



BOARD OF THE WIELKOPOLSKA REGION

Development strategy of the Wielkopolska Region until 2030

Wielkopolska 2030 Strategy

ABSTRACT OF THE PROJECT

Poznań, September 2019

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Introduction

Two decades have passed since the adoption of the first Development strategy of the Wielkopolska Region. The term of the current Development strategy of the Region, which is coming to an end, is one of the basic rationales for taking up works on a new document. The 2012 Strategy was responsible for conditions and development challenges identified at that time. Since that time, significant changes in the social and economic situation of the Region have been made, new development conditions have been formed, which along with new challenges that emerge result in the necessity to take them into consideration in planning the regional development policy after 2020. Drawing up of the Wielkopolska 2030 Strategy is also a consequence of updating the mid-term development strategy of the country (i.e. National Development Strategy 2020) which since 14 February 2017 has been in force under the name: Strategy for Responsible Development until 2020 (with a perspective until 2030). A draft of the National Regional Development Strategy 2030 is also of vital significance to preparation of the Wielkopolska 2030 Strategy. These both documents contain recommendations for public policies.

The Strategy is a response to challenges faced by the Wielkopolska Region. Globalization as well as an economic and technological revolution - development of industrial and digital technologies - change the manner in which economies and societies function. Thanks to modern technologies, efficiency and productivity of economies are on the increase but new forms of exclusion or marginalization appear such as digital exclusion, "technological unemployment". Enhancement of quality and effective use of human capital are the challenges. Prevention of negative consequences of demographic processes and social disintegration becomes crucial as well. Aging of the society has an influence on stability of social security schemes, level of demand for and expenses on health benefits the non-satisfaction of which intensifies tensions and weakens social cohesion. A shortage of professionally active people is an inspiration to implement a well-thought-of migration policy. Improvement of living conditions and conditions for development of the economy, in particular, guaranteeing of energy safety & security is the challenge too. These activities must be performed with respect for the natural environment. Prevention of and adaptation to climate changes are to protect against shortages of water and food.

In 2020, Wielkopolska is a region with strong economy and developed society. It has substantial assets at its disposal, for example high enterprise culture and traditions of organic work, a developed social and technical infrastructure, it ensures good conditions for living, development and work. Wielkopolska is distinguished compared with other regions of the country, however its potentials are distributed unequally. This situation determines activities of the Self-government of the Region towards assurance of cohesion. Prevention and decrease of territorial inequalities are the challenges. It must be clearly emphasized that the assurance of cohesion is understood as the support of weaker areas without resigning from the support and use of potentials attributed to better developed areas. Particular areas should be supported within the scope of their specific potentials and prevention of development barriers. This does not only refer to identified areas of strategic intervention but this also refers to other territories within the Region (including towns, cities and rural areas). Maintaining the status quo or concentration on equalization of opportunities without a concrete policy for areas being or aspiring to become growth poles is not sufficient for Wielkopolska to be able to defend its position in the quickly evolving and increasingly demanding world. It is necessary to develop all the assets of the region in an active manner, take up actions which guarantee spatial and functional balance in the scale of the whole Region if Wielkopolska wants to accede to and remain in the avant-garde of regions that are economically and socially developed, let alone becoming a region which counts in Europe in 2030. Certainly, it is necessary to prepare an appropriate document that precisely defines the territorial cooperation mechanisms in the region.

The Strategy's structure is consistent with standards for drawing up a document of this type. It contains all elements required by law but it also encompasses new issues. Today, it is necessary to keep pace with the changes and repeatedly increase their pace, which requires searching for

and implementation of new management mechanisms. In the reality that evolves so intensively, it is necessary to focus to a large degree on a shorter perspective and to use more operational approach in the strategic planning. Therefore, the activities in the new Strategy are planned for the upcoming decade and the document itself contains packages of the actions. They constitute a collection of projects determining the achievement of development objectives but they do not exhaust the scope of effective operational management. For this purpose, separate planning documents shall be drawn up, specifying the principles on implementation of the development strategy as well as the manners on solving detailed problems which have not been included in the general plan at the strategic level. A coordination system shall be defined more precisely in them, determining roles for particular entities with respect for the subsidiarity principle, cooperation and financing forms.

As a result of the Self-government's works, commenced from meetings and a public debate at the diagnosis, expert and consultation stages, within a broad range of social and economic partners, across political boundaries, the Wielkopolska 2030 Strategy which contains an ambitious development vision has been drawn up. This vision combines economic objectives, which are seemingly at variance with each other, with social ones. At the same time, it emphasizes the cohesion and sustainable development of the region. The vision's resoluteness also arises from making an attempt to meet the contemporary challenges and to achieve the development targets, in the case of possible limitation of allocation of EU funds in Wielkopolska for their execution.

Marek Woźniak

Marshal of the Wielkopolska Region



1. Personal and material scope

The Strategy determines its implementer and subject matter of its implementation:

- The Self-government of the Region and those entities on which the Self-government of the Region has an influence or those which consciously engage in implementation of the Strategy are the Entity of the Wielkopolska 2030 Strategy i.e. the one that implements it. Participation of these entities in implementation of the Strategy consists in active participation in its implementation and in consequence in assuming joint responsibility for development of the Region.
- Whereas, residents of the Region and those spheres/fields as well as behaviours of other entities on which, in line with competences, the Self-government of the Region has a direct or indirect influence are the subject matter of the Wielkopolska 2030 Strategy i.e. the one which it refers to.

Implementation of the Strategy is not only limited to tasks and competences of the Self-government of the Region. This element has been described in more detail in the Strategy's implementation part.

2. State and challenges of Wielkopolska development

2.1. Strengths and weaknesses of the Region, opportunities and threats in its environment

The strengths and weaknesses, opportunities of and threats to development of Wielkopolska are a result of analyses conducted within evaluation of the *Development strategy of the Wielkopolska Region until 2030* and contained in the Diagnosis. They emphasize the most important endogenous (strengths and weaknesses) and exogenous (opportunities and threats) factors for development of the region. They have been grouped in themes and presented in this way - their order does not constitute a hierarchy of importance.

STRENGTHS OF WIELKOPOLSKA	WEAKNESSES OF WIELKOPOLSKA
▪ Well-shaped, polycentric system settlement: regional and subregional centres, a dense network of local centres ▪ Strong and multi-functional Poznań metropolis constituting a development motor for the entire region ▪ Strong and growing economy diminishing the distance to other European regions ▪ High investment attractiveness of the region resulting in an inflow of foreign investments ▪ Modern industry, including food industry, machine and electrical engineering industry, furniture industry, chemical industry ▪ High level of agricultural market organization, including producer groups and agricultural wholesale trade ▪ High level of entrepreneurship ▪ Large number of enterprises with foreign capital ▪ High share of ICT sector enterprises ▪ Concentration of companies and specializations reflected in a large number of cluster organizations	▪ Insufficient functional connections with the Region's border areas, in particular, located in the northern and south-eastern part of Wielkopolska, which lead to an increased risk of marginalization and strengthening of the process including a loss of social and economic functions ▪ Significant internal diversity of the Region (in terms of economic development, labour market, access to services, availability of transport services, infrastructure, the Internet) ▪ Insufficient degree of productivity and innovativeness of the economy, cooperation ties, including R&D ▪ Unsatisfactory quality of vocational education and cooperation between schools and employers ▪ Decreasing percentage of adults participating in education or training ▪ Moderate use of modern technologies in the scale of the country, including Internet services

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| <ul style="list-style-type: none"> ▪ Developed sector of services, including mainly exhibition services (Poznań International Fair), financial and consulting services ▪ Strong science and research potential, in particular, a well-developed higher educational system ▪ Large potential of the educational base enabling education at all levels of the educational system ▪ Favourable situation on the labour market in Wielkopolska within the scope of high labour supply in different sectors of the economy ▪ Relatively favourable demographic situation in the scale of the country, in particular, in terms of population density, birth-rate and migration balance ▪ Large number and activity of non-governmental organizations, relatively good condition of the social economy sector ▪ Large diversity and value of cultural heritage ▪ Strong regional identity, based on image diligence, order, self-organization and self-government of the people of Wielkopolska ▪ Favourable location in the European and national space, on the crossing of important transport routes (Berlin-Moscow, Prague-Baltic coast) ▪ Growing importance of public transport, in particular, railway transport (Wielkopolska Railways, Poznań Metropolitan Railway) ▪ Optical fibre network enabling development of e-services, inter alia tele-medicine, tele-education, Internet of Things ▪ Landscape of the Region, diverse in terms of natural values ▪ Favourable conditions for development of power industry based on alternative sources of energy, including renewable sources and hydrogen | <ul style="list-style-type: none"> ▪ Employee shortage, in particular, in labour consuming sectors which are not subject to automation processes in the entirety ▪ Unfavourable long-term demographic forecasts ▪ Insufficient supply of health care benefits, in particular, specialist ones ▪ Insufficient access to high quality of welfare services and family support services ▪ Widening water deficit, occurrence of drought phenomena, insufficient water retention, in particular, within the range of the impact exerted by brown coal mine and in the central part of the Region as well as bad quality of waters ▪ Unsatisfactory quality of air, mainly caused by low emission ▪ Relatively low level of woodiness ▪ The largest, in the scale of the country, area of devastated and degraded grounds |
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OPPORTUNITIES FOR WIELKOPOLSKA

THREATS TO WIELKOPOLSKA

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| <ul style="list-style-type: none"> ▪ Development of technologies, including robotization and network society, enhancing the flow of information and knowledge, enabling the use of high scientific and research potential of the Region and building of the competitive position ▪ Development of new sectors arising from global trends, such as bio-economy, circular economy, green economy ▪ Labour migrations to Poland, mainly from the east ▪ Growing importance of the social economy giving rise to the possibility of preventing social exclusion and negative consequences of demographic processes ▪ Implementation of the planned transport investments, including the Poznań railway junction ▪ Increasingly large ecological awareness among Europeans, shaping European policies oriented towards higher quality of life ▪ Integrated territorial approach, enabling flexibility in selection of development instruments and adaptation to needs of a given territory | <ul style="list-style-type: none"> ▪ Risks related to the global economic crisis creating barriers for investments in R&D ▪ Bilateral trade agreements of the EU, coming into force, with third countries, posing a threat to the agricultural market of Wielkopolska ▪ Opening of the German market for Ukrainians and the consequent outflow of Ukrainian staff members beyond the country's border ▪ Emigration from Poland, in particular, of young people for employment purposes ▪ Progressive unfavourable demographic trends in Poland and in the whole Europe connected with the ageing of the population ▪ Lack of sufficient legal solutions in organization of social policy, adapted to contemporary realities and demographic challenges, e.g. regulating the legal status of a dependant's guardian ▪ Discontinuation of investments in the transport infrastructure, managed at the national level (north- |
|--|---|

- National and European development instruments (including measures and resources for development of smart specializations
 - south S11, the third railway track between Poznań Główny and Poznań Wschód stations) in the perspective until 2030
 - Unfavourable climatic changes, growing warming, increasing number of natural disasters
 - Planned changes in the national policy consisting in withdrawal from the polarization and diffusion model and concentration on “problematic regions” to which Wielkopolska does not belong
 - Limitation of financial inflows from the cohesion policy and a necessity for higher mobilization of the self-government’s own resources
 - Unfavourable impact of central authorities’ decisions on the financial situation of self-governments (deepening disproportions between tasks commissioned to Territorial Self-Government Units and their financing from the state budget)

Among elements of strategic importance to development of Wielkopolska there are mainly positive factors - strengths and opportunities. The strengths include the favourable location in the national and European space, the strong Poznań metropolis, the large economic potential of Wielkopolska, the scientific and research potential and investment attractiveness of the region as well as the social potential (inter alia: the relatively favourable demographic situation, the good situation on the labour market, the high activity of non-governmental organizations, the cult of organic work of the people of Wielkopolska sustained for generations). These factors seem to pose the development axis of Wielkopolska in next years, however their importance may be weakened by discontinuing activities for reduction of the weaknesses.

With regard to the opportunities, attention must be paid mainly to the policy of integrated territorial approach which gives rise to a possibility of flexible selection of development instruments and their adaptation to needs of a given territory. This is particularly significant in the context of the internal diversity of the Region within the scope of economic development, labour market, access to services, availability of transport services or infrastructure. The key opportunities must also be watched for in the national and European development instruments although their acquisition will require competing on the international and national arena. One cannot omit the large risk related to limitation of financial inflows from the cohesion policy and, in consequence, the necessity for higher mobilization of self-governments’ own resources, with the unfavourable impact exerted by central authorities on own income of the Territorial Self-Government Units and the deepening problem related to the lack of financial coverage of commissioned tasks.

3. Wielkopolska development paradigm

3.1. Vision

Within recent years, the situation in the Region as well as in its environs has dynamically changed, which forces to verify the picture of Wielkopolska adopted in the perspective until 2020. Global trends have an influence on development of regions as well as living conditions of their residents, such as globalization which supports development of technologies and digitization, depopulation and ageing of European societies, increase in spatial mobility, growing ecological awareness, pressure on flexibility and integrated attitude in management. These trends are not new and their impact becomes increasingly noticeable for self-governments and their residents. Negative consequences of the global trends emphasize the importance of the offer including high quality of life for the current and future residents of the region. Wielkopolska must offer one of the best living conditions for each and every resident, regardless of age, gender or other social and cultural categories, possibility of carrying out an economic activity with respect for the environment and cultural heritage of the region. Wielkopolska must maintain its strong competitive position in the scale of the country and develop it in Europe. Taking account of these aspects, the Self-government of the Region has adopted the following vision for development of the Wielkopolska Region in the perspective until 2030:

In 2030, Wielkopolska is a region which leads in the country, which counts in Europe and which respects its universal values, aware of its natural and civilization heritage, coherent, sustainable and territorially accessible, open to new ideas and people, strong thanks to modern economy, aspirations and knowledge of its residents, ensuring very good conditions of life, work and relaxation to them on the entire area of the Region.

Implementation of the development vision should be accompanied by close cooperation of the Region's authorities with institutions and organizations operating in the territory of Wielkopolska, support and involvement of residents as well as social and economic entities, finally by cooperation with governmental departments as well as local and regional self-governments in the country and abroad. Only effective exploitation of the regional potentials and activity of all residents, organizations and institutions creates the opportunities for successful and durable development of the Wielkopolska Region and for enhancing its competitiveness in Europe.

3.2. Mission

The mission of the regional self-government briefly specifies the essence of its activities and the basic functions to be fulfilled for the benefit of increasing the level of life and for satisfaction of the needs of residents and the Region. Being guided by this message, the Self-government of the Region has adopted the following mission:

The Self-government of the Region strengthens the national and European position of Wielkopolska, develops its social and economic potential, increases the living level of residents and takes care of the natural environment and the cultural heritage of the region for the good of its current and future generations in line with the sustainable development principles.

4. Development objectives of Wielkopolska

The Region's development objectives arises from the identified development challenges of the region and include the thematic concentration approach. They create a coherent and complementary system which contains correlations (effects of some objectives generate or strengthen effects of implementation of other). A part of the development issues includes a lot of themes and forms the areas determined in different objectives of the Strategy, therefore horizontal principles have also been distinguished in the structure of the development objectives.

The general objective is identical to the development vision. Four strategic objectives have been distinguished and within them - eleven operational objectives. Each and every objective shall be implemented by means of intervention directions which should constitute the essential point of reference for creation or update of the regional priorities of the implementation instruments¹, in the perspective adopted as the time horizon for implementation of the Strategy. The intervention directions are complemented with packages of activities, in line with the project approach in strategic management. Thanks to this, the Wielkopolska 2030 Strategy combines the strategic dimension with the operational dimension - it does not only indicate directions but it also indicates the necessary package of activities around which the Self-government of the Region in the horizon of the upcoming decade will concentrate its programme, financial and organizational activities, ipso facto striving for achievement of the development vision determined in the Strategy. The packages of the activities are presented at the end of descriptions of the strategic objectives, which arises from assumptions of the project approach. It is based on management of the so-called project portfolio, understood as a collection of projects or programmes as well as other initiatives which have been grouped to make effective management and achievement of the strategic objectives easier. The packages of the activities mainly constitute a cluster of projects but among them there are also point projects which are aimed at stimulating other actions. Specification of the package of activities / project portfolio (in the personal, material and financial aspects) shall contain the *Plan for management and implementation of the Region development strategy*.

The distinguished strategic objectives and objectives of the public policies conducted in the region for which the Wielkopolska 2030 Strategy is the base should contribute to achievement of the adopted development vision for Wielkopolska in 2030.

Below please find the tree of objectives - the strategic objectives have been separated and the relevant operational objectives and key intervention directions were assigned to them.

1. ECONOMIC GROWTH OF WIELKOPOLSKA BASED ON KNOWLEDGE OF ITS RESIDENTS

OPERATIONAL OBJECTIVES

KEY INTERVENTION DIRECTIONS

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| 1.1. Enhancement of innovativeness and competitiveness of the region's economy | <ul style="list-style-type: none">▪ Development of initiatives based on cooperation between science and business▪ Development of networks and cooperation in the region's economy, professionalization of Business Environment Institutions' services▪ Reindustrialization of the regional economy▪ Development of the agricultural as well as agriculture and food processing sectors▪ Enhancement of innovativeness and internationalization of Small and Medium Enterprises |
| 1.2. Maintenance of the high employment level | <ul style="list-style-type: none">▪ Creation of high-quality jobs▪ Activation of unused labour resources |

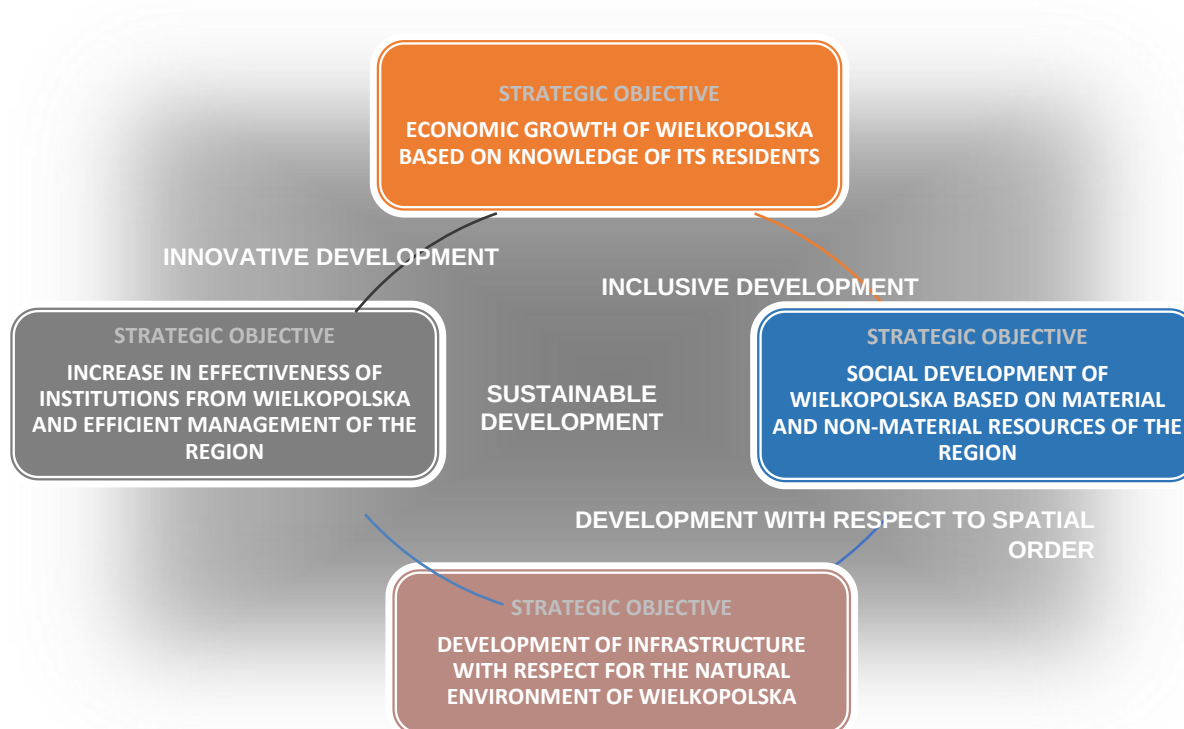
¹ Intervention areas of the downstream objectives do not have to include the entirety of the upstream interventions. Their scope should be reflected by concentration of support.

1.3. Increase and improvement of the use of human capital on the labour market	▪ Improvement of quality of education, including adaptation to the needs of the labour market ▪ Increase in competencies of adults and their share and participation in continuing education ▪ Modern infrastructure for education, including Information and Communication Technologies
2. SOCIAL DEVELOPMENT OF WIELKOPOLSKA BASED ON MATERIAL AND NON-MATERIAL RESOURCES OF THE REGION	
2.1. Development of Wielkopolska, demographically conscious	▪ Strengthening of the demographic potential and function of a family ▪ Development of the silver economy ▪ Increase of the region's settlement attractiveness ▪ Promotion of healthy life style, development of care and health infrastructure
2.2. Prevention of marginalization and exclusions	▪ Improvement of access to and standards of services and functioning of the social infrastructure ▪ Equalization of educational opportunities ▪ Development of the social and solidary economy sector
2.3. Development of the region's social and cultural capitals	▪ Shaping and strengthening of prosocial, equality, innovative attitudes, including development of social innovations ▪ Strengthening of the cultural potential and cultural infrastructure ▪ Development of the leisure industry
3. DEVELOPMENT OF INFRASTRUCTURE WITH RESPECT FOR THE NATURAL ENVIRONMENT OF WIELKOPOLSKA	
3.1. Improvement of availability and cohesion of transport services of the Region	▪ Development of road transport and ecomobility ▪ Development of integrated public transport, including railway transport ▪ Development of the regional Poznań-Ławica Airport ▪ Development of logistic activity ▪ Development of water roads for tourist purposes
3.2. Improvement of the condition and protection of the natural environment of Wielkopolska	▪ Increase and protection of water resources and improvement of their quality ▪ Improvement of quality of air ▪ Improvement of waste management ▪ Protection of biological diversity and landscape, including forestry resources as well as assurance of durability and continuity of the natural system ▪ Improvement of the natural conditions for agriculture ▪ Development of ecological awareness and shaping of ecological attitudes among the society
3.3. Increase of safety & security and energy efficiency	▪ Increase in the use of alternative sources of energy, including Renewable Energy Sources and hydrogen ▪ Optimization of energy management ▪ Assurance of stable supplies of fuels and energy
4. INCREASE IN EFFECTIVENESS OF INSTITUTIONS FROM WIELKOPOLSKA AND IN EFFICIENT MANAGEMENT OF THE REGION	
4.1. Development of management abilities and skills and provision of services	▪ Increase in the use of modern technologies in services ▪ Increase in competences of staff and the use of modern management instruments ▪ Development of co-management, with the use of social participation methods
4.2. Strengthening of coordination and development mechanisms	▪ Strengthening of programme instruments and perfection of implementation systems ▪ Development of territorial instruments ▪ Increase in the importance and development of cooperation of the region on the international arena

4.1. Horizontal principles

The horizontal principles pertain to the priority development directions the implementation of which gives rise to the synergy effect. They allow exploiting the possessed resources more efficiently and compete on the global market more effectively. The horizontal principles are combined with the development objectives and, more precisely, with the package of activities (project portfolio) in such a way that the implemented activity / project proceeds at the same time in accordance with the horizontal principles. Thanks to this interaction, the favourable social and economic changes are achieved quicker.

STRATEGIC OBJECTIVES and HORIZONTAL PRINCIPLES



5. Territorial dimension of the Strategy

Territorialisation of the development policy means the spatial addressing of the objectives and intervention directions. The intervention areas are determined based on features and phenomena characteristic of them. This mechanism allows exploiting the endogenous potentials and development factors as well as intensifying the functional integration processes which take place. Urban and rural areas form the basic functional structure of the region. From the perspective of the social and economic development, a city/town and a village create the entirety - in the social and economic space they constitute an inseparable and durable system of interaction, being its autonomous elements at the same time. This independence arises from the specific character of the phenomena and problems existing on urban and rural areas and, thereby, requires diversified activities of the Self-government of the Region.

The territorial dimension of the Strategy is also reflected in orientation of the development objectives towards the strategic intervention areas (SIAs) characterized by common social and economic features. The distinction of the SIAs arises from the necessity to stimulate particular changes on these areas in order to achieve the development objectives of the Wielkopolska 2030 Strategy more effectively. The strategic intervention areas are reflected by the diversified and unevenly distributed development potential of Wielkopolska - they include both urban functional centres - growth poles and areas of accumulated development problems. The territorially sustainable development of the region is assumed in the adopted implementation model of the Strategy (functional model). It means, on the one hand, the support of the growth centres by the Self-government of the Region in their ability to exert a favourable impact on the environs, on the other hand - inclusion of economically weaker areas in the development processes, with a lower level of development and lower resistance to crisis phenomena for maintenance of spatial, economic and social cohesion.

5.1. Basic functional structure

5.1.1. Urban areas

Support for urban areas is an important element of the development policy due to the significant role of towns/cities as the social and economic development centres. Strengthening of the competitiveness of urban centres serves to the stimulation of development of the whole Region. A lot of problems are recorded on urban areas. They weaken their role in diffusion of the development factors. The most noticeable consequences are generated by demographic problems (problem of depopulation) and pertaining to quality of life (issues related to transport, natural environment, functional urban space). It is necessary to take coordinated actions to implement contemporary ideas and concepts for development of towns and cities. This refers to implementation of the concept of a compact town/city² and a smart town/city co-created by residents (*human smart city*). The compact town/city is a town/city with high residence and employment density, characterized by a diverse manner of using land, a developed system of public transport and a high level of access to services, jobs and public spaces. The sustainable transport idea (implemented e.g. by effective networks of public transport, promotion of bicycle traffic) requires coordination of activities of various entities. In this aspect, it is important to support cooperation of local self-governments within the urban functional areas.

The smart towns/cities are towns/cities which exploit human potential and technological potential for their development (e.g. public Wi-Fi networks, smart control of street traffic), ensuring participation of the society based on partnership in planning and execution of activities or investments. Projects of social nature perform a significant role here: within the scope of the social integration, cheap

² In this concept, a necessity to prevent unfavourable effects of de-urbanization, suburbanization, urban sprawl (uncontrolled suburbanization) is emphasized.

building, etc. Exploitation of the potential that resides in town/city users by organizing cooperation of different groups (residents, town/city authorities, business, the world of science and culture) allows to achieve the effect of synergy, accelerating development of the whole area.

The support for urban areas shall be executed via different development objectives indicated in the Strategy. In view of the differences in the level of development and challenges faced by particular towns/cities, application of concrete instruments will depend on own development path of each and every town/city. The Strategy indicates major development directions of urban functional areas. The detailed regional intervention towards particular types of areas shall be determined within a wider scope in programme documents to the Strategy (it will depend, inter alia, on arrangements within territorial agreements and the Integrated Territorial Investment Strategy or on individual arrangements and needs in relation to a given urban area).

5.1.2. Rural areas

Support for rural areas is significant from the perspective of actions for the benefit of increasing cohesion of the region and competitiveness of the economy. Based on location of rural areas in relation to bigger towns/cities, at least two types of rural areas are identified in the region. The areas located in the zone of direct impact of development processes of urban centres are one of them. They perform the role of a transmitter of development factors diffusion onto rural areas which require the support, located at a considerable distance from urban centres (i.e. the second type of rural areas). Rural areas which require the support mainly cope with the problem of growing depopulation. In turn, the suburbanization phenomenon is noticeable on rural areas located in the vicinity of main urban centres. It is characterized by a loss of primary rural functions. The area of agricultural lands as well as plant and animal production is on the decrease; the residential, service and transport functions are increasingly visible. Inflow of urban people is clear, which generates potential social and cultural conflicts. Daily commuting to work between an urban centre and rural areas (suburban) intensifies the transport congestion phenomenon.

Rural areas undergo functional transformations, which causes that their development is inseparably connected with the concept of multi-functional development. At the same time, this concept emphasizes the agricultural and non-agricultural functions of rural areas; it falls within the trend of sustainable development of rural areas. In this aspect, spatial and functional links with urban centres are significant, including the urban functional areas (growth poles) - thanks to improvement of quality and availability of services, towns/cities should activate the areas located in their environs. Those, in turn, should be characterized by an ability to absorb the development factors.

The support for rural areas shall be executed via different development objectives indicated in the Strategy. In view of the differences in the level of development and challenges faced by particular types of rural areas, application of concrete instruments will depend on own development path of each and every type of the areas. The Strategy indicates major development directions of functional areas in north-western and south-western part of Wielkopolska, in which the agricultural activity is strongly visible. The detailed regional intervention towards particular types of areas shall be determined within a wider scope in programme documents to the Strategy.

5.2. Strategic Intervention Areas

The strategic intervention areas, indicated in the Wielkopolska 2030 Strategy, arise from a compilation of two approaches - regional and national. The regional dimension is particularly represented by the *Spatial Development Plan of the Wielkopolska Region*, in turn, the national dimension - the Strategy for Responsible Development, the National Spatial Development Concept 2030 and the project of the National Strategy for Regional Development 2030. By the time of update of the Spatial Development Plan of the Wielkopolska Region or preparation of relevant programme documents

to the Strategy, specifying criteria on determination and borderlines of particular intervention areas, the strategic intervention areas (SIAs) indicated in the *Spatial Development Plan of the Wielkopolska Region. Wielkopolska 2020+* shall constitute the basis allowing to combine the development objectives of the Wielkopolska 2030 Strategy with types of particular areas. The Spatial Development Plan of the Wielkopolska Region separates areas with the most intense force of impact exerted by towns/cities on the environs, in which one can observe clear functional and spatial links. They include the urban functional areas (UFAs):

- (1) Poznań Metropolitan Area,
- (2) Kalisz and Ostrów Agglomeration,
- (3) Gniezno Functional Area,
- (4) Konin Functional Area,
- (5) Leszno Functional Area,
- (6) Piła Functional Area.

The range of impact exerted by the biggest urban centres divides the space of the Region into six subregions. The support of the urban functional areas serves to the strengthening of their competitiveness and ability to diffuse the development factors onto neighbouring urbanized areas and of the agricultural nature, it has an influence on all parts of the Region and stimulates development of the whole Wielkopolska as well as it has a stabilizing influence on the settlement structure of the region.

Furthermore, the Wielkopolska 2030 Strategy separates functional areas of a special phenomenon in the regional scale described in the Spatial Development Plan of the Wielkopolska Region. They include:

- (1) Eastern Functional Area,
- (2) North-western Functional Area,
- (3) South-western Functional Area.

Within the borderlines of these areas there are also some of the foregoing urban functional areas. The support on these areas means implementation of supplementary activities and/or activities which strengthen the positive impact. Certain interventions taken in the urban functional areas constitute a development lever for the areas considerably going beyond their borderlines. The functional areas of a special phenomenon are distinguished, compared with the region, by the endogenous potential which, if appropriately exploited, shall decide about competitive advantages of the entire region.

With regard to the national strategic intervention areas, the following are distinguished:

- (1) medium towns/cities which lose the social and economic functions
- (2) areas at risk of durable marginalization, located in the Wielkopolska Region.

These areas are characterized by concentration of social and economic factors having a negative influence on dynamics of their development, requiring the systemic approach in the process of bringing out of the crisis state. The support for these areas will contribute to decreased development disproportions in the region.

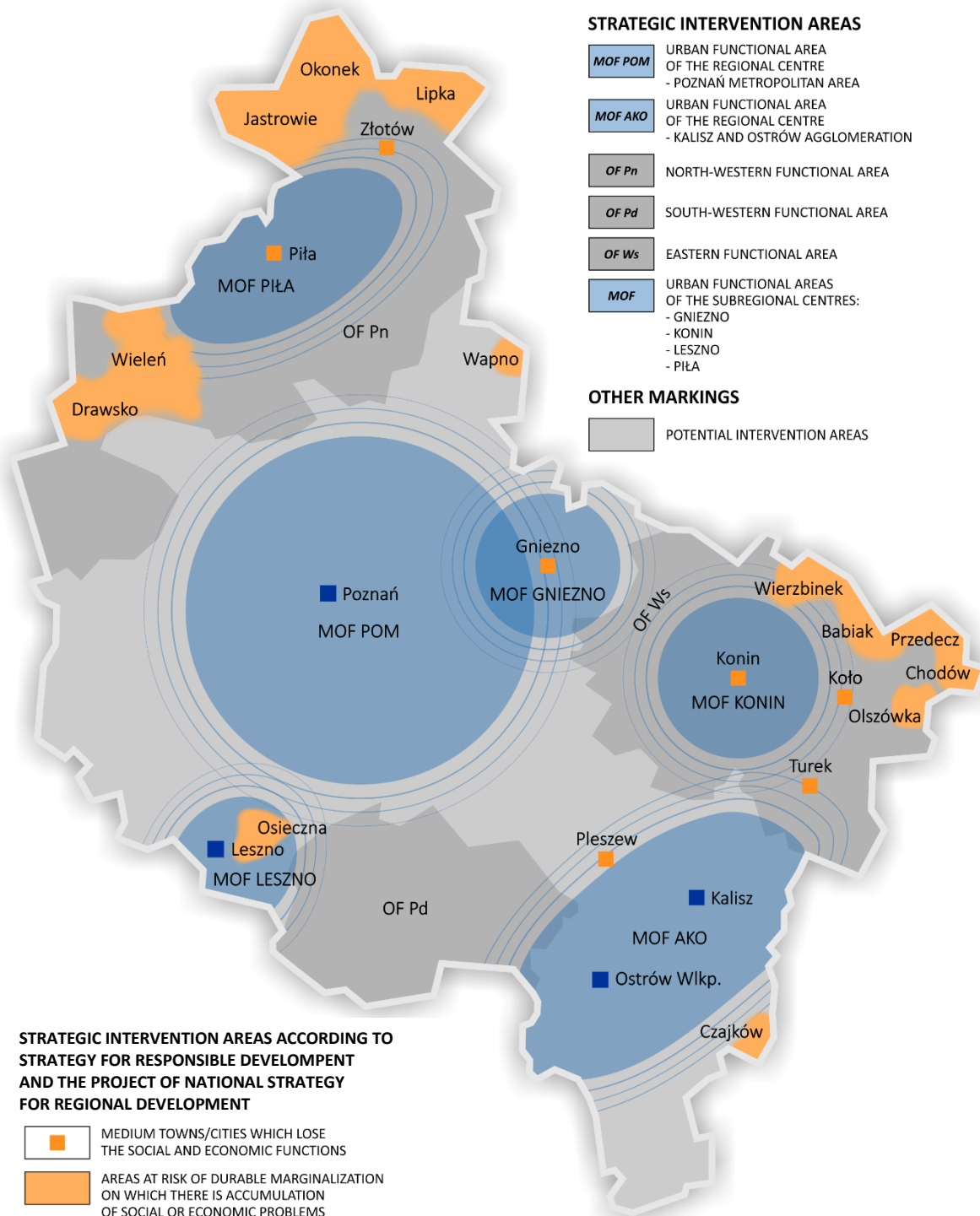
The indicated SIAs are the basis for the territorial orientation of the intervention objectives. Development of the biggest urban centres of Wielkopolska must refer, not only, to other areas of the region but also to the analogous centres in the country. The areas which develop more slowly are still the subject of the special support from the Self-government of the Region. It is necessary to emphasize

once again that the borderlines and scope of intervention of the SIAs presented in the Wielkopolska 2030 Strategy have an indicative nature. They constitute the basis for further discussions and arrangements. Taking account of the functional approach already emphasized earlier and outlined in the development model to particular areas, the range of the SIAs shall be specified at the level of operational documents in consideration of such factors as: factors of statistical/analytical nature, pertaining to the intended cooperation of particular entities, taking into account the type of the planned, possible intervention. The intervention shall be designed in line with the principles of multi-level management, subsidiarity, social participation, in a dialogue with social and economic partners. Commencement of programme works by local self-governments in cooperation with the regional self-government is the first step to the proper orientation of the intervention.

■ INTERVENTION PLANNING PRINCIPLES

coordination and subsidiarity	appropriate coordination with respect for the principle of multi-level management and subsidiarity
social participation	taking account of social participation and inclusion of social and economic partners
local innovation policy	support for conducting the local innovation policy in a dialogue with entrepreneurs and other local innovation partners
integration of activities	integrated and not dispersed investments
feasibility	planning based on real possibilities of financing and appropriately identified and overcome limitations
synergy effect	intervention enables achievement of the synergy effect

The indicated SIAs are not the sole basis for territorialisation of the support. Wielkopolska is a region with a complex structure of potentials and development barriers in the intra-regional system, therefore, proper intervention will be of vital significance at the local, supralocal, subregional levels with the use of cooperation instruments possible to be exploited e.g. the mechanism of territorial agreements. The activities shall be adapted to the types of the functional systems and shall not be limited to the administrative borderlines. Such an approach will allow avoiding the overlap of non-coordinated sector-specific interventions.



Source: Own elaboration