio will result in an increase in the costs of public services, including those financed by local governments. It is necessary to socially activate the older population and to extend the working age, as well as to develop social infrastructure geared for the needs of the elderly. According to demographic forecasts prepared by the SP, the voivodeship's population will decrease by 80 thousand people by 2030. Proportionally, it will be an average drop in comparison with the rest of the country.

**20/** Rural areas cover 94% of the voivodeship. The share of rural population in the total population of the region is significantly lower than in other parts of the country,





Source: Own materials of the Regional Office of Spatial Management of Zachodniopomorskie Voivodeship.

MAP 1. Special flood hazard areas in Zachodniopomorskie Voivodeship

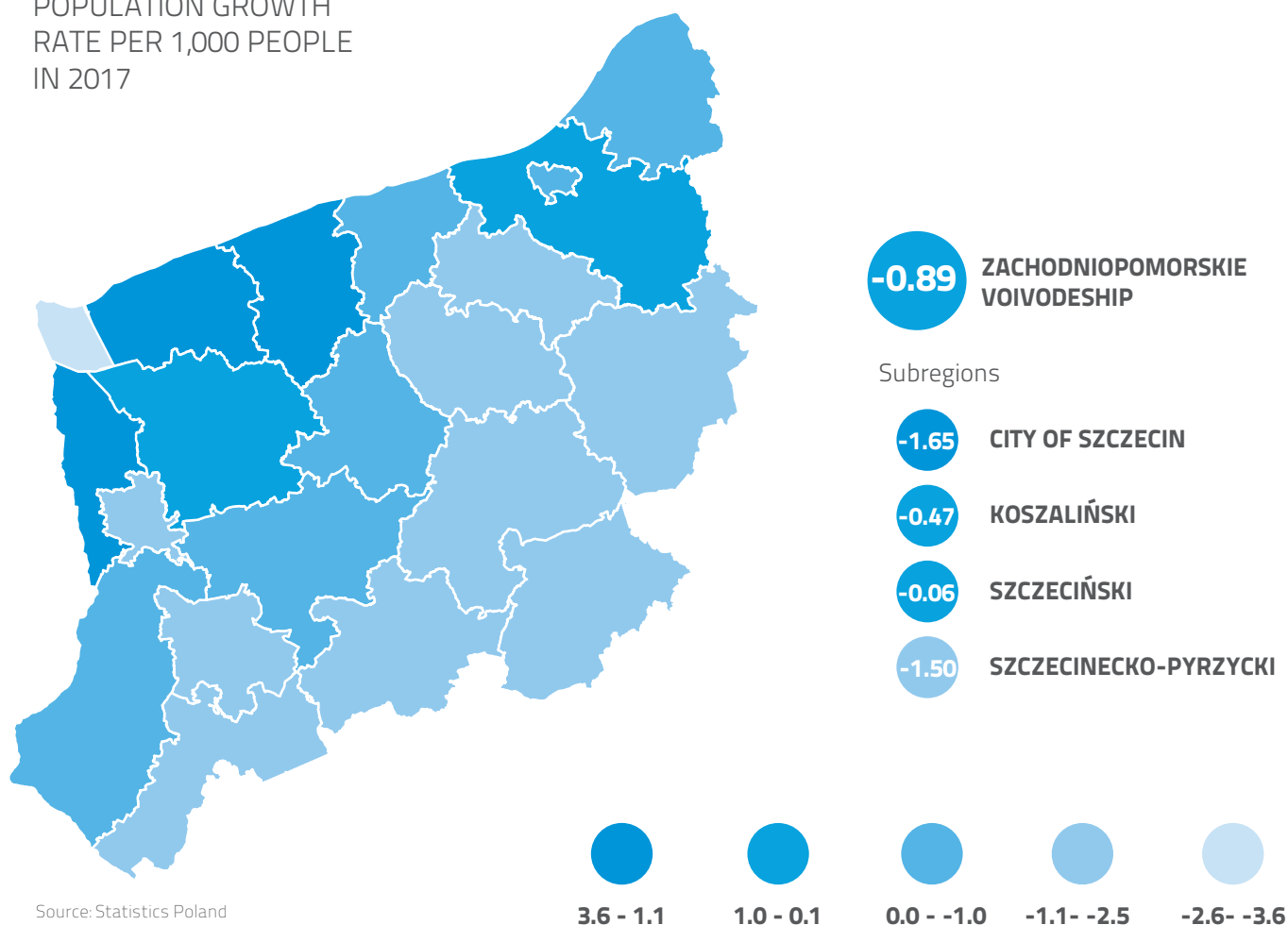
which results mainly from high forest cover and high concentration of the rural settlement network. A low percentage of the rural population, living mainly from work in agriculture, may in the future be the cause of stronger migration processes from rural areas. At the same time it means that the so-called hidden unemployment, characteristic especially for south-eastern Poland, does not exist in the region. The constant outflow of young people from rural areas related to problems on local labour markets is alarming. Characteristic for the voivodeship is a large number of former state-owned farming estates, in which various social problems often cumulate. At the turn of 1992-1993, on the territory of West Pomerania, in connection with the privatization of over 200 state-owned farms, almost 30 thousand people directly lost their jobs. The analyses show that every fifth village in the voivodeship is a former state-owned farming estate, with its typical accumulation of social problems.

A characteristic feature of West Pomerania's rural areas is the uneven distribution of the town network. As a result, a vast area in the centre of the region is deprived of sufficient development impulses and affected by the accumulation of many unfavourable socio-economic phenomena. The development of rural areas is impossible without the leading role of urban centres. Development

processes in rural areas largely take place within functional areas, determined by the impact of dominant urban centres and economic entities and other organisations operating in their vicinity. This does not always coincide with the administrative borders of local government units, and consequently with the boundaries of activity of local structures of labour market support institutions and other forms of administration. Still, the economy in rural areas is more stable than in small towns, even if this stability is achieved at a slightly lower level than in agglomeration communes and district centres.

**21/** 68.6% of the voivodeship's population live in towns (third highest urbanisation rate in Poland, as of 31.12.2017). The settlement network consists of 3 013 rural localities and 66 towns, of which 2 have more than 100 thousand inhabitants (Szczecin - 404 thousand, Koszalin - 108 thousand). Other major urban centres include: Stargard (68 thousand), Kołobrzeg (47 thousand), Świnoujście (41 thousand), Szczecinek (40 thousand). The spatial distribution of towns is quite even, but it does not coincide with the distribution of potentials. Large and medium-sized towns are concentrated near the voivodeship borders, mainly in the west and north. The two largest agglomeration areas (Szczecin and Koszalin), inhabited by 58% of the total population of the region, are located close to its external

## POPULATION GROWTH RATE PER 1,000 PEOPLE IN 2017





borders. The communes located in the vicinity of Szczecin and Koszalin have the most favourable conditions for socio-economic development. These two agglomerations are the basic source of growth impulses for their surroundings. The central and southern parts of the voivodeship are characterised by a lower demographic potential and lower level of urbanisation. Closer to the voivodeship centre there are areas with relatively lower economic, social and territorial cohesion. These are the areas of particular concentration of demographic problems, with limited access to basic public services, deficits in infrastructure, unresolved problems of the local labour market, high unemployment and poverty – threatened by further marginalisation and degradation. Due to the network polarisation and the related poor access to the main towns for a large part of the voivodeship, it is considerably difficult to transfer development impulses. At the same time, given the diversity of urban centres, the development policy towards these areas should be formulated in a way that takes into account different barriers and potentials of particular towns depending on their hierarchy in the settlement network and the functions that determine the development of these centres.

The flows of people in the urban areas of large towns are mainly related to the phenomenon of suburbanisation. In the case of Szczecin, Koszalin and Kołobrzeg, all rural communes bordering these towns have shown a positive balance of migration in recent years. The suburbanisation processes change the existing structure of the settlement network in terms of quantity and quality. According to demographic forecasts, the process of depopulation of all towns will continue (in the case of large towns, it will also be intensified by falling birth rates) and the population will concentrate around large towns. In order to maintain high quality of public space, it is important to counteract the negative aspects of settlement dispersion.

Permanent and multidirectional transformations of towns as part of the development process accelerate the degradation of depleted areas and trigger the emergence of neglected areas where unfavourable social phenomena and pathological behaviours are accumulated. This applies both to the areas of old historic buildings in the town centres and to the housing complexes of blocks of flats. Additionally, as a result of economic transformations and the withdrawal of traditional, intensive industrial activity, extensive post-industrial areas appear within the towns. They require reclamation due to the ecological consequences of previous activities as well as far-reaching transformations so they can be used again. The problem of degradation also concerns post-military areas. Largely degraded areas (often in an attractive location) significantly decrease the quality of public space in many towns of the voivodeship.

**22/** Zachodniopomorskie Voivodeship faces development opportunities that can be used by intensifying real integration processes within and between functional areas of West Pomerania and integration processes between the regions of Western Poland, as well as through

an effective urban-rural partnership. A major limitation for the cooperation of communes comes from the concentration of their activity only within their own administrative structures and the fact that local authorities underestimate the advantage of conducting activities in real functional areas in accordance with practical needs. This can often be seen in the fact that the implementation of local and supra-local investment projects is not coordinated. It also results in the lack of adaptation of the local government units' offer to changing social and economic conditions and trends. A positive example of long-term cooperation of local government units in the field of joint, supra-local undertakings (including investment projects) is provided by the activity of the Szczecin Metropolitan Area Association.

A real change in the functioning of local governments is necessary to increase the effectiveness of public intervention, in particular given a significant reduction in aid flowing into the region, as well as limited absorption capacity of local government units in using EU funds (related, inter alia, to the deepening stratification between the public tasks entrusted to local government units and their financing from the state budget). Possible ineffectiveness of measures integrating functional areas would result in West Pomerania's development drift and development polarization that would threaten the cohesion of the region, as well as peripheralisation or marginalisation of problem areas.

**23/** Local spatial development plans, depending on the commune, rarely cover more than 20% of the area. Their lack makes it difficult for local governments to control the shaping of spatial order, blocks the clear delimitation of functional areas and areas of strategic intervention and public intervention integrated with them, limits the interest of investors and constitutes a significant development barrier in urban areas.

**24/** Zachodniopomorskie Voivodeship's local government is formed by 21 districts (including 3 city districts – Szczecin, Koszalin and Świnoujście – and 18 country districts) and 113<sup>6</sup> communes (including 11 urban communes, 55 urban-rural communes, 47 rural communes). The voivodeship regional parliament (sejmik), which is the decision-making and control body of the voivodeship local government, consists of 30 councillors elected directly. Regional policy is implemented based on the voivodeship budget. The local government administration, at various levels, employs over 12 thousand people, which constitutes over 5% of the local government administration staff in Poland.

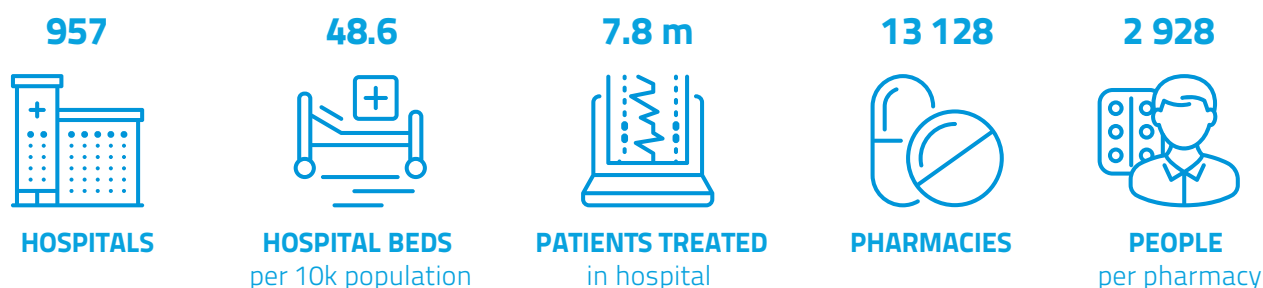
**25/** There are nearly 6 thousand non-governmental organisations in the region, including over 5 thousand associations and over 600 foundations. Their activity is close to the national average. However, the high level of social benefits distribution can be a sign of a low level of social capital. The region is also characterised by many

<sup>6</sup> As at 1 January 2019 r. – on 1 January 2019, Ostrowice commune in Drawsko district, Zachodniopomorskie voivodeship, was dissolved and its territory was incorporated into Drawsko Pomorskie commune and Złocieniec commune.

unfavourable indicators concerning the family – the highest percentage of single parents, the percentage of divorces, extra-marital births, as well as the number of people with maintenance obligations. Adding to this the highest number of children brought up in foster custody, it becomes clear that there is a need to strengthen the function of the family as a foundation for conveying values, building bonds and social and local identity, and in the future – using social competences to cope with professional, family, neighbourhood and civic life. Low level of social capital in the region is manifested by insufficient sense of identity of local communities, low indicators of social activity, and limited ability to function properly in unions, social networks, industrial partnerships (e.g. food producers).

**26/** Demographic changes, related to the ageing of the population, increasing life expectancy and low fertility rate, are of great importance for the health care system not only in the voivodeship, but also in the whole Poland. In the region, the life expectancy for a new-born child as well as for people aged 60 is one of the lowest in the country (11th place among voivodeships). Although a network of healthcare entities has been established in West Pomerania, including centres specialising in particular medical fields, they need to be better shaped, used and coordinated. The level of doctor employment per 10 thousand inhabitants is equal to the national average, for dentists it is higher than the average, and for nurses and midwives – lower. The employment rates in primary

## HEALTH CARE FACILITIES IN 2016

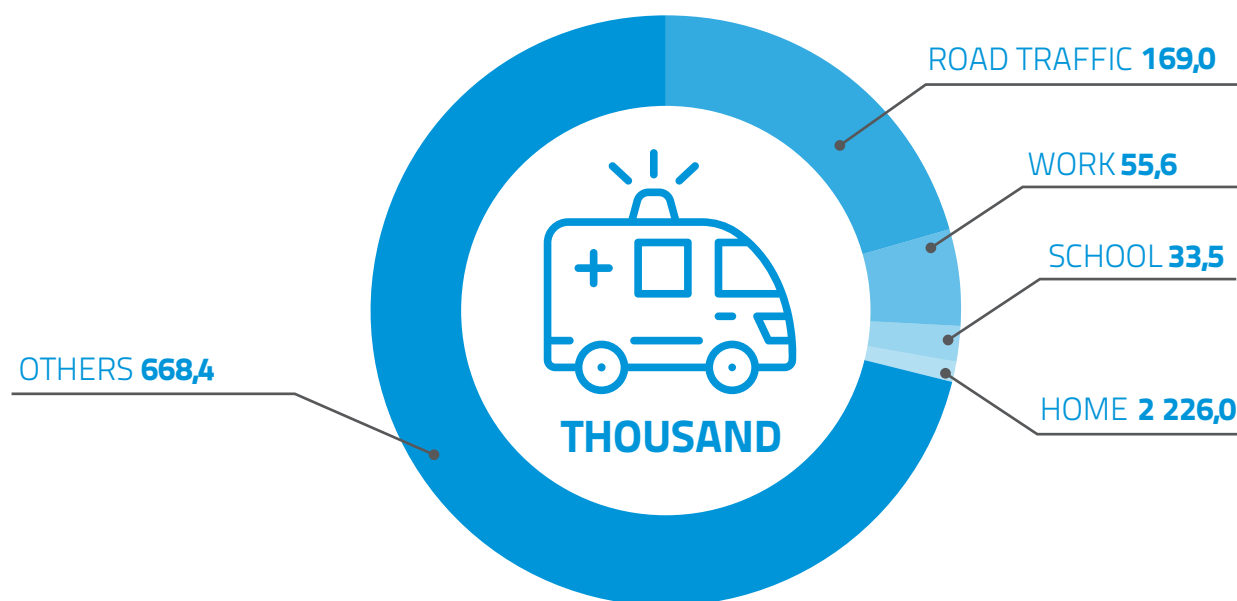


## GENERAL HOSPITALS BY VOIVODESHIP



Source: Statistics Poland

## EMERGENCY MEDICAL SERVICES DISPATCHED



health care are higher than the national average (for both doctors and nurses/midwives). The shortage of doctors, and in particular nurses, will increase with the retirement of the currently working staff and the growing demand for medical services as the population ages. In terms of the number of beds in general hospitals per 10 000 inhabitants, the region is slightly below the national average.

West Pomerania is among the regions with the highest number of sanatoria and spa hospitals. They are located mainly in the coastal zone (more than 50 facilities with almost 10 thousand beds). The highest numbers of health resort visitors are admitted to the centres in Kołobrzeg, which is the largest national health resort, Świnoujście, Kamień Pomorski, Połczyn-Zdrój, and Dąbki. West Pomeranian spa hospitals treat almost 1/4 of all Polish health resort visitors. A negative phenomenon is the infant mortality rate, which has been consistently higher than the national average for many years. In the case of adults, the main cause of death is cancer and cardiovascular diseases.

**27/** Due to the region's location, the cultural heritage of West Pomerania, conditioned by various and centuries-old historical and demographic factors, differs significantly from other voivodeships. The most important cultural centres of the voivodeship are Szczecin and Koszalin, where almost all theatres, both philharmonic halls and a large part of museums are located. In West Pomerania there are over 400 cultural centres (including clubs and day-care centres), as well as almost 500 libraries and library service points. In terms of the number of viewers and listeners in theatres and music institutions and the

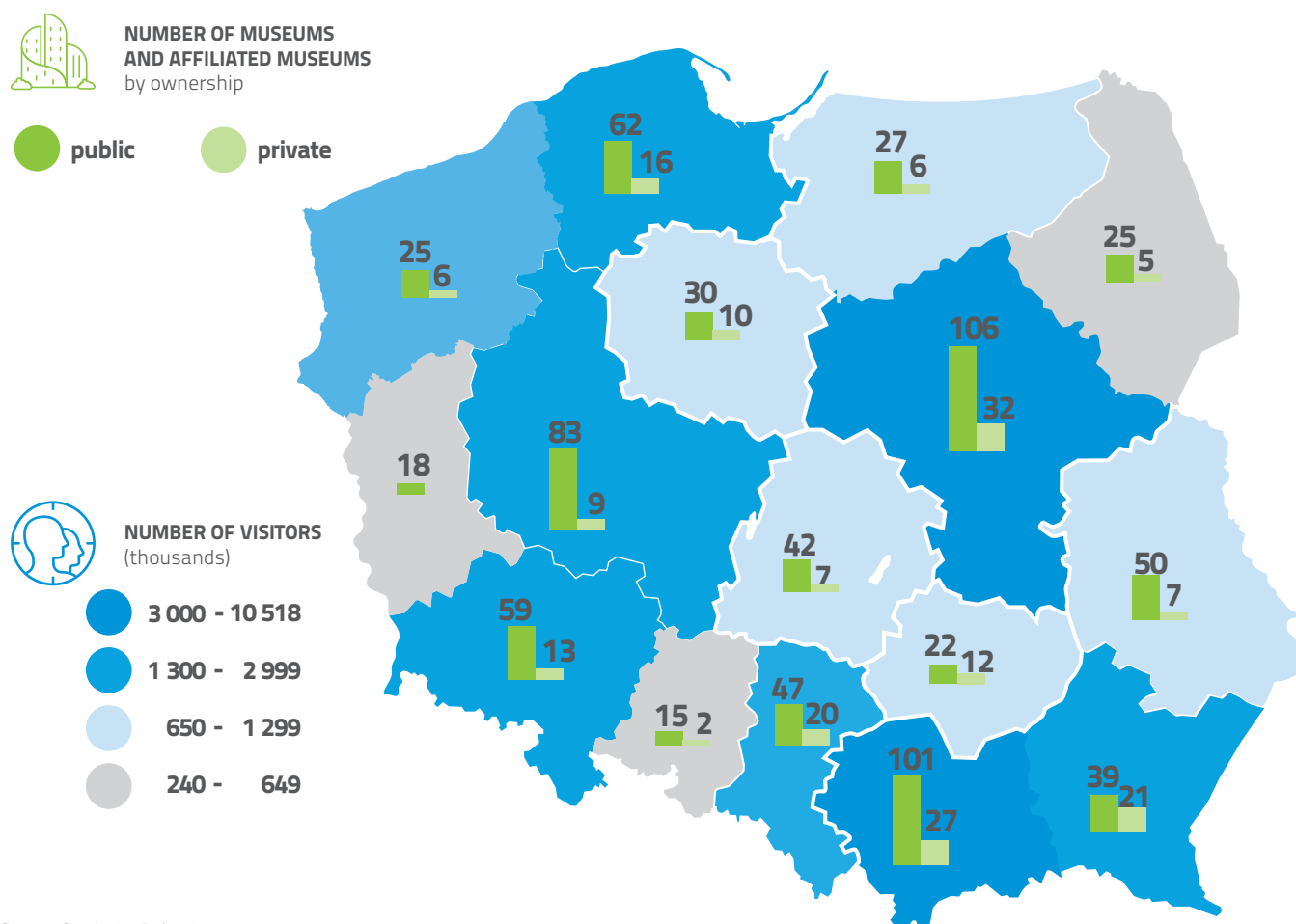
number of viewers in cinemas, the voivodeship does not differ from the national average.

**28/** Most indicators concerning education place the region below the national average. This applies mainly to pre-school care (availability of pre-school education facilities or providing nursery care in various forms). However, the indicators of universality of education at the primary and lower secondary level are among the highest in the country, but they vary within the voivodeship. High enrolment ratio does not translate into learning outcomes. The exam results achieved by the pupils from the voivodeship are regularly among the lowest in the country, both at the lower- and secondary level.

The interest in basic vocational schools is higher than average in the country. Students leaving such schools are equipped with vocational qualifications and have the possibility of working in the open EU market, especially in the field of metal processing related to the maritime economy. Some students take up education in German vocational schools that is combined with a guarantee of apprenticeship and employment in Germany. The curricula and fields of study in many institutions of Zachodniopomorskie Voivodeship are not adapted to the needs of the regional/local labour market and the scope of regional specializations. Schools rarely establish permanent cooperation with enterprises, especially in the area of dynamic development of new techniques and technologies. There is a lack of comprehensive solutions and tools that would link the demand of entrepreneurs for specific professional qualifications of graduates with the offer of vocational schools. It is necessary to support

## MUSEUMS

Museums and affiliated museums  
by ownership and visitors in 2016



Source: Statistics Poland

vocational education in the region, among other, through the development of educational centres that would improve vocational qualifications.

**29/** The decrease in the number of people in the pre-working age that is expected in the nearest years will translate into the number of students at all levels of education, including those attending higher education institutions. Most people in the voivodeship study at the University of Szczecin and the West Pomeranian University of Technology. Out of the remaining 17 universities, the largest ones are: Pomeranian Medical University, Koszalin University of Technology, Maritime University and West Pomeranian Business School. Szczecin, as one of the two cities in Poland, is the seat of a maritime university. The number of university students in the voivodeship is below the national average, while the rate of lifelong learning is very high (just behind Mazowieckie Voivodeship). A major challenge for universities is to retain the most talented students and encourage them to study in the

region. The research staff employed at the voivodeship's universities consisted of almost 4.5 thousand academic teachers, including over 2 thousand with a doctoral degree, over 500 with a post-doctoral degree and about 1 thousand with a professor title. On average, 1,000 people study at tertiary level, which in relation to the number of students is close to the national average. The region is far below the average in terms of scientific activity and its results (number of publications, scientific monographs and academic textbooks), practical applications of scientific achievements, new technologies, patented inventions and licence sales. West Pomeranian research teams generally receive less than 2% of the grants obtained by all research teams in the country. In order to develop the region's scientific potential, it is necessary to create faculties that cater to the needs of the economy. Particular support is required to establish and develop scientific and research units outside the university structures, co-operating on market principles with the economy sector.

**30/** According to many indicators, the level of development of the information society in the voivodeship is among the highest in the country. The percentage of enterprises using computers in 2017 amounted to 96.6% and was the third highest in Poland. Similarly high is the percentage of enterprises having access to the Internet, using the Internet in contacts with public administration, having broadband access to the Internet or equipping their employees with portable devices for mobile Internet access. Average (9th) is the percentage of enterprises with their own websites; low is the percentage of enterprises placing and receiving orders in electronic form. In 2017, almost 82% of households had at least one computer at home and 78% of households had access to broadband Internet.

In the region there is a risk of digital exclusion (and as a result of social exclusion) of the inhabitants of former state-owned farming estates, the elderly and the unemployed. Other negative phenomena include: the lack of a regional system for monitoring changes in the IS area at the district and commune level; the lack of standards of information and electronic services in local government units, which limits the creation of interactive resources and databases at the voivodeship level; and the lack of full electronic support for all public services. Insufficient skills of using information and communication technologies are characteristic for subject teachers at all levels of education.

## SWOT ANALYSIS

- 
- development potential related to cross-border and coastal location;
  - starting position for supra-regional development in the Baltic Sea region and the macro-region of Western Poland;
  - raw materials and natural and landscape resources in regional specialisation sectors;
  - market position of selected sectors of regional specialisations (maritime economy, tourism, large scale agriculture, forest processing industry);
  - voivodeship's location on the Baltic-Adriatic TEN-T Core Network Corridor and cooperation within the Central European Transport Corridor EGTC Ltd.;
  - potential of maritime economy – sea ports as elements of multimodal transport networks and facilities for supplying energy resources;
  - well-developed tourism industry;
  - conditions for health resort, active and specialist tourism and conditions for further sector development based on unused time and space resources;
  - the state of the natural environment – one of the lowest small-particle pollution in Poland;
  - potential of active investment zones for the location of new enterprises;
  - economic activity of the inhabitants;
  - municipal network infrastructure;
  - well-established cooperation between local government units within the Szczecin Metropolitan Area.

- increase in the activity of external investors, in particular medium and large business entities;
- concentration of activities in areas of regional specialisations, in particular on the blue and green economy;
- development of innovation and internationalisation of West Pomeranian enterprises, in particular through export of innovations;
- development of business networking and cluster initiatives;
- improvement of the voivodeship's demographic situation;
- intensification of West Pomerania's economic relations in the Baltic Sea region and increase in its importance in the global economy;
- effective use of cross-border and interregional cooperation and cooperation with the Berlin agglomeration;
- increasing the accessibility of West Pomerania's main seaports via land and sea, and consequently enhancing the dynamics of their development;
- increasing navigability and development of inland navigation based on the Oder Waterway;
- potential of large-scale agriculture as a basis for the development of agricultural processing;
- real integration processes within and between West Pomerania's functional areas and effective urban-rural partnership;
- wide use of the public-private partnership (PPP) mechanism;
- favourable trends for the development of tourism;
- real change in the functioning of local governments and increase in the effectiveness of public intervention.



- peripheral location and poor transport access from/to other Polish regions;
- insufficient transport accessibility of West Pomeranian ports;
- West Pomerania's unused potential in interregional relations of the Baltic Sea region;
- insufficient cooperation in the economic and social dimension with the Berlin agglomeration and the German states;

- level of innovation in the region;

- insufficient number of large and medium-sized entities in the region to create growth and innovation;

- the level of competitiveness of the agricultural sector (as a whole) despite its above-average productivity;

- professional activity of inhabitants and

vocational education offer that is inadequate to the labour market needs;

- sense of identity of local communities;
- crisis of family functions and demographic problems, especially in urban core and rural areas;
- unsatisfactory quality of life and relatively high level of unemployment in rural areas;
- intra-regional transport accessibility;
- navigability of rivers and the state of inland waterways infrastructure;
- level of cooperation of local government units and coordination of their activities and mismatch between the local government units' offer and changing social and economic conditions and trends;
- polarisation of the settlement network, loss of development potential for medium-sized towns;
- city problems – existence of degraded areas in the urban space, concentration of negative socio-economic phenomena.

## WEAKNESSES

## THREATS

- intensification of barriers to economy development and resulting reduction in investment attractiveness of Poland and West Pomerania;

- further decrease in West Pomerania's importance at both national and European scale;

- weakening of the EU position on the global market and, as a consequence, of the competitive position of Poland and the region;

- growing disproportions between public tasks entrusted to local government units and their financing from the state budget and related insufficient absorption capacity of local government units in terms of the use of EU funds;

- reduction of aid flowing into the region;

- ineffective measures integrating functional areas that could result in development drift and threaten the cohesion of the region by development polarisation, peripheralization or marginalisation of problem areas;

- educational offer that is inadequate to the changing conditions on the labour market;

- deepening of unfavourable changes in the demographic structure of the society; increase in the demographic dependency ratio;

- growing development gap in the field of ICT between the voivodeship and its global environment.

## DEVELOPMENT TRENDS – FORECAST

The scope and subject matter of the development policy at the regional level are conditioned by the dominant cultural, economic and social trends on a national and global scale. There is only a very limited possibility of influencing their dynamics and orientation, hence the analysis and consideration of these trends is the basis of effective public sector operation.



Inevitably, though with varying degrees of intensity, European regions are becoming a space of mass, multidirectional flows of people and related well-being. On one hand, Poland and West Pomerania are becoming an area concerned with growing emigration-related problems, in particular limited supply of workforce and, in a longer perspective, also the ability of the community to restore itself. On the other hand, in view of the growing standard of living in Poland and the region and the lasting attractiveness of the European social and economic model, the inflow of economic migrants from the East and the South to West Pomerania will become unavoidable in the following years. This will affect social relations, the scale and profile of the regional labour market and the internal dynamics of the community. Regardless of the assessment of this phenomenon and the immigration policy pursued at the national level, the region's community and local government units need to undertake preparations to maintain security, economic stability and public order in relation to all stakeholder groups. Migration processes will become one of the most important aspects of participation in globalisation and accompanying challenges for the region and its inhabitants.



Gradual ageing of the society related to the growing percentage of people in the post-working age and increased life expectancy entail implications for the labour market, public services sector, demand for infrastructure, public institutions and the way they function, professional competences, and quality of life standards adjusted to the needs of the elderly. The changes taking place should be reflected in seniors' increased activity and participation in professional and social life, as well as in intensification of intergenerational dialogue. If no active measures are taken in this respect, the region's competitiveness and attractiveness will gradually decrease. It can be predicted that in the realities of mobile, migratory society, the whole social structure will be progressively reshaped. A common phenomenon is the weakening of family ties,

lower stability of marriages and lower tendency to marry despite having children, and at the same time greater willingness and ability to change the place of residence. This poses new challenges for local governments at all levels, both in terms of finding a new fiscal order and financing public services in the realities of high social mobility, and in terms of seeking a formula to integrate local communities as much as possible and necessary.



Current social reality – following the technological and economic model – is characterized by an accelerated flow of ideas, norms and concepts of individual and collective development. This means that West Pomerania's inhabitants have growing aspirations and expect all levels of government to contribute to creating solutions and conditions so that such development is fully possible. The solutions and conditions in question are characterized, in particular, by freedom from all kinds of manifestations of intolerance and discrimination, economic valorisation of all kinds of roles and social statuses (especially women, people entering working age, seniors, and disabled people). In the face of global trends and more apparent national conditions, there is a growing need to shape the labour market according to standards that ensure active and satisfactory participation of all community members and do not increase economic stratification. At the same time, it should be expected that in the course of public debate new demands and expected forms of their institutional and non-institutional satisfaction will be formulated.



As per general rule, there is an increase in the concentration of the region's potential in the largest urban centres. Regardless of the local government's actions, due to the market pressure and popular lifestyle, Szczecin and to a lesser extent Koszalin will function as distributors of knowledge, work and capital, as well as stimulators of personnel flow within the region. This will be conditioned not only by the region's internal development dynamics and potential, but in particular by the significance of the national and global network of metropolises shaping their own circulation of goods and capital. Whether West Pomerania will maintain its development potential and contact with the global market depends on the ability of both cities to join this global exchange through their own institutions, economic entities, inhabitants and co-operation networks they create. Balancing this process through optimisation of intra-regional development is an important challenge.



## INTEGRATION WITHIN THE EUROPEAN COMMUNITY

The longer Poland is part of the European Union and the deeper it is embedded in its structures, the more the country (and West Pomerania) will be integrated with the EU administrative structure and the system of social and economic relations. This means greater possibility for impact, but also a growing degree of responsibility for the shape of institutions and solutions that form the European community. The way of solving the migration crisis and dealing with accompanying challenges in the following years, as well as institutional efficiency, present conditions that require appropriate actions and solutions at the regional level. At the same time, West Pomerania needs to find a scale within which it is possible and necessary to exert influence and actively participate in the implementation of solutions. In this context, we should understand and seek to stimulate the region's position within the macro-region, the Polish-German border area and the Baltic Sea region. The development potential of the voivodeship and its population should take into account the balance of factors resulting from, on one side, the deepening European integration and, on the other, the maintenance of the state's unified character and being part of a national and cultural community.



## CORPORATISM

Due to globalisation processes, local entities are practically unable to build and maintain their market position and sustainability in isolation from regional, national and international value chains. This means that they are obliged to enter into direct relations with market leaders, usually operating as international corporations. A minimum is the implementation of operating standards and operational capabilities - in terms of obtaining staff qualifications, increasing innovation, external communication, cost optimization, acquisition and efficiency of capital flow - that are rewarded by global markets. In a ten year horizon, it will be possible to preserve and develop the economic potential of the region provided that it is properly saturated with economic structures that maintain a formal and operational link with the global flow of capital, technologies and operating procedures.



## SPECIALISATION AND FUNCTIONALISM

Technological developments are taking place in all spheres of life and are increasingly entering everyday life. They require rapid development and implementation of practical applications, as well as even higher specialisation and professionalisation of businesses. This creates new opportunities and new challenges for corporations, countries and regions, and compel them to intensify activi-

ties aimed at profiling their production and service offers, in connection with the possessed endogenous potential, available human resources or other resources. Specialisation is related to shortening of business cycles and market dominance and the need to constantly adapt to new trends. It also requires appropriate adjustment of the regional economy structure to the character of modern economy. It should be perceived as an impulse that favours the improvement of the effectiveness of all structures in the economic and public spheres that are focused on the implementation of clearly defined functions. Specialisation is also a challenge that consists in avoiding permanent, unconditional subordination to transitional trends. In the case of West Pomerania, the service profile of the region's economy and its ability to adapt to the market's dynamics and needs are conducive to gaining a strong position in such conditions.



## PERIODICITY OF CYCLICAL FLUCTUATIONS

West Pomerania does not have such stable base for economic development and a diversified potential of leading innovative industries and economic entities that would make the region independent from the influence of natural economic fluctuations. The restructuring of heavy industry, which took place years ago and was a painful experience for the region, has had a lasting impact on its independence from the dominance of the shipbuilding industry. The economy of Zachodniopomorskie Voivodeship is therefore largely oriented towards the dynamics and the external market environment to which it is strongly linked. The key to maintaining economic stability is a constant increase in the ability to adequately respond to economic fluctuations and optimise customer networks, as well as to improve the position in the value added chain. The lack of possibility to influence macroeconomic processes may become a factor encouraging fuller use of the opportunities connected with decentralisation, deconcentration, specialisation and functionalism in production and provision of services, while improving the level and technological advancement of the microeconomy. This trend should also be treated as a way to increase the investment attractiveness of West Pomerania, and thus of the whole country.



## ENERGY REVOLUTION

An important factor influencing, both globally and regionally, lifestyle and the way of conducting business activity will be the change in demand for energy and the sources of its acquisition. This will be accompanied by a drastic decrease in the costs of obtaining energy from unconventional sources, as well as costs and obligations resulting from the reduction of the climate change impact. While the country's position in these processes will weaken in conjunction with delays in the implementation

of solutions for the launch of alternative energy sources, the role of West Pomerania – as a potential area of their increased production – may be strengthened. In the long run and on a global scale, there is no turning back from the elimination of costly and environmentally harmful energy production. A region that is able to change its status from burdened with rising energy consumption costs into one with rising producer incomes will greatly improve its competitive position and prospects for participation in the modern economy and investment processes.



#### INDUSTRIAL REVOLUTION 4.0

Another global factor affecting many areas of social life is the process known as the fourth industrial revolution, based on digitisation. Dynamic changes taking place in technology (robotisation, advanced automation, development of artificial intelligence, blockchain technology, Internet of Things or big data) are already causing transformations in the energy, production, financial and public administration sectors (e-government). It is expected that further dissemination of digital processes in managing various areas of social life will lead to their transformation on an unprecedented scale. When preparing for the broad changes brought about by the fourth revolution, it is necessary to take steps to ensure appropriate telecommunications infrastructure that will meet the requirements of the digitalization processes of the economy, business and administration, leading to an increase in their effectiveness and inclusiveness.



#### BETTER USE OF RESSOURCES AND SPACE

With no simple ways of increasing competitiveness left and the dynamics of development processes being gradually lost, it is necessary to search for new solutions in order to modernise the country and the region. In the case of West Pomerania, the largest reserves are still connec-

ted with its location potential and specific spatial resources. The region remains a space to be discovered by modern economy, and at the same time it meets the standards expected under the dominant investment models in accordance with the needs of the natural environment. This corresponds to the tendency to define new operating models of modern cities, increase their energy, transport and spatial efficiency, care for the quality of life, and benefits resulting from individualisation and diversity of European models of life. Both on the side of external entities and within the scope of practices implemented by the region's community, the emphasis in each area of activity will turn towards an approach that preserves the values of the environment and enables its varied and multiple use.



#### CONSEQUENCES OF CLIMATE CHANGE AND THEIR SOCIAL PERCEPTION

The Polish economy needs to increasingly take into account the regulatory and cultural pressure resulting from the growing awareness of climate change and its consequences for all forms of human activity. In relation to West Pomerania, this means that it is necessary to change the approach to space management, use of natural resources and development of green economy forms based on them. Provided that the region's brand and the quality of the goods created in its area are skilfully managed, then systematic raising of ecological standards and consumers' expectations may be a factor positively stimulating the economic profile of the region. In each case, the category of the green economy must be gradually transferred from the level of aspiration and activity categorization into the practice of creating and functioning of products and services, using mature, environmentally friendly technologies. A natural consequence of taking into account the „green” profile of the West Pomeranian economy is radicalism in treating a wide range of consequences, challenges and opportunities related to it.

# 04

## DEVELOPMENT SCENARIOS

Development scenarios represent new quality in thinking about regional development planning. In response to the challenges of the future three scenarios of the voivodeship development have been formulated for the coming 20 years, from optimistic through

intermediate to pessimistic one. The purpose of creating development scenarios is to indicate how differently the development of the voivodeship may take place depending on the adopted strategy and national and international external conditions.

### OPTIMISTIC



### SCENARIO

Zachodniopomorskie voivodeship has been developing dynamically and reducing the development distance towards more developed regions of the country, playing an important role in the development of the Polish-German borderland, the Baltic Sea region and becoming an important link in Western Poland. West Pomerania has been improving its investment attractiveness – there is a dynamic inflow of external investments (especially in sectors related to regional specializations, characterized by high added value and constituting the internationalization of the region's economy). At the same time, the investment commitment of entities from the voivodeship area has been increasing. The increase in the potential of West Pomeranian science and economy together with a significant increase in the level of expenditure on R&D has been increasing the technological advancement of the regional economy. The Szczecin Metropolitan Area has been becoming a supra-regional center of growth and innovation and an important transport and logistics as well as fuel and energy hub in the country and the Baltic Sea region. The factor balancing the development processes at the scale of the region will be the increase in the potential of the Koszalin-Kołobrzeg agglomeration and the economic growth of the coastal region with its ports and tourist potential.

The voivodeship's relative share in the creation of Poland's GDP has been increasing. Positive changes in the economic structure of the region and the educational system will lead to a clear decrease in the level of unemployment and

inhibition of negative migration processes and a decrease in the number of the voivodeship inhabitants. The region has been becoming an area of high quality of life and a market providing attractive jobs, attracting qualified employees with a high level of awareness of the need for lifelong learning. The inflow of population has been increasing the diversity of the voivodeship and openness of the society and the wealth of the region and its inhabitants has been growing systematically. They have access to a rich cultural offer and well-developed, on a national scale, tourist and health infrastructure. The high quality of education and focus on shaping universal competences and developing creativity have been becoming more and more valuable, the resources and competence level of the inhabitants have been strengthened. The main universities of West Pomerania have been maintaining a high position on the academic map of the country, and in some fields they effectively compete with domestic and foreign research centers, attracting students and scientists from outside the voivodeship and the country and taking part in high-ranking international projects.

The functional areas of the region have been developing dynamically, self-governments have been actively supporting the economic, scientific and cultural competitiveness of cities and their surroundings. There has been a clear, multisectoral integration within the individual functional areas and an effective network of relations between the areas has been created, contributing to the improvement of the socio-economic cohesion of the voivodeship.

## INTERMEDIATE



## SCENARIO

Zachodniopomorskie voivodeship will maintain the existing development distance and will not build significant competitive advantages over the leading regions in the country. Also within Western Poland its „middle position” in relation to other voivodeships of the macro-region has been maintained. The development of the largest centers of the region has been progressing, but their impact on the functional environment remains limited. The population of the voivodeship will slightly decrease. Negative migration processes will be maintained, especially among young people, caused by the lack of significant external investments and persisting unfavorable differences in the wealth of the inhabitants.

However, external and internal transport accessibility will be significantly improved, which will increase the region's investment attractiveness and the potential for further development of tourism. Residents of rural areas will be able to take up employment mainly in the urban centers of the region thanks to improved transport accessibility. Investments in tourist and health-care infrastructure and improvement of transport accessibility, combined with high care for the natural environment, will lead to an increase in the importance of tourist services in the economic structure of the region, although at the same time it will not be an even increase.

The region will be able to re-discount its geographic rent and the associated growth potential of the blue and green economy. Thanks to intensification of technology transfers, absorption of scientific research results and entrepreneurship of the region's community,

innovation and market competitiveness of the small and medium enterprises sector has been improved. The level of technological advancement of the regional economy will increase, while concentrating on the areas of the most dynamic development. The lack of significant development incentives from large innovative external investors will, however, limit the development of desirable sectors of the economy.

The implemented innovative development programming tools will result in the final development of functional areas in the region and the actual cooperation between them. Thanks to effective use of aid funds, the process of intraregional polarization will be stopped, although disproportions between functional areas of the Szczecin Metropolitan Area and Koszalin-Kołobrzeg-Białogard Functional Area and the rest of the voivodeship will remain. Access to specialist medical care and spa services will be improved, which will lead to a further increase in the average life expectancy in the region. Limited progress in attracting new investors to the voivodeship and changes in the structure of the regional economy are not conducive to strengthening endogenous development potentials of the region. The factor weakening this phenomenon is the development of transport connections and infrastructure activating especially the eastern and southern part of the voivodeship.

Despite the existence of a number of development barriers, the region has managed to increase its importance in cross-border cooperation and its position in the arena of interregional cooperation in the Baltic Sea region.

## PESSIMISTIC



## SCENARIO

There will be an accumulation of negative processes in the external environment and a reduction in the competitiveness and cohesion of the region. These phenomena may be intensified as a result of the global crisis on financial markets, as well as ineffective financial and economic policy in the national and local dimension. With regard to the voivodeship, this will result in a disturbance of its economic stability, investment attractiveness, weakening of territorial cohesion, strengthening of pressure to introduce a new administrative division and reduction of the region's area. The voivodeship will limit its ability to shorten the distance to more developed parts of the country and will not improve its competitive position towards the regions of Western Poland. Limitation of revenues to the voivodeship budget and insufficient inflow of central funds will result in a decrease in absorption of EU funds, and in special cases in difficulties in the implementation of functions assigned to self-government. Financial liquidity and the ability of self-governments to undertake investments will also be reduced. Therefore, the processes of merging communes will be increasing. Along with the weakening of diffusion of development from the main urban centers, polarization processes will intensify. Regional and sub-regional cities will lose importance. The structures of cooperation within the functional areas will not be properly formed, therefore self-governments will focus on maintaining their administrative capabilities with a significant or total reduction of expenditures and development processes. Within cities and their surroundings, uncontrolled suburbanization will intensify, conflicts in land use will increase and natural values will degrade.

The expected economic development within the scope of smart specializations will not take place. Development will take place only on the basis of limited internal resources, which will lead to further peripheralization of the voivodeship. A low level of economic growth will be connected with the reduction of industrial production, investment expenditures and consumption. Significantly lower than desirable development measures have made it impossible to implement many new private and public undertakings. This will affect the deterioration of the situation on the labor market, a decrease in employment and an increase in unemployment level. Lack of sufficient improvement in the voivodeship's transport accessibility will decrease its investment attractiveness.

The outflow of qualified employees from the region, negative natural growth, aging of the population, uncontrolled migrations to other centers will weaken the demographic potential of the entire voivodeship. This will pose a real threat to the preservation of the settlement network structure in the voivodeship and the ability to replace it on the scale of individual self-government units and the whole voivodeship. This will increase the pressure to incur high expenditures on social policy, which will not be financed by self-governments due to lack of funds. The quality of life in the whole region will deteriorate significantly, the threat of crime and unfavorable phenomena in the social sphere related to poverty and social exclusion will increase.

As a result of these processes, West Pomerania will also be pushed out of the main development processes of the national policy and in the agreements on cross-border cooperation and the Baltic Sea Region.



# 05

## VISION OF THE DEVELOPMENT OF ZACHODNIOPOMORSKIE VOIVODESHIP

Zachodniopomorskie Voivodeship in 2030 is a region with a modern and diversified economy using its geographical and environmental values, offering excellent living conditions for present and future residents. It is a competitive region, offering opportunities for development to both residents and businesses.

West Pomerania is characterized by a growing level of cohesion and the effective spread of development impulses. The foundation for the success of the whole voivodeship and the real civilization change is the development firmly rooted in local communities and around specific economic entities, including new production plants operating directly in the region, generating in their surroundings the development of innovation, cooperation and activation of entrepreneurship. This success is a result of the involvement of local societies and communities, effective discounting of the geographical location of West Pomerania on the map of Europe and the Baltic Sea basin, use of the potential for the development of blue and green economy. Typically formal cluster links give way to stronger integration of the economy and entities around value chains, technological links, new networks, strong economic entities and within specialization sectors.

Public intervention in the area of support for innovation, smart specialization, structure and dynamics of the labor market, transport accessibility and other aspects of infrastructure potential and human capital is adapted to the dynamics of their development.

The competitive position of the voivodeship is also determined by a strong development position of the main urban centers of the region. It results from the role of the Szczecin metropolitan area and the whole region in the macro-regional system of Western Poland and intensified cross-border and European connections. The position of urban centers is based on two pillars:

- strong economic systems affecting as large a part of the region as possible – including innovation, cluster systems, link networks and value chains, a skillful combination of an industrial component important for West Pomerania with preservation of the region's natural and cultural heritage,
- effectiveness of functional links and delivery of high quality public services.

At the area of the entire voivodeship a coordinated, proactive policy on effective use and development of space is implemented, both in the dimension of territorial self-government units and those that exceed administrative divisions of functional areas.

The natural environment is a wellbeing that creates conditions for high quality of life and the implementation of projects of growing economic importance. At the same time it is a value in itself, which determines the process of planning and development of space, strengthening of the replacement potential as well as public education and the culture of social order organization. With careful exploitation, the environment and space of West Pomerania are preserved and enriched for the benefit of future generations.

There has been a gradual change in the structure of the settlement network – the extreme location of the two largest centers balances the impact and functional cooperation of smaller towns in the whole voivodeship, a new distribution of public services has crystallized, adapting to these conditions. Functional areas are the basic category of programming development and monitoring of economic and social phenomena, the occurrence of links and flows. The implementation of infrastructural projects is carried out in the system of functional areas, their internal capacity (especially transport capacity) and the ability to establish relations between them.

The status and authorization of problem areas of the voivodeship are changed and strengthened. It results from going beyond formal and administrative restrictions (related to territorial divisions), holding back previously effective intervention in the area of real relations, as well as placing particular emphasis on selected elements of development potential.

Intensified revitalization processes are taking place, in particular in the area of the Special Inclusion Zone<sup>7</sup>, focused on:

- strengthening real activation processes and using their potential,
- placing emphasis on education and competences of the future, its high level and strengthening the positive impact of educational institutions on local communities.

<sup>7</sup> Special Inclusion Zone (SIZ) covers an area within the voivodeship which particularly disadvantageous socio-economic situation. A set of six synthetic indicators designated for individual problem areas (access to public services, demography, infrastructure, problems of areas of former state-owned farms, economic potential, poverty) was adopted to identify the SIZ. The purpose of SIZ establishment is to programme appropriate intervention instruments related to the problem areas with the most disadvantageous development conditions. SIZ is monitored and annually updated.



The key to the improvement of the demographic situation of West Pomerania is the policy strengthening the social capital of the region. It goes hand in hand with concern for education and high quality human capital as the foundation of the region's affluence and the creation of its development opportunities in the future. Intra-regional cooperation animated by the activity of public institutions leads to the disclosure and development of individual passions, talents and aspirations that make up the knowledge and competences of the voivodeship community capable of undertaking ambitious challenges. The inhabitants of the region are the subjects of targeted activities of the regional self-government – each member of the West Pomeranian community, regardless of their place of residence, personal or material situation, should have access to high quality public services. They should benefit directly from the effects of development processes.

The self-government supports immigration and settlement processes by systematically building solutions and the image of the region as the best place to live, work and rest. The region is a leader in attracting people from selected segments as residents, including young people, starting families and people aged 50-60 plus, leaving the typically urban labor market. This policy harmonizes with the development of the leisure industry sector and other activities aimed at effective, proactive spatial development.

The desirable changes in the voivodeship are possible thanks to the new formula of operation of regional

and local self-government adjusting to the changing conditions. At the same time, the self-government plays the role of a facilitator and coordinator of support obtained and provided within the region. In the agreement of the whole administrative sphere, a gradual departure from the sectoral mode of development programming and management is made in favor of strengthening the regions in terms of using coordinated policies and instruments, task-based budget building, ensuring a real system for measuring the phenomena occurring and the effectiveness of the intervention undertaken. An open, assimilative model of self-government functioning takes into account increased participation and share of a wider group of entities, much greater effectiveness in activating own resources and acquiring external resources and potentials, pro-investment attitude and strengthening the instruments of action supporting them. Obtaining this state of affairs was possible with simultaneous changes in the country's management system concerning in particular:

- favorable course of processes of further decentralization and deconcentration of the management system,
- modification of the tax system both in the direction of increasing the share of self-government in the distribution of the funds obtained and linking the system with the elimination of barriers to employment growth, support for families and the poorest people and limitation of social exclusion,
- rationalization of industrial policy and reindustrialization as well as pursuing the participation of actors with appropriate potential and impact.



Taking into account the potential and the situation of the region and its development capacity, the following mission for Zachodniopomorskie Voivodeship was formulated:

**West  
Pomerania**  
– the leader of blue  
and green growth  
to ensure high quality  
of inhabitants' life

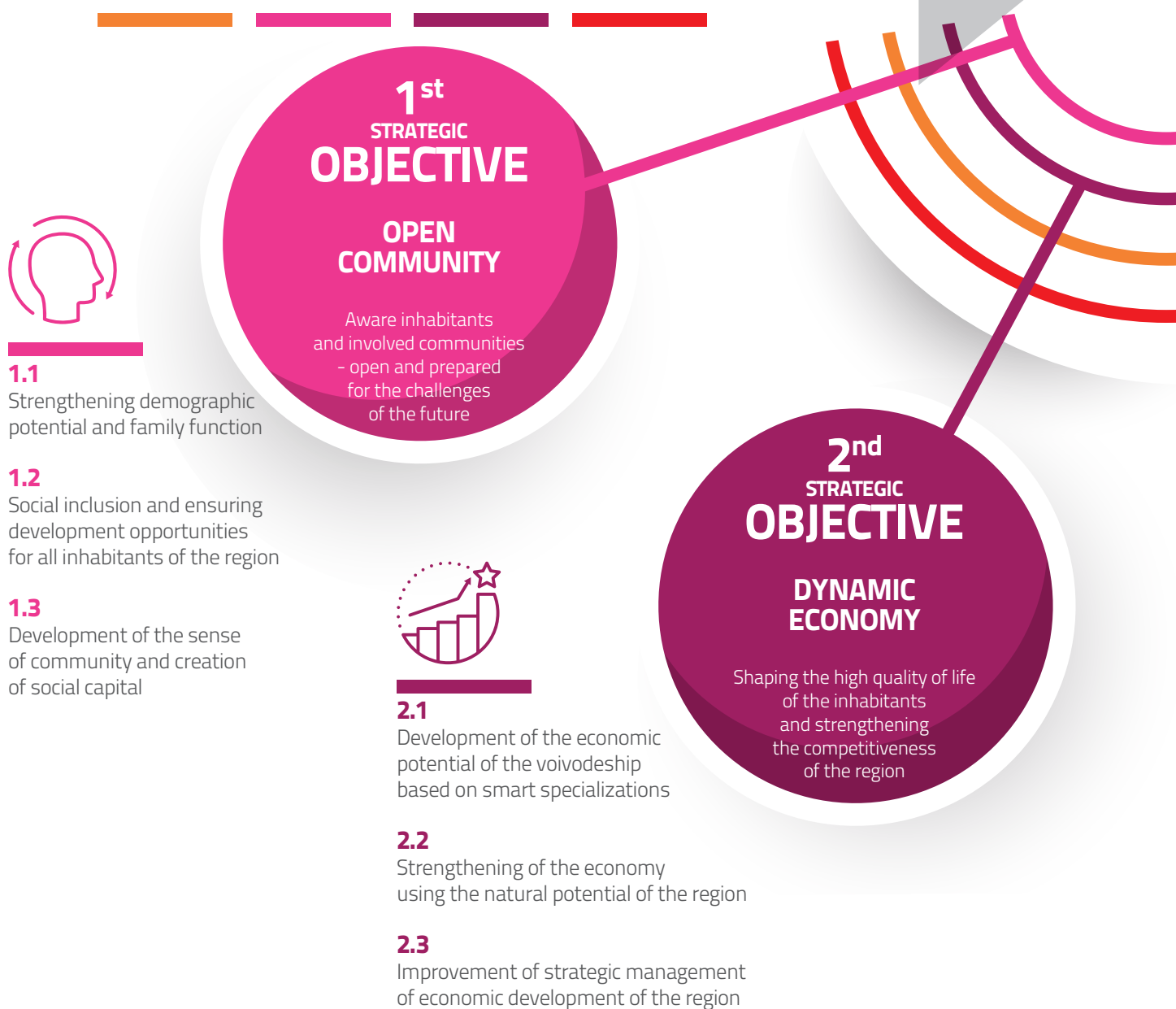


The adopted mission statement makes it possible to achieve the necessary consensus and balance between the economic and social sphere – in accordance with the constitutional principles of the social market economy model and principles of the protection and preservation of existing resources and heritage for next generations.

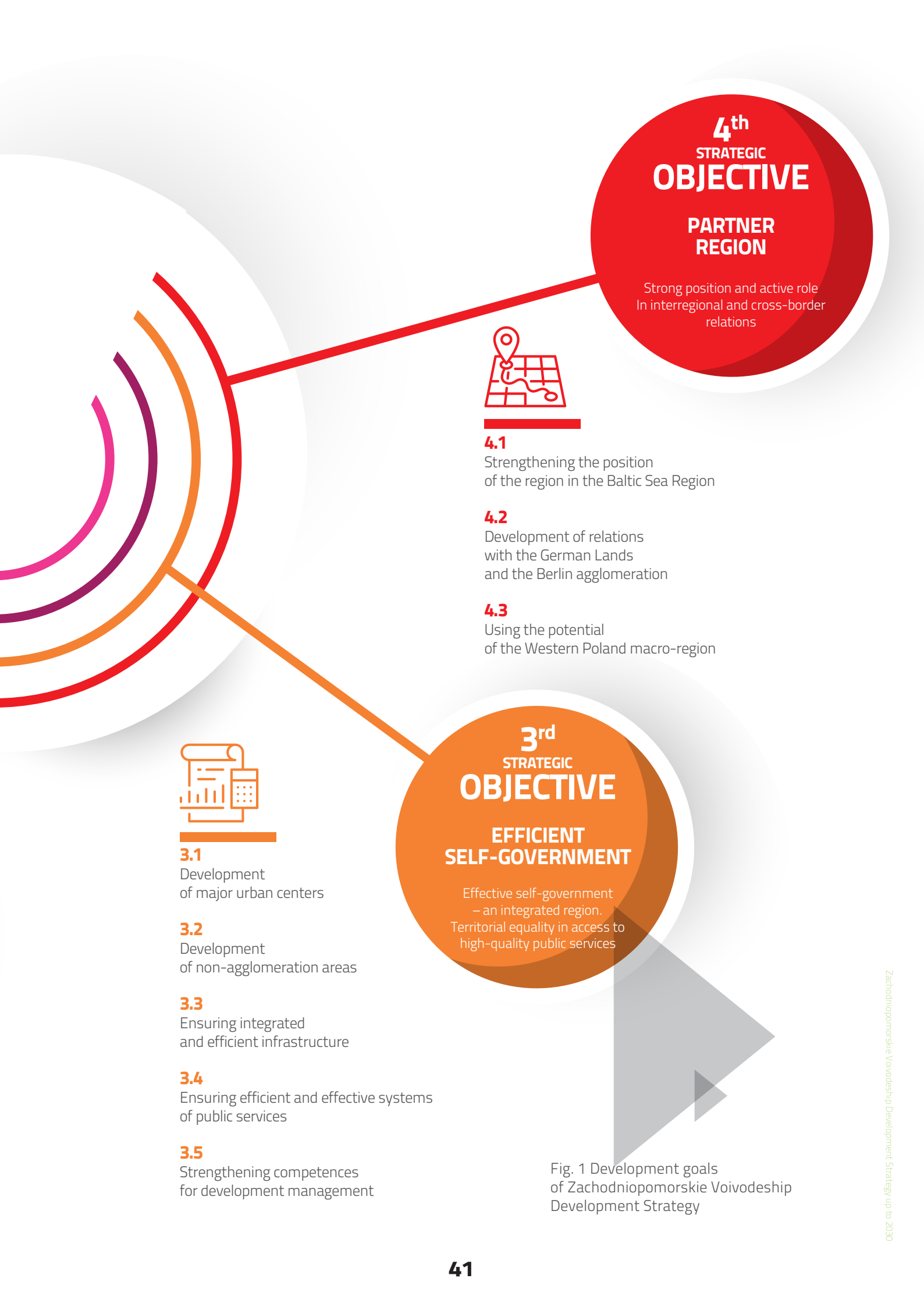
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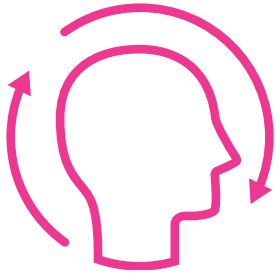
## DEVELOPMENT OBJECTIVES

The system of objectives proposed in the Zachodniopomorskie Voivodeship Development Strategy results from the development and modernization needs of the region and takes into account the above mentioned way of thinking about regional development, referring to the principles of regional policy. The ZVDS is included in 4 strategic objectives, from which 14 directional objectives have been derived. The objectives identified in the ZVDS are the superior act of choice – from among a broad catalog of development objectives dedicated to particular areas of activity of the voivodeship self-government. They indicate priority areas, which determine the path to achieving the intended vision of the region's development by 2030. All development objectives and sectoral activities implemented within the broad area of activity of the voivodeship self-government remain consistent with or complement this strategic choice.



Source: Own materials, ZVMO





## 1<sup>st</sup> STRATEGIC OBJECTIVE

### OPEN COMMUNITY

AWARE INHABITANTS AND INVOLVED COMMUNITIES

- OPEN AND PREPARED FOR THE CHALLENGES OF THE FUTURE

#family #community #involvement #human #partnership #self-governance  
#demography #democracy #NGO #development #identity #cooperation #leisure time  
#generations #neighborhood #aspirations



In the view of the current migration, civilization, globalization processes as well as cultural changes, the social resources of West Pomerania require special attention and strengthening. Every person and every family who want to live in West Pomerania, create its added value both in economic, social and cultural terms, constitutes a valuable development potential of the region. The formulated strategic goal expresses the aspiration that the inhabitants of West Pomerania should be a large community, with a preserved balance and compatible intergenerational cooperation, a community whose dynamism and openness constitute the foundation of stable development in all aspects. Implementation of the objectives for the formation of a modern and open society means strengthening the demographic potential, social

cohesion – striving to ensure adequate quality of life and eliminate social inequalities, but also solidarity of the inhabitants, self-government activities aimed at increasing social engagement (bottom-up local initiatives, partnership projects, etc.) and strengthening interpersonal and inter-institutional ties (activities for the strengthening of the family, intergenerational ties, incentives for cooperation, etc.).

Activities for the implementation of the Strategy within this strategic objective will be concentrated within the following directional objectives. They will also be reflected and complemented in relevant sectoral development policies and implementation programs.



### DIRECTIONAL OBJECTIVE 1.1 Strengthening demographic potential and family function

Active shaping of demographic changes at the regional level requires comprehensive and long-term, often unconventional actions. This complexity is reflected in the fact that even the simplest solutions, which can have a positive impact on the demographic situation in the region, are taken into account, as well as in the proportion between the necessary adaptation to changes and active and innovative counteraction to these changes. Comprehensiveness also means joint and complementary actions at the regional and local level, involving various entities, but also referring to the awareness and involvement of the inhabitants. Pro-family policy is a basic tool for overcoming unfavorable demographic trends. Support for family will be provided, among others, by supporting conscious and active parenthood, support for large families and compensating for economic and cultural risks. In its activities, the self-government will strive to provide families with a range of facilitations in everyday life and enable them to achieve the desired standard of living. Particular attention should be paid to support dedicated to families threatened by exclusion or incapable of raising children – measures for the return of children to biological families and the acquisition of family building skills by them is the foundation of the replacement power and the condition of future families. A properly functioning family as a basic social unit is a subject of local economy and the most effective mechanism of income redistribution (it participates in the processes of income generation, tax processes, wealth and subsidy distribution – for the benefit of the local budget). The family, which functions independently, apart from economic capital, brings cultural and social values to the local and regional community, enters into relations with the environment and other „nodes“ of the social network. It is a family that is also an aware and involved partner in the public sphere.

A separate group of activities will be implemented to ensure a high standard of living, activity, participation in public life and necessary care for the elderly.

Local self-governments will undertake, with the participation of the voivodeship self-government, actions aimed at creating the best possible environment for the settlement in West Pomerania of people seeking a suitable place to live and work. Moreover, regional self-government in coordination and consultation with local communities will conduct an active immigration policy oriented at satisfying the needs of the labor market and maintaining the population potential of the voivodeship. It is also crucial that the principle in the programming of development at the local level is to identify and take into account demographic challenges in the social policy, but also in the investment and spatial policy.

### DIRECTIONAL OBJECTIVE 1.2 Social inclusion and ensuring development opportunities for all inhabitants of the region

Activities of the voivodeship self-government in cooperation with the local self-government will translate into increasing life chances of the voivodeship's inhabitants, gradual improvement of their living standards and increasing their life aspirations. Every inhabitant of the voivodeship, regardless of place of residence, gender, age, material situation or beliefs and religion, should have opportunities and chances for development. This applies especially to persons threatened by social exclusion for various reasons, who should be included in the local social life, thus integrating them with the local community.

The policy in the field of social inclusion comprises counteracting various forms of social exclusion of individuals and groups and social reintegration of already excluded individuals and groups. Exclusion consisting in the lack of access or insufficient access to the most important „social systems“, such as the labor market, education, medical care or social security, most often results in breaking family and social ties and loss of sense of life and identity disorders. Measures for social inclusion will be directed at providing inhabitants of various areas of the voivodeship with support in access to public services and local infrastructure of an appropriate standard (vocational counseling, education and lifelong learning, medical care, social assistance and social work). These measures will be addressed mainly at rural areas with particular emphasis on the so-called former state-owned farming areas, where many people are in a difficult life situation, but also at other regions with deficits in this respect. In order to increase the effectiveness of measures undertaken, they will be based on the current diagnosis of the existing network of services and the needs of the inhabitants, combined with effective informing them about the existing possibilities of undertaking measures.

### DIRECTIONAL OBJECTIVE 1.3 Development of the sense of community and creation of social capital

Active residents interested in the environment and cooperation for the benefit of the local community are the basis of social capital and consequently of economic development. The voivodeship self-government in its activities will focus on using the human potential for the development of the feeling of community and social capital through strengthening individual development or stimulating and supporting – also financial – mechanisms of collective action and conscious responsibility for local and regional development.

Activities of self-government will also be directed at inspiring local self-governments to intersectoral cooperation (local business sector, public and social sector), as well as among self-governments.

Civil society is the foundation for building effective relations among individuals, organizations, institutions and self-governments at various levels. It is an added value to the processes of activation and integration and social education of the inhabitants. It is a higher level of social awareness connected with a share in local development. It is the ability to decide on other people's matters –beyond the boundaries of privacy – the ability to cooperate, to make collective decisions, including election decisions. Finally, it is the enforcement of all social agreements, adopted resolutions, election programs and development strategies.





## 2<sup>nd</sup> STRATEGIC OBJECTIVE

### DYNAMIC ECONOMY

SHAPING THE HIGH QUALITY OF LIFE OF THE INHABITANTS  
AND STRENGTHENING THE COMPETITIVENESS OF THE REGION

#Innovativeness #entrepreneurship #creativity #industry 4.0 #industry  
#smartspecializations #R&D #capital #valuechains #investment #IOB  
#SME #science #services #startup



Challenges in the area of economy that Zachodniopomorskie voivodeship faces concern mainly more extensive than before use of the region's endogenous economic potential, increasing expenditures on innovation and building strong cooperation links. It will require involvement of regional self-government in measures aimed at strengthening the potential of economic entities and increasing the possibilities of their capital development, professionalization of business environment institutions and cluster structures as well as strengthening human capital. The support granted will allow to locate innovative investments in the region and to build new supra-regional and international cooperative relations. In this context, undertaking initiatives leading to the development of smart specialization of the region and raising the position

of economic entities in value chains, and thus reducing the dependence of enterprises on the economic situation and the willingness of external entities to cooperate, should be considered particularly important. The increase in competitiveness of the West Pomeranian economy will translate into a high quality of life of the inhabitants and the possibility of creating the region as an attractive place to live and work.

The regional self-government will develop forms and scope of influence on the nature of economic phenomena and the ability to cooperate and organize socio-economic structures in the form of a network of connections between functional areas. The role of self-government will be to properly identify the scope

of social and economic phenomena, their impact on the community and the selection of appropriate tools.

Activities for the implementation of the Strategy within this strategic objective will be concentrated within the following directional objectives. They will also be reflected and complemented in relevant sectoral development policies and implementation programs.

#### **DIRECTIONAL OBJECTIVE 2.1**

##### **Development of the economic potential of the voivodeship based on smart specializations**

Innovative economy is a significant instrument for shaping high quality of life of inhabitants and strengthening the competitiveness of the region. In the context of the current situation of the voivodeship and the vision of its economic development, West Pomerania will face key challenges in the coming years. Self-government will take actions to identify and develop regional smart economic specializations in the voivodeship. At the same time, it will coordinate the so-called entrepreneurial discovery process, which is a tool for their identification. Instruments for supporting innovativeness and the research and development sphere will also be developed, including providing enterprises with access to financing tools for innovative undertakings, as well as support for technology transfer, strengthening cooperation between the science and business sectors and professionalization of services of business support institutions. It will be important to disseminate innovative solutions to less developed areas of the voivodeship and to adapt the education system to the needs of the regional economy. At the same time, it is planned to undertake measures for shaping in the society attitudes open to innovations and strengthening human capital. Strengthening the role and potential of universities, which are often animators of innovation and motors of technological changes in the economy, will be of key importance in increasing the level of innovativeness of the region. The implementation of the objective will also contribute to a shift in the position of the regional economy in global value chains towards final products or those involving early stages, i.e. conceptual and research ones. The provisions of the objective will be implemented mainly through the prism of the operationalization of the regional innovation strategy.

#### **DIRECTIONAL OBJECTIVE 2.2**

##### **Strengthening of the economy using the natural potential of the region**

Of particular importance is the need for local authorities to support and systematically build up economic areas that are the driving force behind the regional economy and, at the same time, are characterized by intensive development. The presence of traditional blue and green economy sectors in Zachodniopomorskie

voivodeship has enabled broad competences to be built up in this respect in production and services for the last 20 years. The self-government will undertake actions for the support and development of the areas in question using the local natural and socio-economic specificity.

Its objective is, among others, to promote elements which prove the uniqueness of knowledge and resources of the region, which will constitute an economic advantage. Partial concentration on traditional potentials will allow to achieve economies of scale and develop the economic potential of the region with optimal use of necessary raw materials and infrastructure. This process will also require initiating new forms of cooperation, capital concentration, increasing cooperation links, creating strong cluster organizations and technological development. The abundance of natural values of the voivodeship creates its specificity and at the same time constitutes a constantly underutilized potential. If due care is taken to protect them, they may be the subject of fuller spatial and functional development.

It is important to make more extensive use of the region's tourist and environmental potential, but also to support the development of renewable energy sources. The voivodeship strives to take full advantage of the coastal location and the multiple port and shipyard potential connected with it, as well as to develop a high quality, diversified, multi-seasonal tourist product.

The support will also concern the areas considered important for sustainable development with simultaneous revitalization of the regional economy and restructuring of problem areas.

#### **DIRECTIONAL OBJECTIVE 2.3**

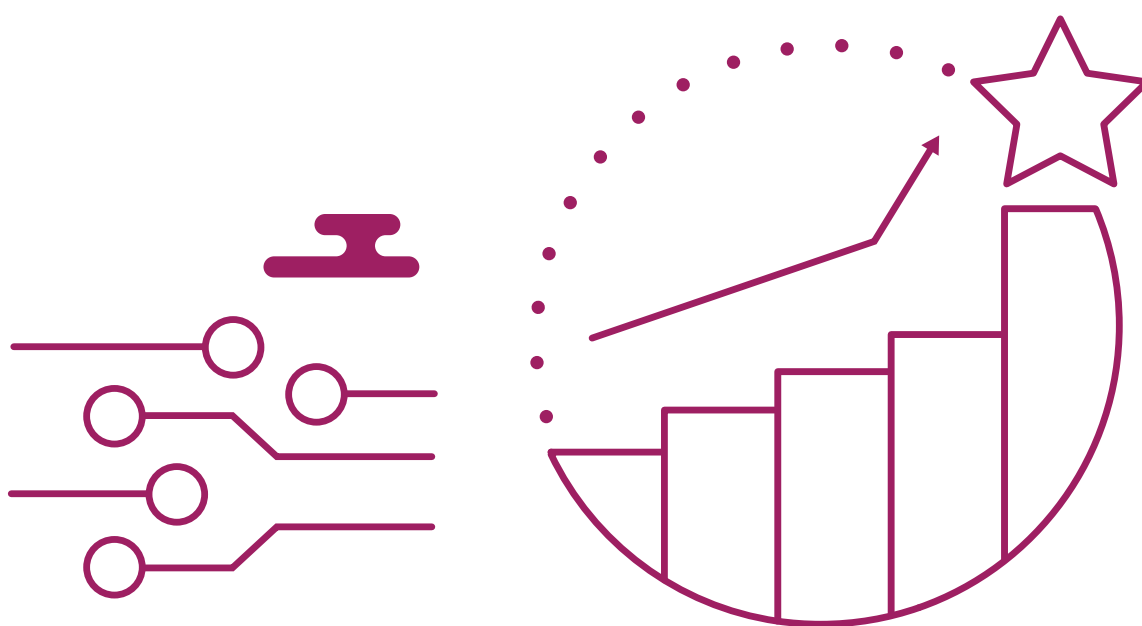
##### **Improvement of strategic management of economic development of the region**

The self-government coordinates and activates the entrepreneurship and investment involvement of external entities operating in its area. To this end, it strives to constantly improve its own competences, ability to act, acquire external partners and direct their potential and activity.

The Marshal's Office favors the dynamization of economic relations within regional and macro-regional cooperation networks. The support will be dedicated to all entities and forms of action which, implemented under the auspices of self-government, contribute to the increase of the economic potential of the region. Self-government will undertake actions aimed at locating large and medium innovative enterprises operating in the areas of key importance for the economy of West Pomerania, also by increasing the investment attractiveness of the region.

The development of entities of sufficiently large potential and the policy of supporting entrepreneurship will go hand in hand with the strengthening of the network of economic ties in the cross-border and macro-regional system. The aim of the self-government is to strengthen investment and export relations and internationalization of entities operating in the region. Permanent and systematic relations with the world economy and improving the position of the regional economy is to balance the limitations associated with

peripheralization – territorial and subjective – on a national scale, involve qualified staff and provide them with a foundation for a prosperous life. The support in the process of increasing the investment and economic activity will be the regional development fund which will enable to mitigate the negative effects of the expected limitation of the inflow of European funds, making available comprehensive financial services and products dedicated to market gaps and the needs of various groups of entities.





## 3<sup>rd</sup> STRATEGIC OBJECTIVE

# EFFICIENT SELF-GOVERNMENT

EFFECTIVE SELF-GOVERNMENT – AN INTEGRATED REGION.  
TERRITORIAL EQUALITY IN ACCESS TO HIGH-QUALITY PUBLIC SERVICES

#functionalareas #cooperation #efficiency #localdevelopment #integrity  
#commune #publicservices #space #district #voivodeship #ruralareas



Effectively operating and efficient self-government determines the balanced and beneficial development of the entire region. The self-government of Zachodniopomorskie voivodeship will shape regional policy in the spirit of balancing mutual relations among cities and surrounding areas and using these relations to initiate and strengthen development processes. This objective is reflected in the aspiration to create a coherent and complementary settlement network in the region – based on the internal development potential of all cities – with a special role of Szczecin – a center of European importance and Koszalin – an aspiring center of supra-regional importance.

The development of urban centers will be directed both at ensuring high quality of life of the inhabitants and permanent improvement of accessibility of a wide range of public services (in Szczecin – also metropolitan),

and at the same time at the effectiveness of service and range of influence both in urban and rural areas. The aim of the self-government of Zachodniopomorskie voivodeship is, inter alia, to ensure durability and exchangeability of potentials in relations among urban centers and rural areas of the voivodeship. The intervention undertaken must necessarily take into account the actual territorial dimension of development processes and its addressing to a specific community, as well as take into account processes taking place on a wider scale, exceeding the set administrative boundaries of communes or districts.

Self-government will conduct a sustainable spatial management, serving to rationalize the development of infrastructure and maintain a high quality of life in peripheral areas. Links will be strengthened within functional areas –emphasizing local potentials and the need to maintain their regenerative power. In the infrastructural



dimension, the condition for this is the development and maintenance of regional transport systems ensuring the connection of rural areas with urban centers. In the sphere of economic activities, measures will serve the development of green and blue economy based on a favorable area structure of agriculture in West Pomerania, the coastal location of the region, the production, investment and innovation potential of large enterprises and the orientation of the region's economy towards supporting measures within the development of regional specializations.

Conducting the development policy on the basis of functional areas will serve to achieve uniform, sustainable development effects on the scale of the entire Zachodniopomorskie voivodeship, without loss to the dynamics of local communities. The aim of the voivodeship self-government activity is to build the capacity of self-government administration structures to cooperate among territorial self-government units – also using the idea of complementary functional areas strengthening the potential of the entire voivodeship – and to integrate activities as a response to changing socio-economic trends. Transformations concerning all the above aspects and the whole context of self-government community functioning require both optimization of the way of using the resources and competences, as well as implementation of new solutions. It concerns in particular the intensification and improvement of effectiveness of cooperation with other entities (apart from territorial self-government units) active in the social and economic space of West Pomerania. The fundamental element of adjusting the self-government to the socio-economic phenomena will be the transfer of attention from the distribution of financial resources to the generation, use and activation of the potential of a wide range of partners for the development processes in the region.

Activities for the implementation of the Strategy within this strategic objective will be concentrated within the following directional objectives. They will also be reflected and complemented in relevant sectoral development policies and implementation programs.

#### **DIRECTIONAL OBJECTIVE 3.1** **Development of major urban centers**

The priority for the regional self-government is the constant improvement of the position of the functional area of Szczecin as an important political, economic and cultural center in the supra-regional (national and international) dimension and the development of the Koszalin metropolitan area and its range of influence. This will be accompanied by strengthening and development of metropolitan functions, including striving for the importance of higher education institutions on a macro-regional and national scale, promoting the participation of the region's cities in continental and global cooperation networks. The development of cooperation systems

based on the territorial contract formula<sup>8</sup> and integrated territorial investments will take place. These instruments will ensure the strengthening of the functionality of the Szczecin Metropolitan Area as an instrument for the coordination of development processes of the territorial self-government units forming it. They will also strengthen measures consolidating the potential of cooperation between territorial units, institutions and communities of inhabitants within the Koszalin metropolitan area. Strong empowerment of the metropolis in the region through the development and strengthening of the system of institutional, infrastructural, transport, economic and social links with the whole voivodeship is crucial for the territorial cohesion of the voivodeship – while the metropolitan centers are able to develop without links with the regional environment, the region without these links becomes peripheral.

The self-government will promote activities and initiatives for decentralization in accordance with the principle of subsidiarity and deconcentration, undertaking, among others, efforts to bring the seats of central institutions to the voivodeship (especially those operating in the area of blue and green growth). Improving the quality of life and strengthening the labor markets in urban centers will be implemented on the basis of investment projects, including those related to the creation and modernization of efficient transport systems. The region's self-government will intensify cooperation with local self-governments in the area of activation of the potential related to the specific location of the region and the resulting competitive advantages.

#### **DIRECTIONAL OBJECTIVE 3.2** **Development of non-agglomeration areas**

The aim of the self-government is to strive to create a coherent and complementary settlement network in the region, based on the internal potential of urban centers and their functional areas and their ability to stimulate economic growth, create sustainable jobs and improve the quality of life of the inhabitants. High efficiency of urban-rural cooperation is necessary to maintain and strengthen the existing settlement network and to continuously improve the standard of living in each of its elements. Self-government activities will be directed, on the one hand, at strengthening the positive developmental impact of urban centers, and on the other hand, at facilitating access from rural areas to these processes and active participation in them. This should result in modernization and better use of resources of rural areas (often complementary to those gathered in cities), improvement of competitiveness of rural areas as a place for the placement of investments, non-agricultural business activity or development of services.

Rural areas should become an attractive place for work, residence and recreation.

<sup>8</sup> See chapter 9.

At the same time, small urban centers must improve their ability to fulfill the role of back-up facilities in terms of population and production for the larger cities. At the same time, their importance in the context of new settlement processes and the development of complementary and alternative forms of economy (including tourism, energy, bioeconomy) will grow. Regional self-government will promote supra-local solutions and cooperation networks crossing the administrative boundaries of communes and districts, e.g. by developing the instrument of self-government contract<sup>9</sup> and related mechanisms, i.e. instruments stimulating cooperation and coordination of development processes within functional areas.

Support will be provided for measures for the integration of economic systems with other subsystems within functional areas (e.g. the labor market with the education system), as well as for building and strengthening network cooperation with the participation of entities from many sectors in the local dimension – in particular investment projects, optimization of the network of entities providing public goods and services, creation of capital and production groups, technology transfer, optimization of management systems, logistics services. The coordination of development monitoring and cohesion policy between the regional and local levels will take place to a greater extent.

### **DIRECTIONAL OBJECTIVE 3.3** **Ensuring integrated and efficient infrastructure**

The voivodeship self-government will strive to ensure the completeness and cohesion of the West Pomeranian transport system enabling efficient passenger and freight transport services, in particular based on priority road and rail connections and water transport. The development of all the aforementioned types of transport infrastructure will contribute to the improvement of transport accessibility (both external and intra-regional) and ensuring safety in the region, thus increasing the economic and tourist activity of the voivodeship. An efficient system of transport links, including links with the largest urban centers – Szczecin and Koszalin – is crucial for the pro-developmental impact of these cities, activation of intra-regional potentials and ensuring territorial cohesion of the voivodeship.

In accordance with the recognition of local potentials and conditions and the arrangement of functional links and SIA, investment areas with the widest possible range of impact on the socio-economic development will be developed on a voivodeship scale.

The economic policy will be focused on specific investment resources of the region (related, among others, to the coastal and waterfront location of the voivodeship), mainly renewable energy sources, which should lead to independence of the energy market from fluctuations of raw material, economic and technical nature.

Increasing the share of dispersed energy will contribute to the development of the local economy and will allow to use the local potential to a greater extent. There will be a strong involvement of infrastructural investments in the region supporting the development of regional specializations and their active management.

Investments in educational infrastructure will be carried out, which will give the possibility of improving the quality of education at every level and its greater connection with the labor market. Within the framework of building efficient and integrated social infrastructure systems, the infrastructure in the field of health care will be developed.

### **DIRECTIONAL OBJECTIVE 3.4** **Ensuring efficient and effective systems of public services**

Maintaining the integrity of the voivodeship settlement network and adequate quality of life within individual functional areas requires ensuring high standards and universality of public service provision.

The regional self-government will make efforts to ensure and improve them systematically within the functional areas. Building service provision systems based on the existing functional links of areas (extending beyond the administrative boundaries of individual communes or districts) will increase their cost effectiveness on the part of service providers and accessibility for service recipients. A regional standard of access to public services, cultural goods and mechanisms of local development (at least in relation to services provided by regional self-government units) will be developed and implemented. Regional self-government will initiate and support the development of systems by cooperating local self-governments and other partners. The task of self-government is to secure access to a basic basket of services, especially in the area of education, health, administration, culture and recreation. Intentionally implemented system of services for health and cultural condition means the functioning of a system of local services (complementary to public), responding to the specific needs of the environment, e.g. people with disabilities, other excluded people or at risk of exclusion, including poverty.

The quality service system is usually organized by non-governmental organizations, partnerships, Local Action Groups or other organizations outside the public sector.

The essence of the objective is also to launch the potential of social responsibility for solving specific problems of the local environment, which requires the ability to cooperate with the local self-government in order to create a synergic system of resources and methods of influencing the quality of life of the inhabitants. Regional self-government will undertake activities aimed at building and strengthening cooperation networks, especially

<sup>9</sup> See chapter 9.

in rural areas of the region, based on institutional solutions (LAG, EU funds distribution system), revitalization projects, as well as semi-formal networks of information and services flow. It requires cooperation with local administration in the field of identification of the state and needs as well as the possibility of satisfying them. Measures supported from the regional level will be defined at a local scale on the basis of the potential and implementation abilities of communities, in particular with the use of educational institutions, social economy structure, civil society entities.

### **DIRECTIONAL OBJECTIVE 3.5**

#### **Strengthening competences for development management**

The implementation of the West Pomeranian Development Programming Model will result in adjusting the mode of operation of self-government to the conditions related to the development programming on the basis of identified functional areas in the voivodeship area. Development management based on functional areas will require measures to build and strengthen self-government competences, activate cooperation and transfer knowledge between local administration and important stakeholders in the region, using the potential of the scientific community. Efficient databases and network (system) solutions allowing identification and management of spatial, environmental, human, cultural and other resources will be created, updated and modernized.

Self-government will strive to strengthen the coordination of management of areas located in the voivodeship that combine various functions. The voivodeship self-government will manifest an active attitude towards supra-local development processes and initiatives, inter alia, through the implementation of instruments of financial support for projects undertaken in the

voivodeship, strengthening and expanding the range of their impact. To this end, it is necessary to implement a culture of programming and implementation of activities of a project nature, taking into account the purposefulness, effectiveness, monitoring rules and the degree of involvement of self-government adequate to its potential and reported needs.

There will be optimization of human resources and the mode of operation of self-government structures with an emphasis on gradual reduction of the use of external funds and fuller coordination of development processes at a regional and sub-regional scale. The mode of operation of entities affiliated with self-government and financed by it will be increasingly adapted to social and economic challenges. External material, human and organizational resources will be increasingly involved in the preparation and implementation of projects important for the region. There will also be a focus on outsourcing of self-government functions and services to external entities.

The regional self-government will strive to expand cooperation with external entities and join the network arrangements. The construction and use of consultation and coordination systems of self-government activities with external entities, in particular within the framework of the Regional Territorial Forum<sup>10</sup> and within the framework of the coordination and consultation mechanisms integrated with it, are the priority.

Within the scope of internal regulations, the structures and procedures of self-government operation will be optimized in terms of increasing the ability to undertake and implement cooperation with external entities. Measures will also be taken to strengthen the effectiveness of self-government branch offices located outside the voivodeship in order to attract partners, intensify investment processes and implement other important objectives.

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<sup>10</sup> See chapter 9.



## 4<sup>th</sup> STRATEGIC OBJECTIVE

### PARTNER REGION

STRONG POSITION AND ACTIVE ROLE  
IN INTERREGIONAL AND CROSS-BORDER RELATIONS

#geopolitics #commonobjectives #partnership #Oder  
#Baltic #Berlin #macroregion #Europeanity #westernpoland #Mecklenburg  
#CETC #openness #Scandinavia #transport #cross-border



The West Pomeranian Community and the self-government acting on its behalf will make efforts to strengthen the position of Zachodniopomorskie voivodeship in cross-border and interregional agreements and to formulate the „Baltic idea” which will be taken into account in the national policy for the benefit of the region. It is important to take the initiative in the cooperation of regional authorities interested in the Baltic Sea issues. It is also necessary to pose new challenges to institutions operating in the sphere of cross-border and interregional relations (including those which to some extent have lost the power of integrating and inspiring to active cooperation). In this area it is also important to implement and finance or co-finance projects by self-governments, with particular emphasis on economic specialization of the region, e.g. in the field of blue and green economy, tourism infrastructure but also culture and education. They will be

undertaken, inter alia, within the framework of the implementation of the EU Strategy for the Baltic Sea or Cross-Border Cooperation. Consolidation of the system nature of these projects will contribute to the implementation and strengthening of the importance of these important objectives for the region. At the same time, it will be correlated with the tightening and giving new dynamics of cooperation within the Western Poland macro-region. The challenge for the Zachodniopomorskie voivodeship self-government is to develop and implement a model of cooperation of regional structures and partners from all sectors, which will fit the interests of particular entities and communities into the logic of joint, integrated action, creating solutions and effects going beyond the regional sphere.

Activities for the implementation of the ZVDS objective in question will be concentrated within the scope of the following directional objectives. They will also be reflected and complemented in relevant sectoral development policies and implementation programs under the West Pomeranian Development Programming Model.

#### **DIRECTIONAL OBJECTIVE 4.1** **Strengthening the position of the region** **in the Baltic Sea Region**

The self-government of Zachodniopomorskie voivodeship will define and pursue the vision of the Baltic macro-region as an area of intensive cooperation at the international and interregional level. In the near future, it will become an area of more dynamic cooperation in which West Pomerania and Poland can and should build their *raison d'être*.

Actions will be taken to introduce this vision and the corresponding solutions into the mainstream European policy of Poland. Zachodniopomorskie voivodeship will implement mechanisms and standards that will fit into the Baltic Sea regional policy canon, based to a large extent on the implementation of blue and green growth, Integrated Coastal Zone Management, dynamization of port cities development and effective cooperation between the regions of the Baltic Sea basin. The investment and economic policy of the region will be based to a large extent on assumptions enabling active acquisition of foreign partners, in particular from the area of the Baltic macro-region.

It will be complemented by the development of contacts in the field of R&D and education, as well as in the field of culture, taking into account the nurturing and promotion of Polishness and national awareness of the inhabitants of West Pomerania. The position of the region in these relations will be significantly improved by obtaining in Szczecin the location of the seat of a national or international institution whose activities will be directed at strengthening and intensifying Baltic cooperation and blue growth. The voivodeship self-government will actively participate in its establishment and ongoing functioning.

#### **DIRECTIONAL OBJECTIVE 4.2** **Development of relations with the German Lands** **and the Berlin agglomeration**

Cooperation within the Baltic Sea macro-region and building the position of West Pomerania and Poland in it will be the context of shaping economic relations with the German border lands - Mecklenburg-Vorpommern, Brandenburg and Berlin agglomeration. The policy pursued, coordinated with the state administration to the greatest extent possible, will aim at overcoming the existing limitations, taking

advantage of the strategic location of the region and its urban centers and taking into account geopolitical conditions in the dynamically changing European order.

It is of key importance to undertake actions aimed at strengthening the influence of Szczecin as an administrative center and a provider of public services for the entire functional area, also on the German side of the border. This will lead to giving the Szczecin Metropolitan Area (SMA) the role of an actual cross-border area.

The voivodeship self-government will consistently strive to implement the European policy of metropolitan cooperation and to intensively direct the development of the SMA towards cooperation with the Berlin agglomeration. Achieving these objectives requires strengthening institutional and functional competences of entities animating this cooperation, in particular expert background and involvement of the third sector. It is particularly important to raise to a higher level the practice of spatial planning in cross-border areas with the use of experience gathered in this respect in West Pomerania (e.g. during works on the Study of Integration of the Polish part of the Polish-German borderland).

In the infrastructural dimension, priority will be given to solutions improving the quality of transport connections between Szczecin and Berlin and their promotion on the German side. Strengthening of the region's economy requires programming and tightening of cooperation between entities as well as sectoral and inter-sectoral links with entities from the Berlin metropolitan area. The development of the social sphere will take place through cooperation for the integration of the tourist offer in selected areas (e.g. in the vicinity of the Szczecin Lagoon), intensification and support of cooperation of non-governmental organizations, youth exchange as well as promotion and implementation of projects strengthening language competences of the region's inhabitants. Moreover, the self-government of Zachodniopomorskie voivodeship will strive for a formal strengthening of solutions determining the direction of the Berlin agglomeration and entities operating at its territory to use the potential of Szczecin.

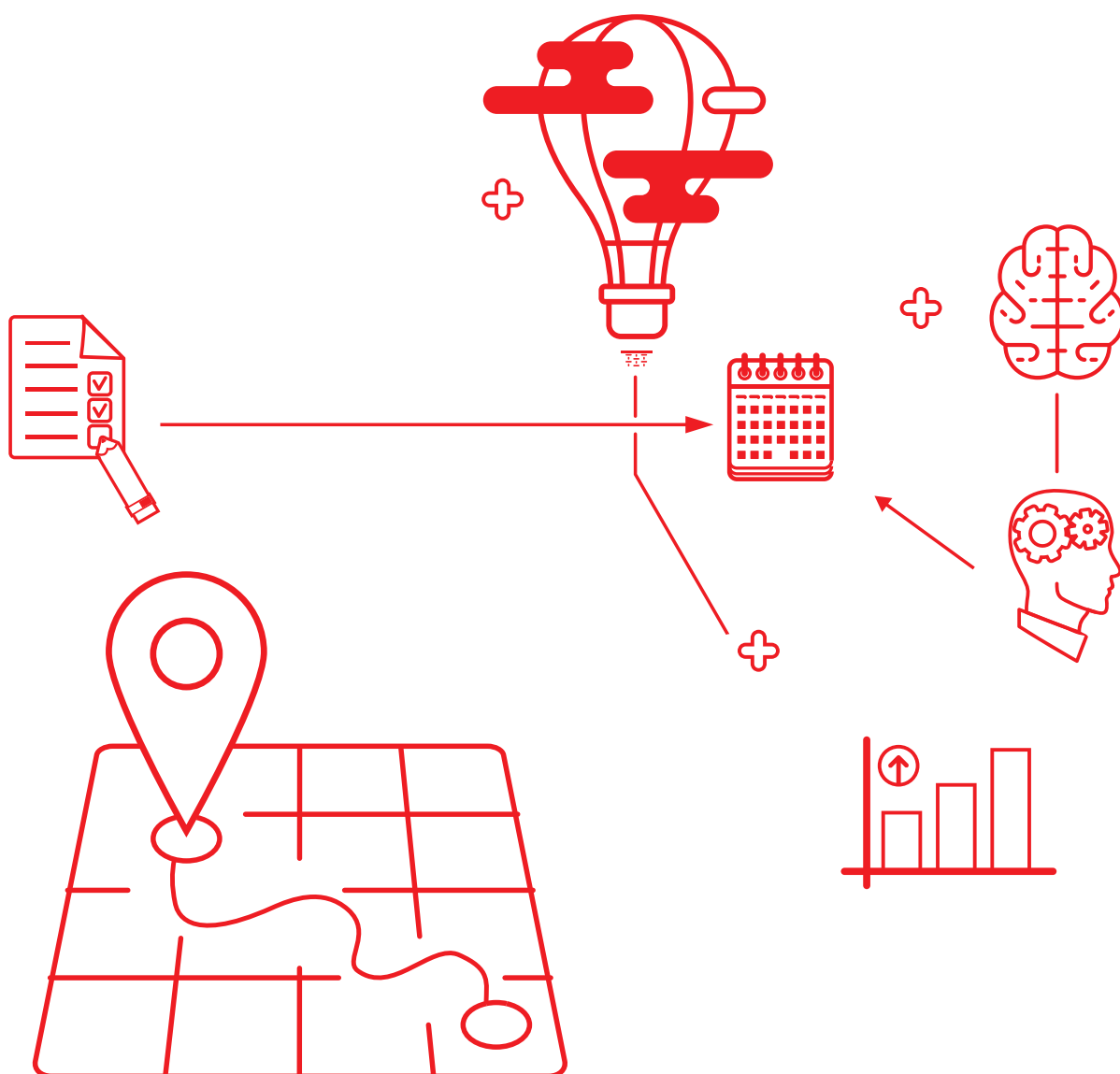
#### **DIRECTIONAL OBJECTIVE 4.3** **Using the potential of the Western Poland macro-region**

The use of the potential of the macro-region of Western Poland and the position of the voivodeship in the macro-region will constitute a permanent, strategic context of activities undertaken by the self-government within the framework of the national regional policy. They will be undertaken thanks to a constant, coordinated with other voivodeships and a targeted diagnosis of the state and challenges. Conclusions drawn from it as well as the planning and implementation of measures require the inclusion of entities and communities from

outside self-government structures into cooperation. Regional self-government will strive for open cooperation involving entities that can make a valuable contribution, and at the same time increase the effectiveness and decision-making power of regional self-government cooperation.

The self-government of Zachodniopomorskie voivodeship will strive to implement solutions worked out within the framework of the West Pomeranian

Development Programming Model and to maintain their dynamics within the framework of Western Poland. The axis of cooperation will be the network projects jointly developed and implemented by regional self-governments. In order to give proper nature and system importance to the Western Poland macro-region, it is necessary to initiate and support projects at the local level and within interregional functional areas by the voivodeship self-government. Actions will be taken to develop and disseminate the idea of Western Poland in the public awareness.





## TERRITORIAL DIMENSION OF DEVELOPMENT POLICY

The Zachodniopomorskie Voivodeship Development Strategy is in line with international, European and national paradigm shifts of regional policy, i.e. perceiving it as a policy aimed at integrated support for various territories.

This means the necessity of gradual departure from thinking about development closed within the administrative boundaries of individual self-government units and transition to the understanding of territorial development as stimulation of the potential of the delimited area with its functional features. The area of Zachodniopomorskie voivodeship shows numerous and permeating functional relations (social, economic and spatial), the identification of which allows to define a common vision of actions and preparation of a coherent intervention. Moreover, going beyond the administrative boundaries means the necessity to coordinate the activities of various entities and integrate them into a package of the scope corresponding to the development needs of a given area. Strengthening the aspect related to the support for functional areas is the basis for building the implementation potential for the Zachodniopomorskie Voivodeship Development Strategy in the perspective of 2030. The intervention prepared in such a way will bring many benefits as a result of undertaking coordinated and integrated actions by entities operating at various territorial scales.

The territorial dimension of the development policy manifests itself in the programming of development and undertaking interventions in relation to strategic intervention areas (SIA), indicated by type and initially delimited at the level of the medium-term development strategy of the country – the Strategy for Responsible Development, and detailed at the level of the region. These are areas being the subject of concentration of territorially oriented measures, including problem areas, in which specific potentials or phenomena unfavorable for the social and economic development of this area and its population are identified.

The identification and delimitation of SIA at the territory of Zachodniopomorskie voivodeship takes place on the basis of functional areas indicated in the Zachodniopomorskie Voivodeship Management Plan<sup>11</sup>. In accordance with the foregoing, the territorial policy in relation to the areas of strategic intervention of Zachodniopomorskie voivodeship will be addressed at two basic levels of functional areas: the functional area of supra-regional importance – the functional urban area of the Szczecin voivodeship center, functional

areas of regional importance (map 2) and the problem area with a particular accumulation of unfavorable social, economic and spatial phenomena at the voivodeship scale – the Special Inclusion Zone.

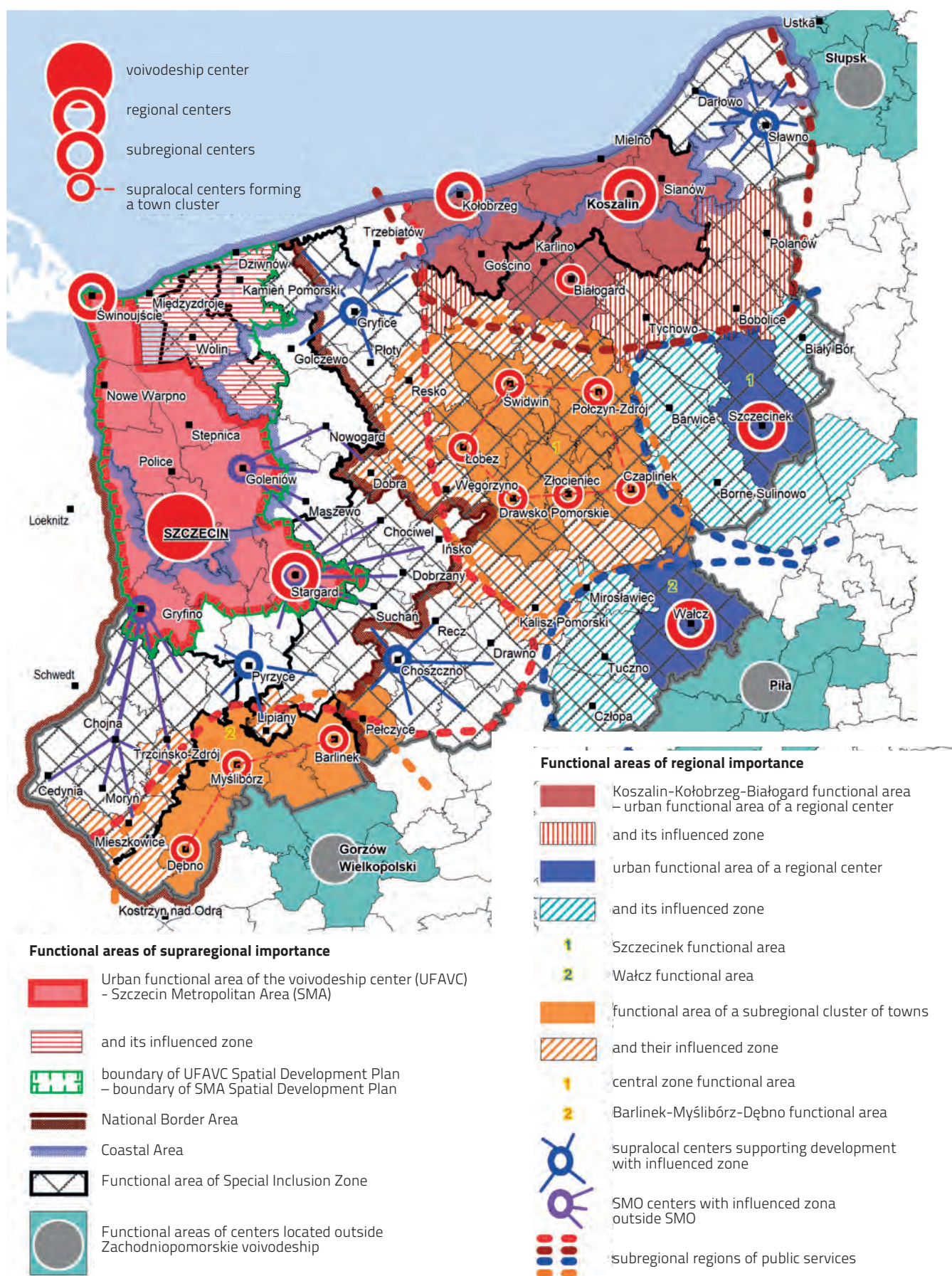
Programming and implementation of targeted SIA support is carried out within the framework of the whole West Pomeranian Development Programming Model.

The competitive position of the voivodeship is largely determined by the role of the Szczecin metropolis, but also of cities and their functional areas of regional importance, as well as of the entire region in the macro-regional system of Western Poland and with intensified cross-border and European connections. The position of the region and its urban centers is built through strong local economic systems affecting as large a part of the region as possible and through the effectiveness of functional links and the provision of high quality public services. Individual decisions of the inhabitants and market mechanisms determine the flows of potentials and accumulation of activity in particular areas – the analysis of these processes leads the regional self-government to assess their effects and intervene appropriately. Issues of relations and economic structures within the voivodeship require an approach adequate to the practice of everyday life and functioning of institutions and entities responsible for the implementation of public intervention instruments and provision of public services. Similarly to social issues, economic issues are perceived through the prism of actual flows of people, capital and goods, in their dynamics and variability, which assumes exceeding established administrative boundaries, and at the same time the need to describe phenomena and intervene within functional areas.

A broad process of socializing, preparation and implementation of the Zachodniopomorskie Voivodeship Development Strategy should significantly increase the tendency of stakeholders to undertake various joint initiatives and increase the sense of responsibility for the development of the voivodeship.

Intersectoral and supra-local cooperation stimulates strategic thinking and creativity in the use of endogenous potential and sources of financing, promotes the establishment and maintenance of valuable relations between stakeholders and the creation of added value.

<sup>11</sup> In accordance with Resolution No. 1663/16 of the Board of Zachodniopomorskie Voivodeship of 26 October 2016 regarding designation of functional areas of supra-regional and regional importance as the basis for formulating development directions.



Source: Own materials of the Regional Office of Spatial Planning of Zachodniopomorskie Voivodeship.  
 MAP 2. Functional areas in Zachodniopomorskie voivodeship

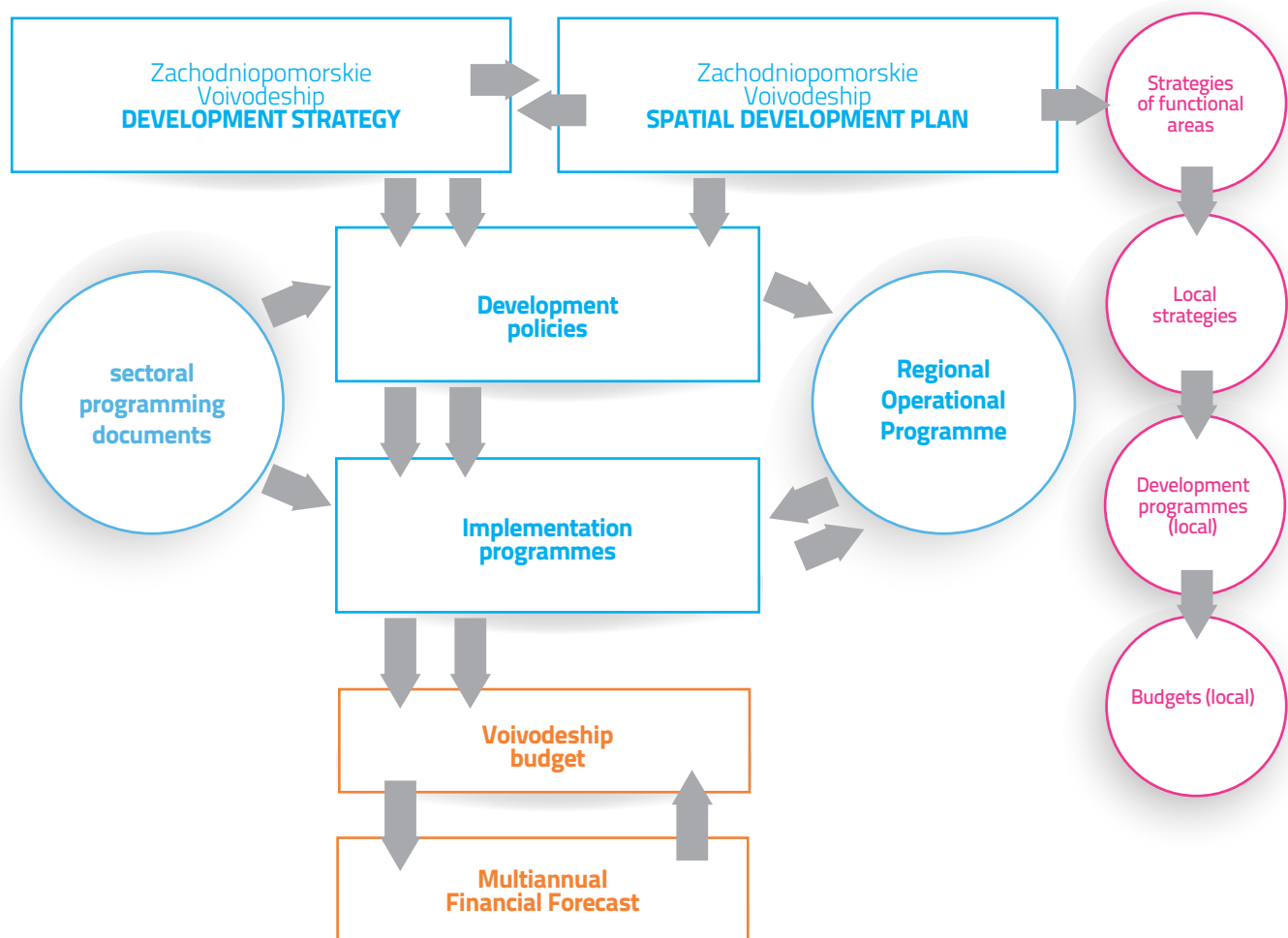
# 09

## STRATEGY IMPLEMENTATION AND MONITORING SYSTEM

### WEST POMERANIAN DEVELOPMENT PROGRAMMING MODEL

With legal constraints in mind the self-government of the Zachodniopomorskie voivodeship adapts the development programming and management to the needs of the region's community. This process is dynamic, in line with the changing paradigm of regional policy implementation, defined by solutions implemented throughout the European Union as well as by national policy for voivodeships. In order to optimize the regional development programming process, in a manner that also considers its dynamics, the West Pomeranian Development Programming Model has been developed.

The West Pomeranian Development Programming Model consists of a three-tier system of relevant strategic documents and rules for their implementation established in relation to the instruments of national regional policy, financial instruments at the national and regional level and the practice of cooperation with external entities. Its basic characteristic is its ability to shape methodically an active, sustainable development policy focused on the well-being of and respect for the interests of all the inhabitants of the region. As part of the West Pomeranian Development Programming Model, a compulsory catalog of voivodeship development objectives, as specified in Article 11 (1) of the Act of 5 June 1998 on Voivodeship Self-Government, is implemented along with dedicated activities.



Source: ZVMO own materials.

FIG. 2. Schematic of West Pomeranian Development Model



The first tier of strategic programming consists of the Zachodniopomorskie Voivodeship Development Strategy and the Zachodniopomorskie Voivodeship Spatial Development Plan. Both of these documents are treated as strategic-medium term documents.

The Zachodniopomorskie Voivodeship Development Strategy is the most important document prepared by the voivodeship self-government, superior to other programming and operational documents at the regional level (this assumption determines the need to ensure the coherence of regional programming documents). It is also the framework document for strategic programming at the local level. As a document that programs development in relation to a wide area of activities of the Zachodniopomorskie self-government, the ZVDS goes beyond the sphere of direct competences and other activities that are within the regional authorities' scope of responsibility. It is also an invitation to key partners in the region to cooperate in implementing integrated and agreed development initiatives, and in increasing efficiency and effectiveness of public fund spending.

The Zachodniopomorskie Voivodeship Spatial Development Plan is a spatial record of the choices defined in the Strategy - it contains guidelines for activities that are to be implemented to fulfill tasks specified by the Strategy, and also an instrument for coordination of spatial policy in the region. Decisions and provisions of the Voivodeship Development Strategy and the Voivodeship Spatial Development Plan remain consistent.

The second tier of programming consists of sectoral development policies and implementation programs. The development policies cover profiled areas of the regional self-government activities that are important to the voivodeship community, where there are direct or indirect intervention instruments available, or areas in which regional self-government can affect the environment. The policies determine the themes of self-government activity, comprehensively define the domain of activity of the self-government as the representative of the region's community, and make up the regional development doctrine that contains a complete agenda of self-government goals and activity areas without prioritizing and operationalizing them.

The process of implementing the Strategy is done by setting and implementing specific actions within a specific time frame, and by indicating the ways and

means for the implementation. A set of implementation programs serves this purpose as a direct link between the strategic and operational dimension of regional policy. The implementation programme for a given thematic area is a selection of specific investment projects and their component tasks, implemented by the voivodeship self-government, crucial for achieving development goals. It also indicates the sources and scope of financing for the projects. The implementation programme may include investment projects implemented in public-private partnerships as well as approved undertakings implemented by other stakeholders.

The third tier of the strategic programming is composed of sectoral programming documents in force at the regional level, based on both provisions of relevant legislative acts and derived from implementation of the development policy in various areas of life by the self-government. They are dedicated to uniform thematic areas. It is understood that no programming documents exceed the scope of one development policy.

The strategic objectives and development directions identified in the Zachodniopomorskie voivodeship Development Strategy were based on the complete regional development doctrine which includes provisions of individual development policies, but subjected to more stringent selection criteria. At the same time, they incorporate the development process orientation towards strengthening institutional capacity and collaboration of public administration bodies and towards getting socio-economic partners involved. Implementation of regional policy development goals is based on implementation of goals and directions defined in individual development policies, remembering about the superiority of the Strategy objectives, while in the operational dimension through undertakings specified in the implementation programs. The strategy is incremental, which means it is possible to modify its elements during the period of its validity and it is ready to be adapted to changes and challenges. The development scenarios will be constantly verified and updated, as long as the interpretation of their convergence with the projections from the document. The development policies may also be modified, as necessary, with their scope being adapted to the subject matter and to the ability of the voivodeship self-government to act. The implementation programs and the task budget of the voivodeship will then be updated accordingly as well. Preparation, approval and implementation of development policies and implementation programs fall within the competence of the Voivodeship Board.

## STRATEGY IMPLEMENTATION

The strategy and other elements of the West Pomeranian Development Programming Model form a method of conducting development policy specific to the self-government community of the voivodeship, but consistent with the national development goals, and the integration and development concept for the Western Poland Macroregion. The entity responsible for defining and achieving the Strategy objectives is the voivodeship self-government. The government acts as the main coordinator and organizer of the Strategy implementation process.

The desired course of development processes in the voivodeship is conditioned by the management method, which in turn is conditioned by both legal regulations regarding institutional arrangements and by the division of competences and responsibilities between different levels of authority. It is also conditioned by the potential of communities and organizations representing the interests of various social groups and a whole range of customary norms that regulate mutual relations. Fragmentation of power and responsibility for development – resulting from the division of the voivodeship into smaller units, communes and districts, granted with statutory

competences – must be complemented by consulting and agreeing the interests and development goals of the communes, districts, the functional areas they create, and of the entire voivodeship. Consequently, regional development requires that these perspectives be integrated, and that all local government levels think in supralocal categories and, above all, are ready to cooperate in different configurations. By implementing the Zachodniopomorskie Voivodeship Development Strategy, regional self-government and local self-governments will not only be performing their statutory duties, but will also show initiative in seeking new development opportunities and solutions for greater efficiency and effectiveness in management and organization.

Depending on the scope of competences and related extent of involvement in relations with other public partners in the process of implementing the ZVDS objectives, the voivodeship self-government will perform different roles. In the area of direct impact, it will act as the initiator and entity implementing and financing Strategy objectives through its own projects or partnership projects within public tasks assigned to it.

In the area of indirect impact, the role of the voivodeship self-government is much more complex and

**IMPLEMENTER**  
voivodeship  
self-government

**PARTNERS  
IN THE COUNTRY**  
government  
administration

**PARTNERS  
IN THE REGION**  
local  
self-governments

**ALLIES**

Source: own materials.

FIG. Entities involved in the implementation of Zachodniopomorskie Voivodeship Development Strategy

diverse. The voivodeship self-government acts as the coordinator of activities which serve to implement the ZVDS objectives, but which remain outside the competence scope of the voivodeship and are implemented both by public entities at the commune and district level, and by other entities operating within the voivodeship (including enterprises). This is done, among other things, by controlling the cohesion policy funds allocation process in a way that considers the specific regional development vision and focus on achieving the Strategy objectives. With projects crucial to the region's interests, regardless of any formal subordination and legal constraints (e.g. serious spatial and environmental conflicts, attracting investors, planned public and private investment projects, localizations of public institutions of supraregional importance), the voivodeship self-government will strive, within its powers, but also within intra-regional cooperation, to play an active role of the host of the undertaking. Another area of indirect impact of the voivodeship self-government, which calls for particularly active involvement in relations with other public partners, is to foster and support the building of links between territorial self-government units through readiness to act across administrative boundaries (implementation of a development model based on functional areas). Such cooperation and development of soft managerial skills is conducive to improving the quality of public services, management of public resources and generation of development impulses throughout the entire area. At the same time, the projects that are key for implementation of the ZVDS on the supralocal scale will be the result of long-term cooperation of many entities and social acceptance.

Implementation of ZVDS objectives also requires involvement of the voivodeship self-government in activities beyond the voivodeship scope of competence. This applies in particular to projects of key importance to regional development that are implemented at other levels of public management, in particular at national and European level. The voivodeship authorities can express opinions and positions addressed to national authorities (since keeping a permanent, clear and two-way communication is conducive to efficient management), but most importantly, can build a broader cooperation platform to overcome any challenges to development challenges arising from the ZVDS, the nature and scale of which extends beyond the voivodeship borders and requires supraregional cooperation. To this end Zachodniopomorskie voivodeship cooperates with the neighboring voivodeships within the Western Poland Development Strategy implemented by the self-governments of Dolnośląskie, Lubuskie, Opolskie, Wielkopolskie and Zachodniopomorskie voivodeships. The strategy is an answer to the need to cooperate and programme social and economic development on the macro-regional level. Defining supra-regional development potentials and fostering them effectively through such interregional cooperation produces additional development effects that boost the ZVDS objectives.

The effective implementation of the ZVDS requires involvement of many other entities. Whereas in the case of the voivodeship self-government the provisions of the Strategy – which reflect the identified needs and challenges of the region – are binding and have a direct impact on actions taken, the other entities retain their autonomy and implement activities within a system of open cooperation. As part of the Strategy implementation system, every one of the autonomous entities can be assigned a specific role:

- **IMPLEMENTER** – voivodeship self-government and its organizational units.
- **PARTNER (in der Region)** – commune and district self-governments, their associations and entities representing SGUs within functional areas, organizational units of SGUs; these are entities that participate in implementation of the ZVDS by incorporating the directional provisions contained therein in their strategic documents, and by financing or co-financing agreed development projects.
- **PARTNER (in the country)** – government administration and government administration units; these are entities that participate in implementation of the ZVDS by financing and implementing agreed development projects in the voivodeship and other projects supporting implementation of the ZVDS objectives, and also by directing streams of public funds to support development facilitating activities of other entities operating in the voivodeship.
- **ALLY** – entities that can take actions to support implementation of the ZVDS (e.g. self-governments of the voivodeships participating in implementation of the macro-regional strategy, namely the Western Poland Development Strategy, economic entities, universities, and research entities, NGOs, which carry out public tasks on behalf of the state and self-governments). Regional policy objectives can be implemented through a variety of instruments available at the voivodeship self-government level. The instruments derive directly from the self-government responsibilities but also responsibilities developed in the course of cooperation with other entities. In most cases, these tools are not homogeneous. Moreover, their thematic focus is often on the same or similar issues, which does not mean their activities or expenditures overlap, but rather determines the multidimensionality of the proposed solutions and the need to interact across different dimensions.

The instruments include financial and implementation instruments for which the Zachodniopomorskie voivodeship self-government is responsible comprised of a set of methods for financing the regional policy from public funds, as well as ways of involving private funds. The self-government



manages allocation of the resources or defines general principles for supporting areas by sectoral intervention. These instruments include in particular:

- **Activity based budget of the voivodeship** – understood as a source of financing for tasks implemented by the voivodeship self-government and as a tool for the integration of activities undertaken by various organizational units of the voivodeship self-government (e.g. in the field of transport infrastructure, education, health care, economy) around the objectives contained in the Strategy and sectoral development policies.
- **Regional Operational Programme (ROP)** – understood not as a source of financing for projects, but as a complex instrument of financial intervention to provide direct support for development of functional areas (through territorial support instruments) and to stimulate the activity of the enterprise sector, the public sector, and NGOs in order to achieve the level of social and economic development planned for by the ROP and the Strategy.
- **Territorial contract for Zachodniopomorskie Voivodeship** – an important element of the financial engineering of projects, it is an agreement concluded between the government, voivodeship self-government (and indirectly local self-governments), in which priority projects of significant importance for the development of the country and region are identified for implementation, along with the method of their financing, coordination and implementation. The primary purpose of the contract is to ensure coordination between politicians and development instruments at the national and regional level.
- **Integrated Territorial Investments (ITI)** – in the EU 2014-2020 programming and financial perspective, an urban development support instrument implemented under the Regional Operational Programme for Zachodniopomorskie voivodeship 2014-2020 and obligatorily dedicated to voivodeship cities and their functional areas and optionally to other urban centers. With this tool of partnership of self-government units (cities and functionally connected communes), voivodeship authorities set common development objectives and then identify integrated projects necessary to achieve the objectives. In ZV ROP 2014-2020, the ITI tool is dedicated to the main growth centers in the voivodeship, the areas of development diffusion, namely the functional areas of Szczecin and Koszalin. In the case of the Szczecin functional area the ITI is implemented in the Szczecin Metropolitan Area (SMA), in the case of the Koszalin functional area – in the Koszalińsko-Kołobrzesko-Białogardzki Functional Area, the territory of which is determined by the overlapping and related functional areas of three cities: Koszalin, Kołobrzeg and Białogard. The ITI tool will allow for the development

of sustainable and effective self-government co-operation mechanisms within the urban functional areas in respect of development programming and financing and implementation of integrated territorial projects also beyond 2020.

- **Self-government contract (SC)** – in the EU 2014-2020 programming and financial perspective, a territorial development support instrument implemented under ZV ROP 2014-2020. The contract is a tool for planning and implementing integrated projects important for the development of a given functional area (and consequently of the entire region). It is formed on the basis of cooperation of all the partners involved in the development process (self-government, business, education and research sector, NGOs including Local Action Groups, Fisheries Local Action Groups etc.) from the area. The contract is implemented primarily to strengthen the economic development of the area it covers in order to provide the basis for social and infrastructural cohesion. As with the ITI instrument, the SC instrument will allow for the development of long-lasting and effective partnerships between the self-governments and other actors interested in developing the functional areas after 2020.
- **Community-led Local Development (CLLD)** – an instrument for implementing the territorial approach under development policy co-financed from European funds (including in particular from the Common Agricultural Policy). Within a CLLD, the community of a given area creates a grassroots local partnership that develops and implements a place based, integrated local development strategy (LDS). A CLLD is a tool for involving the widest possible range of local partners (public, social and economic sectors) in initiating and implementing development activities. The application of the CLLD instrument to implementing the ZVDS, in particular in a scope that goes beyond the Common Agricultural Policy, depends on the final shape of the EU 2020+ financial perspective and the solutions adopted in the country and region with regard to territorial development policies.

It is also necessary to highlight the auxiliary instruments in the regional policy and ZVDS objectives implementation process. Such instruments include, but are not limited to:

- **Local development standards** – define development standards for the most important spheres of life of voivodeship inhabitants by specifying the minimum level of access to selected public services and quality of life parameters. The standards are implemented in the course of cooperation of regional self-government with other SGUs, initially as a good practice, but intended to be disseminated and incorporated into the practical operation of the functional areas, and then, ultimately, into the social contract

for the entire Zachodniopomorskie voivodeship.

- **Public-private partnership platform** – given the investment projects necessary for the region and the growing problems with self-government providing adequate financial engineering (including with its own contribution to projects financed with EU funds), it is justified to step up efforts to use the public-private partnership (PPP) mechanism. The Platform intervention tool is an instrument for collecting, processing and managing knowledge about solutions and practices in the field of PPP implementation, and as well as for distributing information and matching entities willing to engage in the projects. Setting up and formally authorizing the Platform is an important aspect of rationalizing the voivodeship development policy management system.
- **West Pomeranian Regional Territorial Observatory** – a system and model of cooperation enabling efficient management of information for the sake of development policy implementation. The primary RTO

responsibilities include: analyze and evaluate public policies on ongoing basis, do strategic research and analysis of the current situation, prepare development scenarios, establish and maintain a regional databank, participate in the development and application of standards for collecting, exchanging and disseminating the data – aggregating, monitoring, providing quantitative and qualitative analyses related to the development of the voivodeship, and ensuring the data are accessible to the general public.

- **Regional Territorial Forum** – a cooperation platform for regional development; a structure supporting creation of a regional information flow and management system, aimed at cooperation between entities involved in regional policy implementation. The Forum groups representatives of territorial self-government units of West Pomerania, government administration in the voivodeship, socio-economic partners, representatives of NGOs, universities, research and statistical institutions, and external experts.

## STRATEGY MONITORING

The effectiveness and progress of the implementation of the objectives set out in ZVDS will be monitored in order to respond to external conditions as they change, determine the resources necessary to achieve planned actions, and create the basis for reallocation of the resources, if necessary.

Monitoring the status of the voivodeship development and of Strategy implementation falls within the competence of the organizational unit of the Zachodniopomorskie Voivodeship Marshall's Office (ZVMO) responsible for regional development. With respect to different areas monitored this unit cooperates within the Regional Territorial Observatory with other units of the Marshal's Office and organizational units of the voivodeship self-government (e.g. Regional Office of Spatial Management, Voivodeship Employment Office in Szczecin), with institutions which collect and process data (e.g. Statistical Office in Szczecin, National Revenue Administration in Szczecin), public administration units, scientific institutions, regional development agencies. In the field of data sharing, permanent cooperation is necessary with SGUs in the region and with units monitoring regional and national operational programs.

Strategy implementation is also monitored at the level of implementation programs and at the Regional Operational Programme level in order to assess the effectiveness, sustainability and validity of interventions undertaken under these tools.

At least once every two years, information is prepared on the status of the Strategy implementation. The information includes selected monitoring indicators and relevant conditions.

The Strategy monitoring is based on a set of indicators that have been adopted at the level of strategic goals in a way that ensures their fullest possible alignment with the directional objectives. In order to ensure comparability with other strategies and territories, the data needed for the indicators will first come from public sources, i.e. the Central Statistical Office and Eurostat.

As required by the Act on the principles of conducting development policy a target value was set for every indicator, to be achieved at the end of the Strategy's timeframe, i.e. in 2030. In addition, in order to provide a strategic reference base for ZV ROP 2014-2020, the target values were also calculated for 2020. The basis for determining the desired values of the indicators is their forecast for 2020 and 2030, prepared for Zachodniopomorskie Voivodeship. In addition, in the case of strategic objective IV the forecasts of indicators for NUTS 2 level regions (being the so-called reference areas corresponding to territorial associations in which the voivodeship is currently participating) have been taken into account.

The ZVDS monitoring indicators together with their forecasts and target values for 2020 and 2030, as well as base values for Zachodniopomorskie Voivodeship are presented separately for each of the strategic objectives in Tables 1, 2, 3, 4, and 5.

TABLE 1. Horizontal indicators of the Zachodniopomorskie Voivodeship Development Strategy implementation

No.	Indicator name	ME	Base value 2017	Zachodniopomorskie voivodeship			
				Projected value		Target values	
				2020	2030	2020	2030
1	GDP (at purchasing power parity) per capita <sup>12</sup>	thousand PPS	17.6	19.5	25.4	22.1	28.6
2	Household disposable income (at purchasing power parity) per capita <sup>12</sup>	thousand PPS	12,5 <sup>13</sup>	14.4	19.3	15.3	19.9
3	Employment to Population Ratio <sup>12</sup>	%	41.0	40.2	46.6	44.6	51.4
4	Voivodeship position among other voivodeships in terms of emission of particulate pollutants from plants of significant nuisance to air quality	pos.	5	5	5	9	9
5	Percentage of population not exposed to excessive concentrations of pollutants (BaP)	%	56.1	70.0	80.0	70.0	80.0
6	Municipal waste collected selectively (as percentage of the total mass of collected waste)	%	22.8	27.6	41.9	50.0	60.0
7	Share of renewable energy in total electricity generated	%	47.8	56.4	60.0	60.0	60.0
8	Percentage of persons employed in maritime economy in total number of persons employed in the voivodeship	%	3.9	4.5	5.5	7.0	10.0
9	Voivodeship share in seaport cargo tonnage	%	32.3	35.0	38.0	40.0	42.0

<sup>12</sup> Data source: EUROSTAT.<sup>13</sup> Base year 2016.

TABLE 2. Indicators of implementation of 1st strategic objective of ZVDS: „Open Community”

No.	Indicator name	ME	Base value 2017	Zachodniopomorskie voivodeship			
				Projected value		Target values	
				2020	2030	2020	2030
1	Percentage of pre-working age population in total population of the region <sup>14</sup>	%	17.3	16.9	15.1	18.6	16.7
2	Persons who used public administration services online in the last 12 months	%	35.4	33.8	44.0	37.0	47.0
3	Percentage of inhabitants living in communes, in which turnout in general elections was higher than the national average	%	59.8 <sup>15</sup>	60.0	65.0	60.0	65.0
4	Taxpayer who used 1% tax deduction towards public profit organizations	%	50.0 <sup>16</sup>	55.0	60.0	60.0	65.0
5	Number of foundations, associations and civic organizations entered in the REGON register per 10,000 inhabitants	no.	41.0	43.0	58.0	49.0	63.0
6	Employment rate of people with disabilities aged 16–64 according to LFS	%	18.9	19.1	22.9	21.5	25.7
7	Fertility rate	%	1.4	1.3	1.4	1.5	1.6

<sup>14</sup> Pre-working age as a separate age group defined on socio-economic grounds for persons (0–17).

<sup>15</sup> Base year 2018.

<sup>16</sup> Base value derived from national data taken from to „Information on 1% of personal income tax transferred to public benefit organizations in 2016 tax returns”, the Ministry of Finance. Values of the indicator for the region in future years will be determined in cooperation with NRA.

TABLE 3. Indicators of implementation of 2nd strategic objective of ZVDS: „Dynamic Economy”

No.	Indicator name	ME	Base value 2017	Zachodniopomorskie voivodeship			
				Projected value		Target values	
				2020	2030	2020	2030
1	Average share of innovative enterprises in total number of enterprises	%	13.7	14.0	17.4	17.5	21.4
2	Gross domestic expenditure on R&D [%] (GERD)	%	0.3 <sup>17</sup>	0.6	1.1	0.7	1.3
3	Share of human resources in science and technology core (HRSTC) within the economically active population	%	19.9 <sup>17</sup>	21.6	26.7	23.8	29.5
4	Foreign capital per capita (Poland = 100)	%	72.0	85.0	100.0	93.0	110.0
5	Employment in large and medium enterprises in relation to total employment	%	36.0	36.1	38.1	40.9	41.5
6	Percentage of students in science and technology majors (excl. foreigners) – according to ISCED-F 2013 classification	%	24.2	32.0	34.0	35.0	38.0

<sup>17</sup> Base year 2016.

TABLE 4. Indicators of implementation of 3rd strategic objective of ZVDS: „Efficient Self-Government”

No.	Indicator name	UM	Base value 2017	Zachodniopomorskie voivodeship			
				Projected value		Target values	
				2020	2030	2020	2030
1	Length of expressways and motorways per 1,000 km <sup>2</sup>	km	7.0	12.0	24.0	12.0	24.0
2	Share of investment expenditures in total expenditures of communes, districts and voivodeships	%	14.7	15.8	13.1	17.9	15.1
3	Number of nurses and midwives per 10,000 inhabitants	pers.	60.0	49.6	47.3	55.1	52.2
4	Urban public transport in millions of passengers per 10,000 inhabitants	pers.	10.6	11.1	12.9	12.0	14.0
5	Number of passengers of regional and agglomeration transport companies per capita	pers.	3.7 <sup>18</sup>	3.2	2.7	4.0	3.6
6	Share of land covered by valid local spatial plans in all land	%	19.3	22.7	29.9	26.0	33.8
7	Percentage of commune and district offices offering e-services at least at level 3	%	Indicator values will be determined only for West Pomerania on the basis of surveys conducted periodically in SGUs				
8	Percentage of commune and district offices with a dedicated development policy unit	%					
9	Percentage of employees of commune and district offices who raised their professional qualifications in the last 12 months	%					
10	Percentage of expenditure from commune and district budgets on education, social assistance, culture, health care and physical culture outsourced to social partners for implementation	%					
11	Percentage of expenditure on tasks of territorial administration units performed in collaboration with other units	%					
12	Percentage of commune and district offices using preferential tax treatments	%					
13	Percentage of communes with participatory budgeting	%					

<sup>18</sup> Base year 2016.



TABLE 5. Indicators of implementation of 4th strategic objective of ZVDS: „Partner Region”

No.	Indicator name	UM	Reference areas of Zachodniopomorskie voivodeship														Zachodniopomorskie voivodeship				
			Baltic Sea Region			Central European Transport Corridor			Western Poland			Western Pomerania +Mecklenburg +Brandenburg			Financial projection		Base value and projections			Target values	
			2017	2020	2030	2017	2020	2030	2017	2020	2030	2017	2020	2030	2020	2030	2017	2020	2030	2020	2030
1	GDP (at purchasing power parity) per capita <sup>19</sup>	thousand PPS	27.6	29.5	36.1	21.0	22.6	28.5	21.1	23.8	31.7	23.3	25.4	32.1	25.4	32.1	17.6	19.5	25.4	22.1	28.6
2	Household disposable income (at purchasing power parity) per capita <sup>19</sup>	thousand PPS	15.1 <sup>20</sup>	16.8	21.2	12.2	13.3	17.0	13.0	14.4	19.2	16.7	18.2	22.4	15.4	19.7	12.5	14.4	19.3	15.3	19.9
3	Employment to Population Ratio <sup>19</sup>	%	46.2	47.0	50.0	42.4	41.7	43.9	43.9	43.2	48.3	46.4	47.4	52.0	45.0	48.0	41.0	40.2	46.6	44.6	51.4
4	Cargo tonnage in main seaports <sup>19</sup>	million t	789.5	843.1	968.8	77.8	81.3	92.8	22.7	24.3	28.8	49.3	53.5	63.8	291.5	335.2	22.7	24.3	28.8	53.5	62.3

<sup>19</sup> Data source: EUROSTAT.<sup>20</sup> Base year 2016.

## COORDINATION SUBSYSTEM

Coordination of strategic management (including development of principles for management and coordination of regional policy under the West Pomeranian Development Programming Model), coordination and assessment of the coherence of development policies and implementation programs with the Strategy, as well as monitoring the progress of voivodeship development and Strategy implementation are the remit of an organizational unit of the Zachodniopomorskie Voivodeship Marshal's Office (ZVMO) which is competent for regional development, but also responsible for integrating development planning with spatial planning. Coordination of the strategic management process at the entire voivodeship level will be implemented through the Regional Territorial Forum. The Forum is a platform for conducting strategic debate on the objectives and effects of policy pursued in the region, in line with the mechanism of social participation.

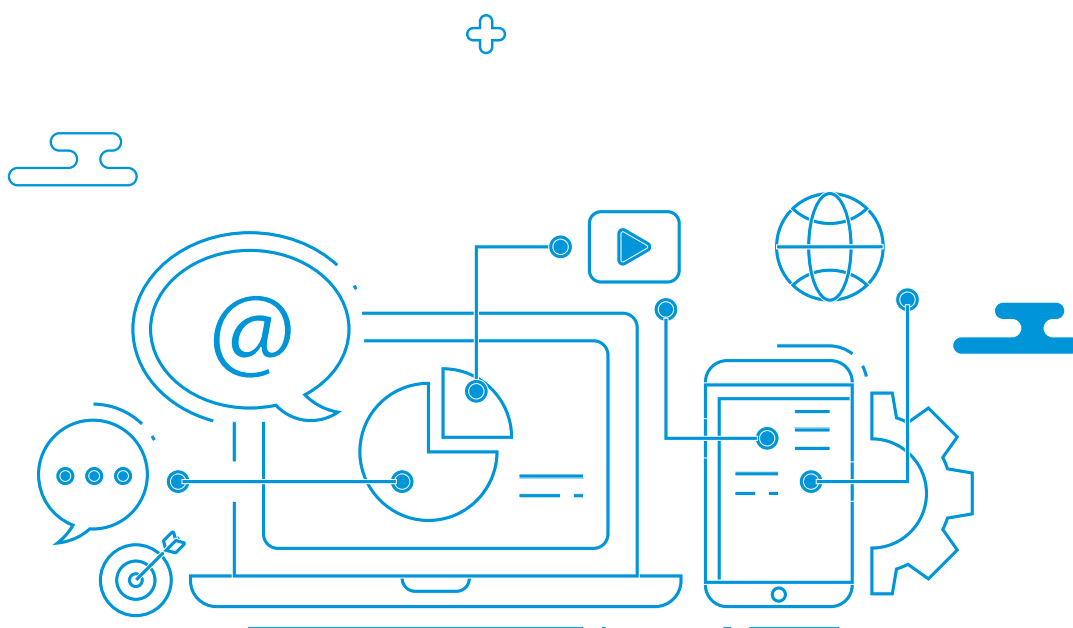
Individual development policies and implementation programs are manifested in the operation of the organizational units of ZVMO, but they do not necessarily have to be the same as the tasks of such units specified in the organizational bylaws. As such, they will be an instrument for organizing and optimizing the ZVMO activities, and also for establishing effective relations with the environment. Every strategic document has a process host – a content-related department of

the Marshal's Office responsible for preparation, implementation of the document, and for cooperation with organizational units of the voivodeship self-government. The presented structure of development policy management is complemented by a monitoring and evaluation system based on the activities of the West Pomeranian Regional Territorial Observatory and its complementary units.

Optimization of the development management process requires:

- adjusting the ZVMO structure and the competences of its individual units to the adopted scope of intervention,
- developing an appropriate model of cooperation with external entities, in particular with SGUs,
- developing a close and permanent connection with the budgetary policy of the self-government and the annual budgeting timetable,
- adjusting monitoring and evaluation activities, improving the skills and competences as well as motivation of the civil servants.

Coordination of the rationalization of the region strategic development management system – in full and amicable cooperation with the relevant departments of the Marshal's Office – falls within the remit of the organizational unit of the Marshal's Office responsible for regional development.



# 10

## FINANCIAL DIMENSION

In order to effectively implement the Zachodniopomorskie Voivodeship Development Strategy, it is necessary to define its financial framework: sources of financing, financial and implementation tools and effective linking between the strategic and the operational dimensions.

ZVDS is implemented by the voivodeship self-government and, as part of multilateral cooperation, by partners, including in particular: territorial self-governments of all levels, government administration, public entities, economic entities and non-governmental organisations. Execution of development projects that implement the strategy objectives will involve financial resources of the above mentioned entities as well as external funds, including in the first place those coming from the European Union budget. The implementation system for the Zachodniopomorskie Voivodeship Development Strategy and the instruments and tools planned within its framework will ensure coordinated spending of financial resources, focused on the implementation of the strategy objectives.

The sources of financing of the ZVDS consist in particular of:

**Zachodniopomorskie Voivodeship budget** - there is a direct correlation between the annual voivodeship budget, the Multiannual Financial Forecast (MFF) and the Zachodniopomorskie Voivodeship Development Strategy. The strategy is a document superior to the voivodeship's annual budget and the MFF. As the Strategy and the implementation programmes are closely related, it will be possible to identify the expenditure on its implementation at the level of specific undertakings. With reference to the area of asset-related spending in the Multiannual Financial Forecast, development projects can be implemented until 2023 in the EU current financial perspective. The asset-related spending in the years 2019-2023 is closed with the amount of PLN 940 million. In the following years, this amount will be increased accordingly, but due to the lack of decisions regarding future financing of the regional development policy, including from European funds, it is impossible to define it at this stage.

**Zachodniopomorskie Development Fund** - a fund created by the region's self-government from financial resources coming from contributions made under

the Zachodniopomorskie Voivodeship Regional Operational Programme 2007-2013 to the JESSICA and JEREMIE European initiatives. The Fund has PLN 430 million at its disposal, which, under repayable financing, will be allocated to undertakings implemented by enterprises and local government units.

**European Structural and Investment Funds** - European funds are among the key financial resources thanks to which the implementation of the ZVDS objectives is possible. They are made up of resources provided by:

- Zachodniopomorskie Voivodeship Regional Operational Programme 2014-2020 in the amount of PLN 6.7 billion;
- Rural Development Programme 2014-2020, the Programme's total allocation is PLN 54 billion, including funds under the basic services and village renewal measure implemented at Zachodniopomorskie Voivodeship's level: PLN 154 million;
- Operational Programme for Fisheries and Sea 2014-2020, the Programme's total allocation is PLN 2 billion, of which PLN 75 million were allocated for local development strategies in Zachodniopomorskie Voivodeship;
- European Territorial Cooperation programmes, including in particular the funds made available under Cooperation Programme Interreg V-A Germany/Mecklenburg Vorpommern/Brandenburg-Poland in the amount of PLN 540 million;
- Programmes implemented at the national level: Operational Programme Infrastructure and Environment 2014-2020, Operational Programme Knowledge Education Development 2014-2020, Operational Programme Smart Development 2014-2020, Operational Programme Digital Poland 2014-2020.

European funds made available under both the 2014-2020 financial perspective and the following ones have been allocated to the implementation of the ZVDS. The strategy will serve as a basis for the development of the Zachodniopomorskie Voivodeship Regional Operational Programme 2021-2027 and the region's participation in the creation of other programmes that are part of the European Union's cohesion policy and the Common Agricultural Policy after 2020.

**State budget** - state budget funds for the implementation of the Zachodniopomorskie Voivodeship Development Strategy's objectives are directed through the territorial contract mechanism.

In accordance with the Territorial Contract for Zachodniopomorskie Voivodeship concluded until 2020, PLN 212 million have been allocated from the state budget to co-finance projects under ZV ROP 2014-2020. In addition, the contract covers a number of projects implemented with partial funding from the state budget and European funds. It is envisaged that after 2020, the role of the territorial contract mechanism will be extended as

an instrument to coordinate the stream of financial resources for the execution of projects that implement regional strategies.

**Budgets of self-government units** - the implementation of the ZVDS objectives will not be possible without using own resources of commune and district territorial self-governments. The strategy implementation system assumes dissemination of the contractual model of planning and execution of development projects, which will allow for coordination and optimization of public funds spending.

## LIST OF ABBREVIATIONS:

<b>R+D</b>	research and development
<b>SP</b>	Statistics Poland
<b>SGU</b>	Self-government Unit
<b>SC</b>	Self-government Contract
<b>LAG</b>	Local Action Group
<b>NGO</b>	Non-governmental organization
<b>NUTS</b>	Nomenclature of Territorial Units for Statistics
<b>SIA</b>	Strategic Intervention Area
<b>GDP</b>	Gross Domestic Product
<b>PPP</b>	Public-Private Partnership
<b>CLLD</b>	Community-led Local Development
<b>RTO</b>	Regional Territorial Observatory
<b>ZV ROP</b>	Zachodniopomorskie Voivodeship Regional Operational Programme
<b>SMO</b>	Szczecin Metropolitan Area
<b>WPDS</b>	Western Poland Development Strategy
<b>ZVDS</b>	Zachodniopomorskie Voivodeship Development Strategy
<b>SIZ</b>	Special Inclusion Zone
<b>ICT</b>	Information and Communications Technology
<b>ZVMO</b>	Zachodniopomorskie Voivodeship Marshall's Office
<b>ITI</b>	Integrated Territorial Investments
<b>WPDM</b>	West Pomeranian Development Model



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