

2020

Development Strategy of the Lower Silesian Voivodeship



**DOLNY
ŚLĄSK**

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Dear Sirs,

We give you this document, which I hope will become a real development plan for Lower Silesia for the next seven years. The Development Strategy of Lower Silesian Voivodeship 2020 clearly establishes objectives and directions for the development of our region. It synthetically presents our potential and identifies common ground for actions of sub-regions. You – the citizens of Lower Silesia – are the perspective and the reason of the Strategy.

Undoubtedly, difficult times are coming, as a consequence of the global crisis. Therefore, it is necessary to use the time for acquiring EU funds wisely. The money need to be well invested in order to allow our region to develop based on what we generated on our own. The priority for the voivodeship local government is to create good environment for the development of our entrepreneurs and for attracting new investors. We have strong advantages allowing for this: location close to the border with Germany and the Czech Republic, natural resources, extraordinary landscape and cultural values as well as strong transport core.

Tourism is yet another foundation on which we plan to base the development of Lower Silesia. Increasing the range of services available in this industry, we will skilfully use both natural and cultural advantages of our region.

On this solid base we will build a region based on the industry, services and tourism. Our economy will be based on modern technologies. Dynamically developing businesses will provide jobs for graduates of our universities as well as technical and vocational schools. This will strengthen economic potential of cities and smaller towns.

The development of an economic zone will be a final result of this process, affecting both the country and Europe. This policy goes much further than the year 2020. We do believe that in several years there will be thousands of manufacturing companies in our region open for the needs of the entire Europe as well as for the export beyond it. To meet these challenges, we have to develop transport system, ensure energetic safety and access to IT and technical infrastructure.

The Regional Development Strategy for Lower Silesian Voivodeship until the year 2020 is a result of many months of work of several groups of experts and employees of local government administration. Formally, this process has started with Resolution No. VIII/109/11 of the Lower Silesian Regional Assembly of 24th of March 2011 laying down rules, procedures and schedule for updating the Development Strategy of Lower Silesian Voivodeship until 2020. The presented document refers to previous strategies which had been developed in Lower Silesia in previous years and develops the concept of game for region of Professor Jan Waszkiewicz.

Works on this document have been coordinated by Jerzy Tutaj, PhD – Member of the Council of Lower Silesian Voivodeship – responsible for regional development. Experts, academics, entrepreneurs and representatives of voivodeship local government actively participated in this process. The process of strategic concepts development has been supported with reasonable analysis as well as conclusions and suggestions coming from social partners, representatives of local administration as well as sub-regional discussion forums specifically appointed for the debate on challenges for Lower Silesia. We should also note a substantial contribution arising from the cooperation with Professor Janusz Zaleski and Professor Roman Galar as well as with members of the Lower Silesia Development Council. Ryszard Petru and Krzysztof Domarecki were the authors of the part devoted to economics.

The present document has successfully passed the process of social consultations that took place throughout Lower Silesia. Over sixty meetings have been attended by citizens of Lower Silesia, members of local government, entrepreneurs and representatives of universities. Experience gained and conclusions reached during the consultations will be included in projects implemented within the new financial perspective for the years 2014 – 2020.

Marshall of Lower Silesian Voivodeship

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Introduction

A strategy is a tool dedicated to stimulate and design development that targets activities of administration and indicates areas requiring regulation and funding. If a strategy is to be efficient it must be adaptive, allowing for a smooth adaptation to changing conditions, leaving at the same time a necessary flexibility for creating programmes and implementing projects.

A strategy expresses the public interest seen from the regional level and considers local affairs only in terms of their relations with the region. A strategy is an act of choice – selects and limits objectives in order to make the most important things feasible through concentration of funds and accumulation of actions. The new The Development Strategy of Lower Silesian Voivodeship 2020 underlines the specificity of each part of the region and tries to find individual solutions for each place, corresponding with its characteristic, challenges and needs. A strategy helps understanding relations between various aspects of the development and learning roles of individual members of this process. This provides basis for the future partnership offering conscious involvement in the implementation of announced changes. This is a policy document that defines objectives of development and provides framework for future projects however does not indicate precisely what and from what resources will be implemented.

The world economy and development of regions is currently based on three main pillars: resources, production and services. Lower Silesia is a region which in these spheres has a significant potential. Natural resources and knowledge resources of Lower Silesia allows designing an economic model of the region where the main branches will be: production, modern technologies and higher level services exploiting values of the natural and cultural environment. This will allow for increasing the importance of Lower Silesia as a strong economic region implementing a growth model including:



Figure 1. Economic model.

- **“New Economy Highway”** – area of dynamic development based on the latest technologies and modern services focused around existing and designed communication routes (transport and telecommunications),
- Areas with **outstanding natural, health resort and cultural values**, including mainly: Sudetes Foreland and Sudetes, Lower Silesian Forest and the north pole – Barycz Valley, as well as **areas rich in natural resources**, where a modern economy will be based on the application of unique resources supported with operations associated with spheres of energy, climate, landscape and health.

These two groups of areas that forms basis of the economic model of the voivodeship require links and infrastructure communication. The importance and economic potential of the region is also affected by its geographical location which will cause increasing trans-boundary contacts and new opportunities for cooperation arising from this.

The proposed model of development will be based on three basic pillars that are entrepreneurship, education and demography. The achievements of years of intense growth and significant investments will be strengthened with development of social involvement and increased activity of private sector. It is also important to develop cooperation of local government, business and science. Within the public sphere, in the coming period it is necessary to focus on crucial projects and tasks above the local level and with a high added quality for the region. At the same time the social balance should be maintained expressed, among others, through including all social groups mainly the youth, seniors and disabled people. Development of the region will be mainly based on own potential which is referred to as the “endogenous development”. This model of “life on one’s own” must be supported by public authorities.

- **REASONABLE DECISIONS**
- **AGREEMENT**
- **NEW GROWTH AREAS**
- **TALENT**
- **CREATIVITY**
- **CONCENTRATION**

The period 2014 – 2020 is a time of the next financial injection from the European Union that needs to be rationally and efficiently used. Due to the fact that development issues are grouped in particular areas, without administrative boundaries, the Development Strategy for Lower Silesian Voivodeship proposes territorial reference for development actions. It includes identification of areas of integration and areas of intervention – that is support with external sources within the framework of the regional policy of the state and voivodeship. The strategy draws also the attention on development of such areas as: Wrocław Metropolitan Area and Legnica-Głogów Industrial District, as well as new growth areas, including Jelenia Góra Agglomeration and Wałbrzych Agglomeration. For this purpose the Strategy identifies partially overlapping areas with uniform development issues for which it proposes diverse actions and instruments adequate to the needs identified.

In the diagnostic section it shows main factors influencing the development of Lower Silesia in the coming years. In the “opening balance” we summarised the most important development challenges facing Lower Silesia in the next few years. The programme part of the Strategy starts with a statement of vision and development targets including activating the internal development potential of the region to the greatest possible extent. The degree of development of region will depend mainly on the mobilization of internal factors and on internally generated resources dedicated to the development. In order to maintain development trends of the voivodeship it is necessary to support cooperation of all stakeholders and to use partnership actions and innovative organisational and financial instruments.

The role of local governments will include focusing development impulses on objectives associated with the common good and removing obstacles to their fulfilment. The mission of the regional local government will be creating consensus within the meaning of the common good and blocking activity infringing this good. The regional local government, in view of limited resources, will support projects multiplying the common good the greatest extent and at the same time expanding the area of freedom of initiatives of other participants of the development processes. The success of the region will be measured first of all with the life satisfaction of its citizens.

The strategy determines the principles of region and clarifies rules of the sustainable development – in the form of the social, spatial and economic harmony. It assumes strengthening of the social cohesion and social identification crucial for successful implementation of development objectives of Lower Silesia. For the functional integration it identifies areas that particularly need specific, appropriately programmed support at the regional, state or European level.

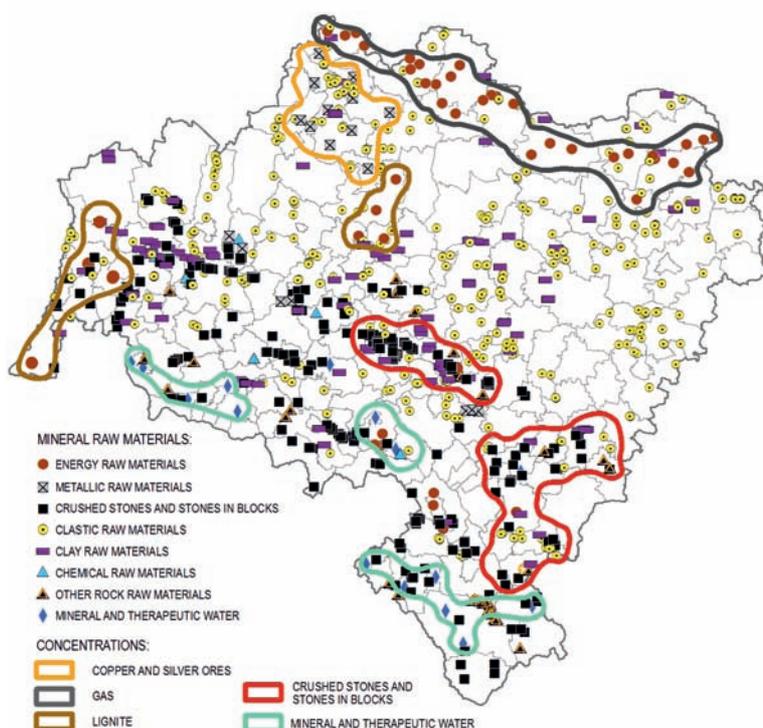
The Development Strategy of Lower Silesian Voivodeship 2020 in the perspective of the year 2020 assumes realistic objectives tailored to financial and organisational capacities of implementation of particular projects that have been grouped in presented “**macrospheres**.” In the coming years, the objectives of activities of the voivodeship will focus on increasing broadly understood competences, reasonable spending and raising funds for the development and improving the infrastructure for the region. Also the system for the implementation and monitoring of the Strategy has been designed for this purpose – rational, based on competences and including various entities into the common concern for the future.

A special roles is played by border cities (Zgorzelec, Kudowa Zdrój) to which the Strategy dedicates the development of local city development concepts together with partners from neighbouring regions (trans-boundary).

The capital of the voivodeship – Wrocław – is a city recognised in Europe. In terms of social and economic development it locates among Polish leaders being not only among most popular cities for living but also an attractive location for foreign investments that dynamically flow to the Wrocław Agglomeration and its neighbourhood. The presence of the academic centre as well as favourable location in Europe and actions such as co-organisation of the UEFA Euro 2012 or appointment of Wrocław as the European Capital of Culture 2016 additionally strengthens the positive image of Wrocław and the entire region. The polycentric structure of the region might become its development strength provided that the city and towns policy is consequently implemented by the voivodeship local government and maintaining clear urban-rural relationships.

▪ **Extensive natural resources**

Lower Silesia is one of the most rich in mineral resources regions in Poland. Most of known types of minerals occurs here: belonging to the largest in the worldwide scale and the only in Poland deposits of copper and silver ores, confirmed reserves of lignite, natural gas, various and different rock resources, rich deposits of high quality sands and gravels as well as reservoirs of mineral and therapeutic waters. Furthermore, there are favourable soil and climate conditions to carry out diverse agricultural production as well as forests successively increasing their abundance. The policy of the voivodeship focused on creating industrial manufacturing plants including mainly copper and silver, will counteract selling out non-renewable natural resources of Lower Silesia at disproportionally low prices. Extraction and transport of rock resources for the road construction across the country causes devastation of the road infrastructure of Lower Silesia. Activities of the local government aiming at including the national level into costs of repairs of the road infrastructure as well as into launching the rail transport at the crucial sections will prevent significant extension of the transportation time and limitation of communication accessibility of the mining areas.



Map 3. Occurrence of natural resources in Lower Silesia. Source: WBU study based on "Report on Spatial Development and Social and Economic Development of Lower Silesian Voivodeship 2011." (p.25)

▪ **Social, educational and cultural as well as sports and recreation potential**

Lower Silesian Voivodeship distinguish itself with a high level of productivity of the society (the value of the demographic dependency ratio is significantly better than the Polish average) and exhibits more than average potential in terms of education at the level of doctoral studies (the third position in the country in 2011 in terms of number of students per 10 thousand residents). The region is characterised by a high level of cultural development which is manifested by a large number of cultural institutions (third position in the country in 2011) and activity in organising festivals and other events at the national and international scale. Additionally, basing on the favourable location, multiculturalism (both historical and social) and the openness of the society Lower Silesia eagerly participates in numerous initiatives integrating citizens including particularly local societies from the Polish and Czech as well as Polish and German borderlands. The increase of accessibility of cultural institutions will contribute to raising awareness and activation of the society of Lower Silesia.

Wrocław is a major academic centre in the country and in Europe. Activities of several new universities in sub-regional centres equal educational chances of the youth and create centres of the social and cultural life.

Lower Silesia readily organises large sporting events that contribute to the increase of the attractiveness of the region and its economic development. Many sports facilities operate here both open and closed which condition is very diverse. Therefore, the modernisation of old facilities and construction of new aims at increasing the accessibility of sport activities to residents of Lower Silesia and contributes to increasing the standard of living of residents. The voivodeship is characterised by a large amount of sport organisations that actively participate in the sport and recreation development in the region. The sport activities of the society in common and professional sport include 45 sport disciplines. About 1308 sections associating kids and youth as well as adults function here.

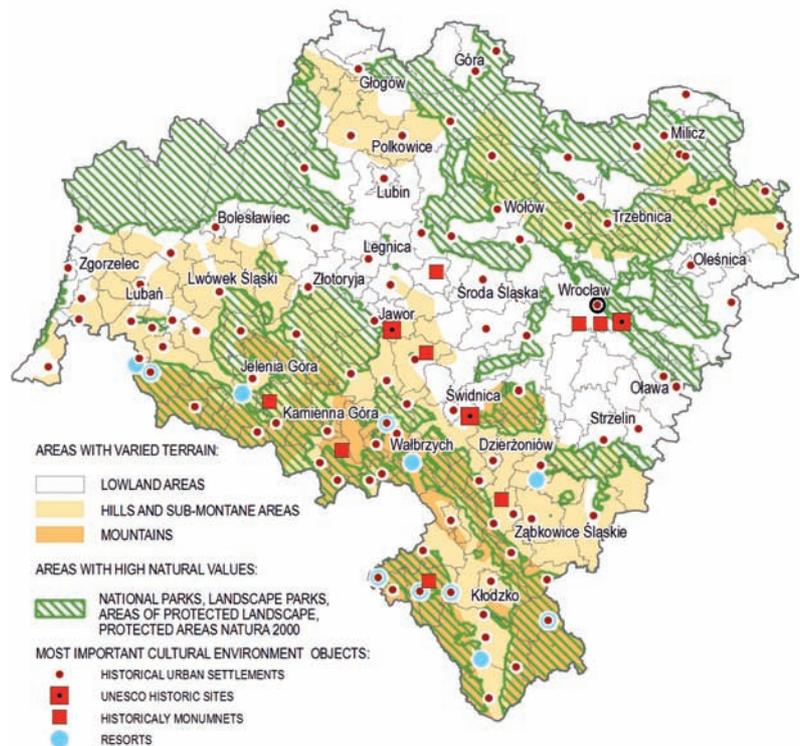
■ High touristic attractiveness, natural and landscape advantages

Lower Silesia has a many-sided touristic potential.

This depends on cultural (mainly resources of the material heritage), landscape and natural values, mostly under legal protection. In the region there are all forms of the nature protection present included in the Polish legislation: 2 national parks, 12 landscape parks, natural reserves, areas of protected landscape, areas of the Natura 2000 network and areas covered by international agreements. Such elements as: diverse geological structure and landscape values, rich flora and fauna, high forest cover, diverse hydrographical network and specific climate also contribute to the uniqueness of the region.

In terms of the number of historical monuments inscribed in the register of monuments Lower Silesian Voivodeship is the first one in Poland (over 83 thousand of monumental objects). In the list of the World Cultural and Natural Heritage UNESCO there are churches of Peace in Jawor and Świdnica and the Centennial Hall in Wrocław. The greatest share in national resources (24%) has residential complexes – castles and palaces including the largest castle in the region – the Książ castle near Wałbrzych and the historical green space around it – parks and gardens (12%).

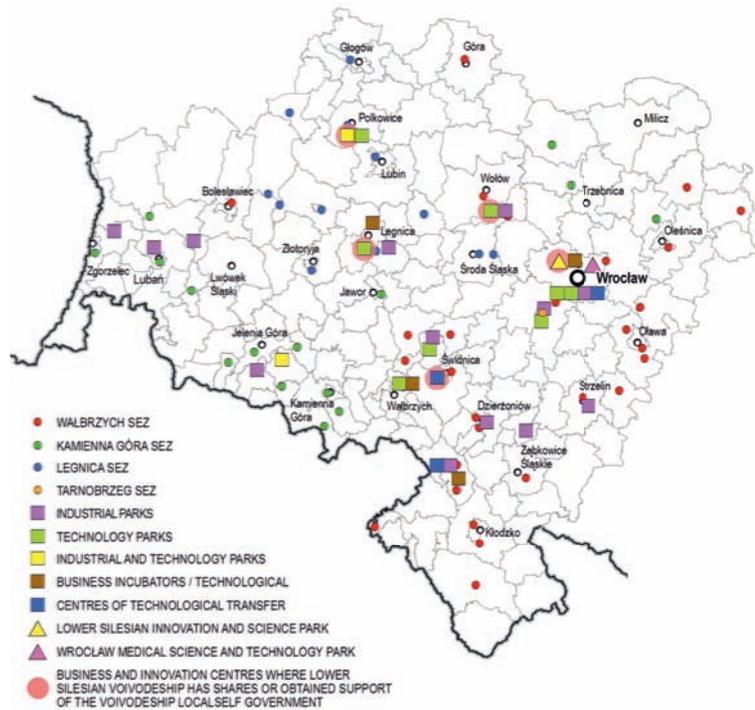
The touristic attractiveness of Lower Silesia arises also from its trans-boundary location. The most important touristic areas with the national and international importance include Sudetes together with the Sudetes Foreland and the Odra Valley. Other, of the supra-local and local include Bory Dolnośląskie, Barycz Valley with Milickie Ponds, Pogórze Izerskie and Kaczawskie, Bystrzyca and Bober Valleys and Trzebnickie Hills. Other categories are cities primarily with the capital of the region. The touristic potential of the region is not fully exploited and the touristic offer not everywhere corresponds to the latest standards that are characterised by, among others, largest demand for resort services as well as Spa&Wellness and the growing interest in weekend and qualified tourism. A particular attention is needed for developing of a uniform touristic information system, increasing number of beds and significant improvement of standard of the touristic infrastructure, mainly the gastronomy and handicraft that should represent Lower Silesia. Greater use of the tourism potential through extending the touristic offer with health services will contribute to the increase of the share of tourism in the economy of the region. While the lack of activities in this area will cause marginalisation of areas predisposed to the development of the tourism.



Map 4. Values of the natural and cultural environment of the voivodeship for the tourism. Source: WBU study "Report on Spatial Development and Social and Economic Development of Lower Silesian Voivodeship 2011." (p. 149)

▪ **Strongly productive character of the region – significant and diverse industry**

An important role in economic processes of the region plays the industry, which is reflected in its relatively large share in creating the gross value added (GVA) – the second position behind the Silesian Voivodeship. An important factor also is the constant high pace of production and relatively broad range of industrial activities (mining, automotive industries, production of household goods, high-tech goods, pharmaceutical, etc.) as well as the growing coefficient of foreign investments (the first position in Poland in terms of the activity of the voivodeship for investors and third in terms of the investment attractiveness). It gives a chance for a better amortisation of violent changes in the global economic and the higher potential in terms of the investment absorptions.

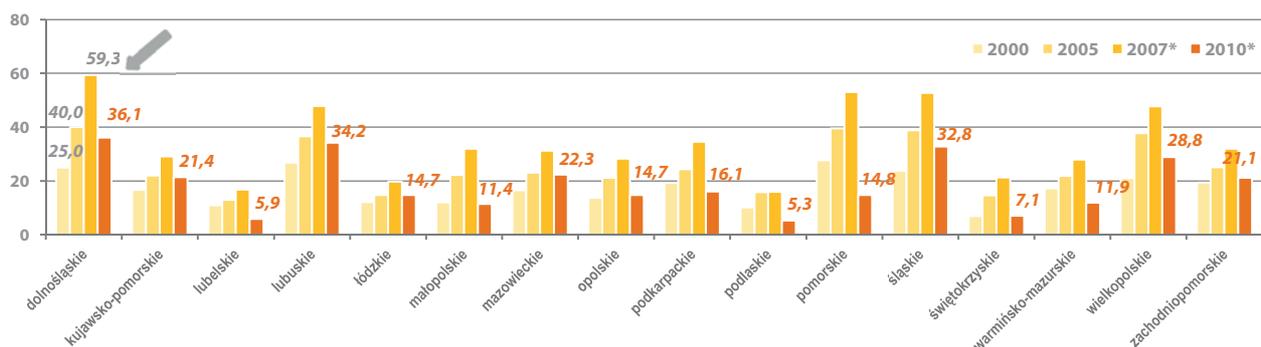


Map 5. Special economic zones and innovation and entrepreneurial facility. Source: WBU study "Report on Spatial Development and Social and Economic Development of Lower Silesian Voivodeship 2011." (p. 131)

▪ **How long can we be attractive?**

Lower Silesia is characterised by the highest in Poland share of the export generated in the gross domestic product. Maintaining the first position of the region in this respect is evidence of its special resources (particularly the natural resources) and of the high level of competitiveness and innovation on the international markets. This is a very favourable tendency in the period of high uncertainty on global markets resulting in reducing the value of export in other voivodeships of the country. The main attribute and developing factor characteristic for the region is the competitive pricing. Lack of policy supporting the economy based on non-price competitiveness will reduce the investment attractiveness of Lower Silesia.

Chart 1. Share of export in GDP (%) in Polish voivodeships. Source: WARR S.A. "Expert Project – Lower Silesia Development Strategy 2020" (p. 96) based on the analysis included in: Komornicki T., "Ocena charakteru, struktury, i intensywności polskiego eksportu w kontekście celów polityki regionalnej, na poziomie województw w ujęciu dynamicznym."



▪ **Less residents of Lower Silesia – unfavourable demographic trends**

In Lower Silesia, as well as in other regions of Poland and Europe, we can observe unfavourable demographic tendencies that might develop into significant growth barriers affecting both current and future social and economic situation. The reasons of these demographic phenomena are first of all growing demographic dependency ratios.

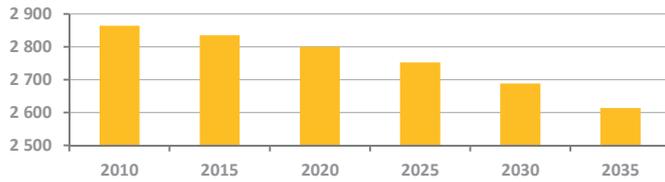
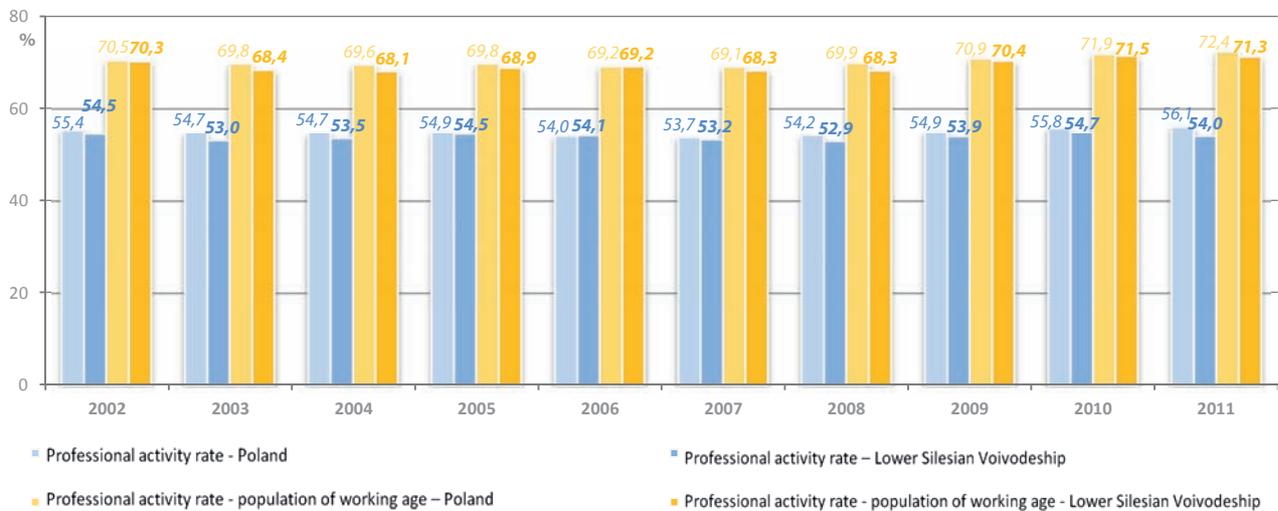


Chart 2. Changes in the number of residents of Lower Silesia in the years 2010-2035 (thousands of people). Source: WBU study based on the data from the Central Statistical Office data

Another negative phenomenon is low professional activity that is 54% in 2011 (for Poland 56.1%). The implementation of mechanisms supporting families and an active influence on migration processes will contribute to mitigation of effects of the demographic low.

Chart 3. Professional activity rate overall and for working age in Poland and Lower Silesia.

Source: WBU study based on WARR S.A. "Expert Project – Lower Silesia Development Strategy 2020" (p. 82)



■ Challenges of Lower Silesian health care

The main issues that need to be addressed in the health sector are as follows:

- Degglomeration of resources resulting in dispersion of the public funds flow dedicated to financing medical services and as a consequence deterioration of the financial and economic condition of medical units;
- Inappropriate structure of beds – too few long-term care beds in relation to too many short-term care beds, leading to regional asymmetry in accessibility to services in some specialties and inefficient use of available medical resources;
- Disproportion in quality and accessibility to services associated mainly with the depreciated infrastructure.

One of the most important assumptions of the health policy implemented is care for the improvement of accessibility to certain types of services taking into account long-term demographic, epidemiologic and social trends. Means used to achieve this aim include modernisation of selected medical disciplines (oncology, perinatology, emergency medical services, psychiatry and pulmonology) implemented both with own resources of the voivodeship local government (26 independent public health care facilities, including 7 polyclinics, 6 psychiatric and rehabilitation hospitals, 4 monoclinc, 1 sanatorium, 3 multidisciplinary clinics, 4 ambulance stations and 4 commercial companies performing therapeutic activities) as well as other medical entities operating within the Lower Silesian health care. An important direction of activity is also the development and support of innovative solutions increasing the quality and accessibility to services.

At the same time, the abundance of medical entities and diversity of entities involved (de-concentration of resources) and lack of systemic solutions in terms of operations of the regional health care coordinator, network relations and lack of impact on the policy of the payer related to the funding medical services in the region, lead to dispersion of public funds flows dedicated to financing medical services and as a consequence to deterioration of financial and economic situation of medical entities leading to destabilisation of the health care system.

▪ **Condition of the social capital**

A very important factor stimulating economic processes in the region is the social capital. An important role in this respect is played by non-governmental organisations (associations, social organisations, foundations). **Lower Silesia is on the eighth position in the country in terms of the number of associations and social organisation per 10 thousand residents.** The situation in terms of foundations is much better – the region is on the third position in the country (behind the Mazowieckie and Pomorskie voivodeships).

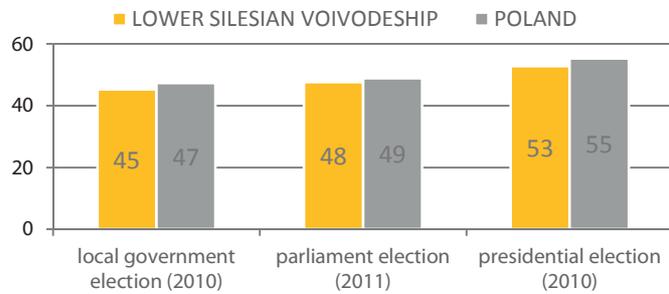


Chart 4. Voter turnout in Lower Silesian Voivodeship. Source: WBU study based on the data from the National Electoral Commission

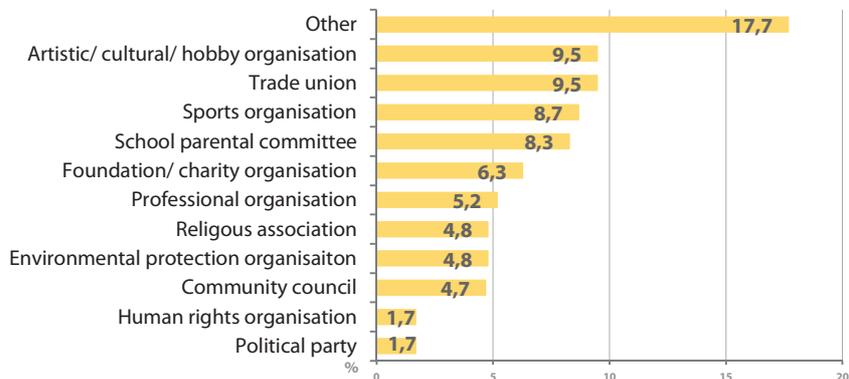
The election turnout in Lower Silesia – in presidential, local government and parliamentary elections – is still lower than the average in Poland. The deliberate policy of the voivodeship in relation to the information technologies will contribute to the development of the information society and enhance educational and civic activities.

Chart 5. Membership in organisations, associations and political parties of residents of Lower Silesian Voivodeship.

(% of "Yes" answers to the following question:

Are you a member of any organisation such as...?)

Source: Centrum Monitoringu Społecznego i Kultury Obywatelskiej



▪ **Lower Silesia – set of various elements and not a coherent integrity**

Lower Silesia is a region characterised by **significant internal social and economic differences.** This diversity is associated with strong economic growth poles (Wrocław, LGOP) and areas of the voivodeship cumulating negative phenomena arising, among others, from peripheral location and economic transformation processes. These include for example areas of the Wrocław Agglomeration, Kłodzko region, mountain areas and north-east provinces of the voivodeship. The level of macroeconomic factors between sub-regions of Lower Silesia indicates significant differences, however the relatively higher wealth (in statistical terms) not always corresponds to the higher quality of life. Similarly, less wealthy sub-regions of Lower Silesia – primarily the Jelenia Góra and Wałbrzych regions – are characterised by a large potential as areas for life and living. They play various roles in the voivodeship and are characterised by a large diversity of social and economic problems. The most difficult situation is in the Wałbrzych sub-region.

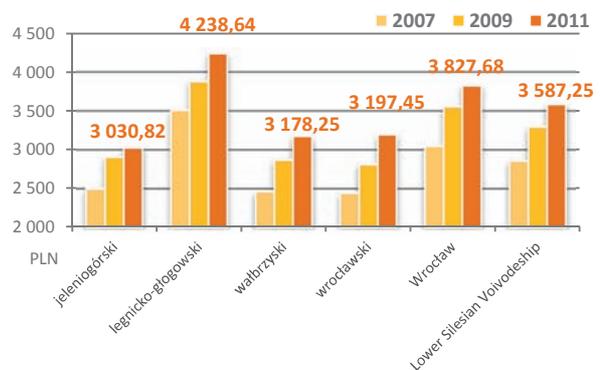


Chart 6. Average gross remuneration in sub-regions of Lower Silesian Voivodeship. Source: WBU study based on WARR S.A. "Expert Project – Lower Silesia Development Strategy 2020" (p. 106)

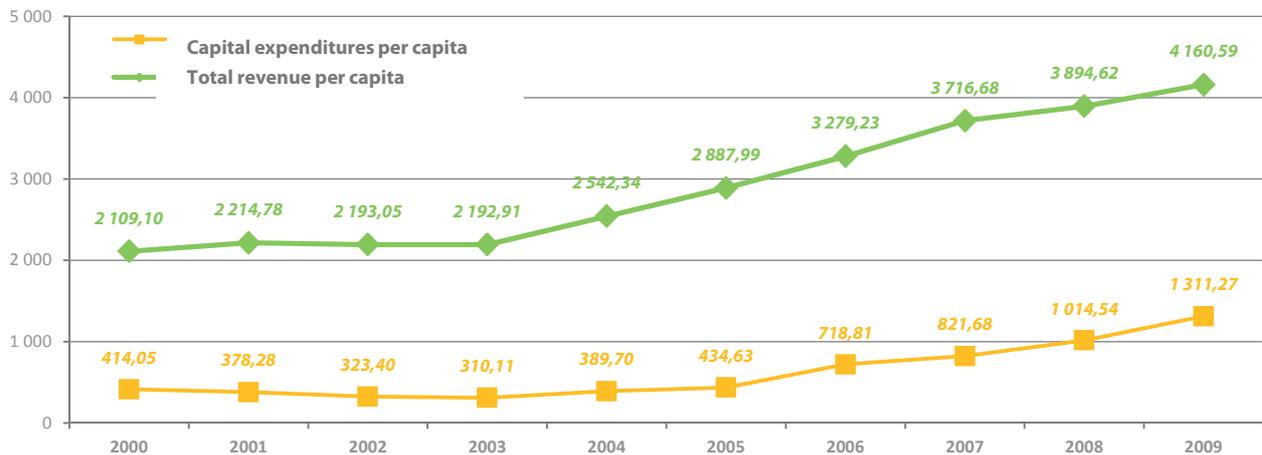
The policy of the voivodeship is focused on linking peripheral areas with strong growth centres, including mainly Wrocław Metropolitan Area, preventing further polarisation of the voivodeship. Supporting the endogenous potential, including creation of intelligent specialisations of the subregions will contribute reducing disparities between levels of the social and economic development.



Public infrastructure and the level of basic infrastructure

Public investments play an important role in initiating qualitative changes in development processes, although this is much smaller portion of expenditures than capital expenditures of the private sector. It is extremely important to use the support granted by the European Union for co-funding infrastructural projects and on direct support for the industry focused on the grow of work and capital efficiency.

Chart 7. Total revenue and capital expenditures per 1 resident of Lower Silesian Voivodeship. Source: WARR S.A. study "Expert Project – Lower Silesia Development Strategy 2020" (p. 95)



Between past and future – a summary of the current strengths and weaknesses together with indication of opportunities and threats for further years (the SWOT analysis) - Opening balance – determinants and trends of the region development

| 1. INFRASTRUCTURE | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| STRENGTHS | WEAKNESSES |
| <ul style="list-style-type: none"> ▪ Great transit importance of the region – course of the European transport corridor. ▪ Network of roads with the density ratio above the national average. ▪ Great density of the railway network - above the national average. ▪ Modern International Airport Wrocław SA. ▪ Good links with the European transport system. ▪ Dense network of the municipal infrastructure. ▪ Significant progress in the gasification of the region. ▪ Existence of the developed heat supplying system centralised in large cities of the region. ▪ Significant production of the electric energy based on resources of the region. | <ul style="list-style-type: none"> ▪ Poor transport links with the capital city and towards north and south. ▪ Poor transport links of the voivodeship centre with some sub-regional centres. ▪ Inadequate number of express roads and dual carriageways, particularly towards north and south. ▪ Inadequate capacity of the infrastructure network in the view of increasing needs and significant deterioration of the existing network. ▪ Insufficient for the region number and condition of bridges over Odra River and its tributaries. ▪ Lack of implementation of the concept of the integrated transportation particularly in the Wrocław Metropolitan Area and in large sub-regional centres. ▪ Unexploited potential of railways, a small role of the rail transport (mainly freight, including transportation of aggregates). ▪ Poor exploitation of transport capacities of the Odra River – depreciated shipping infrastructure, depleted banks and harbour facilities of the Odra Waterway. ▪ Unsatisfactory state of low-voltage grid. ▪ Small share of the energy production from renewable sources. |

| 1. INFRASTRUCTURE | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> ▪ Development of international transport links. ▪ Improvement of links within the country. ▪ Further growth of the transit importance of the region. ▪ Development of multimodal logistic centres. ▪ Modernisation of the Odra Waterway up to the IV navigability class. ▪ Possibility of including internal infrastructure system into spatially available over-regional transit systems. ▪ Increase of expenditures on the energetic safety in the country. ▪ Better coordination of actions associated with the modernisation and development of transmission grids. ▪ Development of new energetic technologies based on renewable resources of the energy. | <ul style="list-style-type: none"> ▪ Development of alternative transport routes in neighbouring countries bypassing Lower Silesia. ▪ Lack of significant activities aiming at the communication integration, primarily with the Polish capital. ▪ Insufficient consideration for transport needs of the region in the national transport policy (road, railway, water and inland transport). ▪ Competition of developing regional airports both in the country and abroad. ▪ Marginalisation of the transport importance of the Odra River. ▪ Increasing energy deficit in the Wrocław Metropolitan Area and in the entire voivodeship. |

| 2. DEVELOPMENT OF URBAN AND RURAL AREAS | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| STRENGTHS | WEAKNESSES |
| <ul style="list-style-type: none"> ▪ Polycentric structure of the settlement system, forming metropolitan centre, large sub-regional centres and significant number of smaller towns. ▪ A high rate of urbanisation in relations to the Polish average. ▪ Dense network of cities with high urban and architectural values. ▪ Concentrated rural settlement. ▪ Large dense areas of forest and agricultural ecosystems. | <ul style="list-style-type: none"> ▪ The phenomenon of uncontrolled and intense suburbanisation, particularly in the Wrocław Metropolitan Area and areas of other larger cities of the region. ▪ Lack of spatial order in development of towns, areas and communication routes and the low level of aesthetics of the environment around residential and touristic areas. ▪ Poor condition of the residential infrastructure in cities and villages. ▪ Depopulation of rural areas in the peripheral provinces of the region. ▪ High fragmentation of lands in rural areas. ▪ High long-term unemployment in rural areas. ▪ Insufficient access to services on areas, including areas of intense suburbanisation. |

| OPPORTUNITIES | THREATS |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ▪ Growth of attractiveness of cities of Lower Silesian Voivodeship. ▪ Strengthening of junction functions of urban centres at various levels both in Poland and in Europe – development of managerial, control, scientific and cultural functions. ▪ Diversification of agricultural activities depending on natural conditions. ▪ Increase of demand for regional food and ecological products from Lower Silesia. | <ul style="list-style-type: none"> ▪ Increasing social and economic degradation of some smaller urban centres. ▪ Growing issues related to a chaotic suburbanisation. ▪ Depopulation of certain centres in the settlement structure. ▪ Lack of long-term objectives and activities within the urban policy at the national level. ▪ Urbanisation pressure on agricultural areas with high – quality production. ▪ Limitation of support within the EU Common Agricultural Policy. ▪ Increasing asymmetry in access to social services both in cities and villages. ▪ Social marginalisation in rural and post-industrial areas. |



| 3. RESOURCES | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| STRENGTHS | WEAKNESSES |
| <ul style="list-style-type: none"> ▪ Presence of various mineral resources and reservoirs of useful minerals. ▪ Soil and climate conditions favouring diverse agricultural production. ▪ Large dense areas of forest and agricultural ecosystems. ▪ Increasing degree of forest cover in the voivodeship. ▪ Resources of mineral and therapeutic waters, including thermal waters with reservoirs to be exploited. ▪ Improving quality of components of the environment (air, water, soils). ▪ Valuable natural and landscape values protected within the national and regional nature protection system. ▪ Occurrence of important ecological corridors of both national and international importance. ▪ Diverse natural resources including valuable fauna and flora habitats. ▪ Occurrence of the first-class monuments, historical mementos and historical complexes with of both national and European importance. | <ul style="list-style-type: none"> ▪ Low level of recultivation and use of post-indus and post-exploitation areas. ▪ Degradation of natural shape of terrain caused by the economic activities. ▪ Social conflicts caused by the exploitation of natural resources of the region. ▪ Low level of exploitation of natural resources in the manufacturing. ▪ Lack of coherence and links between main junctions of the nature protection system. ▪ Degradation of the landscape of villages and small towns through a chaotic suburbanisation. ▪ Insufficient state of preservation of many monumental facilities, including residential architecture. |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> ▪ Continuation of processes of renewal of monumental facilities, including residential. ▪ Development of revitalisation processes of old towns and sanatorium complexes. ▪ Integration of values and protection of the natural, cultural and landscape environment within the framework of the common spatial policy – agreements with local governments. ▪ Ordering the spatial planning system at the local and regional level. ▪ Implementation of tools of the landscape policy. ▪ Rational exploitation of arras at the disposal of governmental agencies. ▪ Increased demand for exploitation of regional deposits of useful minerals. ▪ Application of energetic resources of the region – both renewable and non-renewable. | <ul style="list-style-type: none"> ▪ Insufficient level of funds on revitalisation, renewal and re-cultivation of the environment. ▪ Lack of favourable regulations for functioning and development of protected areas. ▪ Lack of efficient solutions on protected areas for economic activities. ▪ Increasing pressure on economic and touristic exploitation of areas covered with the protection. ▪ Lack of social acceptance for operation and development of protected areas system. |
| 4. TOURISM | |
| STRENGTHS | WEAKNESSES |
| <ul style="list-style-type: none"> ▪ Location of the region in the trans-boundary area. ▪ Rich and diverse landscape, natural and cultural values. ▪ Favourable climatic conditions. ▪ Sanatorium and recreational base suitable for tourism along the year at various standards. ▪ Large social and economic activity of residents and entrepreneurs focused on creation of new touristic products. ▪ Existence in the region of many attractive tourism products of an over-regional meaning. | <ul style="list-style-type: none"> ▪ Lack of investments in recreational facilities and touristic infrastructure in recreational areas. ▪ Depreciation of the sanatorium base. ▪ Lack of coherent system and poor condition of touristic routes. ▪ Lack of integrated information and touristic promotion system of the region. ▪ Small quantity of commercialised touristic products. ▪ Insufficient cooperation between touristic industry entities in the region. |

| OPPORTUNITIES | THREATS |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ▪ Developing common trans-boundary touristic complexes. ▪ Development of the qualified, sanatorium, cultural, rural as well as business and congress tourism. ▪ New touristic and spa services associated with the ageing of the population. ▪ Ability to use the Odra River and other rivers and reservoirs for the qualified tourism. ▪ Increase of awareness of Lower Silesian touristic products – in Poland, Europe and world. | <ul style="list-style-type: none"> ▪ Continued low recognition of the region as a place in Europe attractive in terms of tourism. ▪ Competitiveness of touristic areas abroad. ▪ Natural threats, including particularly these associated with effects of floods discouraging potential tourists. ▪ Lack of support for events associated with tourism by the EU policies. |

5. HEALTH AND SAFETY

| STRENGTHS | WEAKNESSES |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ▪ Concentration of specialised health care facilities (clinics and specialised hospitals) in the largest cities of the region. ▪ Developed network of health resorts facilities. ▪ Higher than average availability of medical services measured with the number of medical workers in the voivodeship. ▪ Improving state of the health care infrastructure supported by construction of new hospitals in the voivodeship. ▪ Increasing areas with sewerage systems as well as the percentage of residents using the sewerage system. ▪ Rich hydrographical network and terrain shape favouring retention of water and increasing the flood protection. | <ul style="list-style-type: none"> ▪ Low health and ecological awareness of people and insufficient knowledge on natural threats. ▪ Insufficient structure of beds – too few beds of long-term care and too many in the short-term care. ▪ Lack of integrated waste management system. ▪ Bad technical condition of fire protection infrastructure. ▪ Built flood areas. ▪ Insufficient number and capacity of reservoirs as well as the area of flood areas, fragmentary regulation of rivers and streams. ▪ Low level of the common safety – high crime rate, low crime detection ratio. |

| OPPORTUNITIES | THREATS |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ▪ Development of new specialised medical services particularly based on new technologies and innovative solutions. ▪ Restructuring of medical services and resort institutions. ▪ Increase of quality and accessibility of medical services as well as the long-term care. ▪ Implementation of European requirements in terms of the waste management policy. ▪ Implementation of large investments related to the anti-flood infrastructure. ▪ Implementation of the Programme for Odra River 2006. ▪ Efficient integration of the crisis management system in cooperation with neighbouring regions and countries. ▪ Development of new technologies for warning against dangers. | <ul style="list-style-type: none"> ▪ Incompatibility of the health care to the long-term demographic trends. ▪ Lack of complementary, systemic legal solutions affecting efficiency and effectiveness of operations of the health care. ▪ Medical services contracts incompatible with needs. ▪ Lack of consequences of the implementation of the Programme for the Odra River. ▪ Delays in the implementation of activities contributing to the increase of retention. ▪ Insufficient expenditures on the systemic protection against floods and their consequences. ▪ Insufficient protection against possible consequences of industrial failures. ▪ Unfinished construction of the integrated emergency (112) and information systems (hazards). |



| 6. EDUCATION, SCIENCE, CULTURAL, SPORT AND INFORMATION | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| STRENGTHS | WEAKNESSES |
| <ul style="list-style-type: none"> ▪ Wrocław as a strong and recognisable academic centre with large research and scientific potential. ▪ Development of the higher education, including vocational in other cities of the region (Jelenia Góra, Legnica, Wałbrzych). ▪ Growing education factors of the youth aged 19-24. ▪ Growth of aspiration of residents of the region (high indicators of the lifelong learning). ▪ Developed network of cultural facilities and large potential of creative circles. ▪ Vast offer of cultural events at the national and European level. ▪ Significant improvement of the infrastructural base allowing for active participation in sports and recreation (multifunctional fields and sport halls, water amusement centres, stadiums). ▪ Numerous and well educated staff in the implementation of informatics systems. ▪ Advanced achievements of local governments in the field of the spatial information. | <ul style="list-style-type: none"> ▪ Educational offer incompatible with the requirements of economy and labour market. ▪ Poor vocational education at the secondary level. ▪ Demographic low affecting the economic operation of educational facilities. ▪ Poor learning outcomes confirmed with external exams in schools. ▪ Insufficient funding level of cultural institutions. ▪ Lack of uniform cultural information system about events in the region. ▪ Financial problems of sport clubs related to difficulties in obtaining funds from sponsors. ▪ Limited and unstructured access to the public information including the spatial information. ▪ Insufficient access to the Internet in the region including the broadband Internet. |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> ▪ Reconstruction of the vocational education. ▪ Increase of attractiveness of the educational and scientific offer for pupils and students from Poland and abroad. ▪ Development of specialised cultural centres. ▪ Organisation of national and international events including cultural events. ▪ Increasing recognition of the region through appointing Wrocław as the European Capital of Culture 2016 and events associated with this. ▪ Organisation of both national and international sport events. ▪ Constant development of the internet network. ▪ Development of information society. ▪ Increase of competences on the staff of public institutions in terms of provision and administration of digital resources. ▪ Increase of competitiveness of the region in terms of the access to the spatial information. | <ul style="list-style-type: none"> ▪ Emigration of educated people in the region. ▪ Low number of European scientific grants for Polish scientists. ▪ Selection of attitudes related to participation in the culture through consumer behaviour. ▪ Blocking development of the e-administration. |
| 7. SOCIETY AND PARTNERSHIP | |
| STRENGTHS | WEAKNESSES |
| <ul style="list-style-type: none"> ▪ A very large number of non-governmental organisations, associations and foundations also in rural areas. ▪ Significant and growing civil activity affecting the development of the third sector and civil society. ▪ Lower Silesia is a strong educational and cultural centre attracting the youth from outside the region. ▪ Operation of the third age universities in the entire region. ▪ Extensive interregional and international cooperation: developed cooperation of partnership cities and euro-regions (Nysa and Glacensis), starting actions aiming at establishing the European Cross-border Cooperation Groups. | <ul style="list-style-type: none"> ▪ Low level of social confidence and trust in public institutions. ▪ Lack of integrated approach to solving social problems and insufficient social aid infrastructure. ▪ Growing indicators of demographic dependency of people at retirement age. ▪ Large number of unemployment people with qualifications incompatible with market requirements, particularly among young people and women. ▪ Large disparities in the level of unemployment in the area of Lower Silesia. ▪ Professional activity of people below the national average. ▪ Areas of the social exclusion existing in the area. |

| OPPORTUNITIES | THREATS |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ▪ Public participation in decision processes of local government authorities. ▪ Balancing the demographic loss through repatriation of people of Polish origins. ▪ Engagement of society and non-governmental organisations, including the youth in the implementation of public objectives. ▪ Creation of jobs at new investments. ▪ Growing demand for specialised services dedicated to seniors and disabled people. ▪ Network cooperation and exchange of good practices between non-governmental organisations as well as the cooperation of NGOs with units of the regional local government units including those from outside of the region and country. ▪ Increase of activity of local authorities in establishing internal and external cooperation. ▪ Enhancing the cooperation between regions in the economic and social sphere. ▪ Increase of the local and regional identity. | <ul style="list-style-type: none"> ▪ Incompatibility of public space with requirements of disabled people and seniors. ▪ Permanent migrations and outflow of qualified staff from the region, particularly young people. ▪ Increase of the unemployment caused by possible closure of Special Economic Zones. ▪ Reduction of funding capacities of public investments and deteriorating financial condition of municipalities. ▪ Constant public finances crisis in the EU Member States causing reduction of funds for social undertakings. ▪ Lack of qualified workers and technical staff. ▪ Growing asymmetry in accessibility of social services between cities and village. ▪ Social marginalisation in rural and post-industrial areas. |

8. ENTREPRENEURSHIP AND INNOVATIONS

| STRENGTHS | WEAKNESSES |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ▪ Significant science, research and academic potential focused in Wrocław but present also in other cities of the region. ▪ Relatively large concentration of foreign investments. ▪ High economic development in relations to the rest of the country and high development dynamics of the region. ▪ High level of business activity of residents of the region – spatially diverse. ▪ High investment attractiveness, occurrence of suitable areas for economic investments and creation of jobs. ▪ Well-developed institutions surrounding business including those providing pro-innovative services. ▪ Significant share of companies in sectors of medium-high and high technologies in the economic structure in relations to the situation in the country. ▪ Significant share of the IT sector in the economy of the region. ▪ Operation of centres of common services (BPO) of international services. ▪ Dynamic development of areas of the economic activity, including SEZ. ▪ Attractive location at the border of three states, favourable location in relations to foreign markets, proximity of large urban centres. | <ul style="list-style-type: none"> ▪ Insufficient cooperation between scientific and economic units and lack of interest of companies in cooperation with research and scientific facilities. ▪ Low number of scientific units having offer for enterprises concerning possibilities of obtaining licenses or know-how. ▪ Low level of expenditures of SMEs on investment and research and development activities. ▪ Low level of cooperation between enterprises. ▪ Significant disproportions in the economic development level (GDP per capita) in particular sub-regions of the voivodeship. ▪ Concentration of institutions surrounding business mainly in large urban centres. ▪ Small interest in development of innovative economy at the local level. ▪ Lack of qualified staff in terms of implementation of the PPP projects. ▪ Polarisation within the region in terms of investments (WrOM, LGOP). |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> ▪ Increased demand on external markets on goods and services manufactured, mined and supplied based on regional resources and the manufacturing potential. ▪ Location of branches of international corporations mainly financial and technological in the voivodeship. ▪ Further development of the IT sector. ▪ Openness of international corporations for transmitting patterns of work to local companies within economic networks of cooperation. | <ul style="list-style-type: none"> ▪ Possible termination of operation of Special Economic Zones. ▪ Changes in the European cohesion policy in terms of priority areas of intervention and reduction of support due to the constant crisis in public finances of the EU Member States. ▪ Poor links of foreign investors with the region – the ability to relocate the production easily and efficiently. |


OPPORTUNITIES

- Availability of international programmes dedicated to the support of innovations, including EU framework programmes.
-

THREATS

- Increasing networking of EU economies with low level of engagement of Polish entities.
- Lack of qualified workers and engineering and technical staff.
- Increasing competitiveness of regions in the development of the innovative economy.
- Necessity of meeting ecological EU directives when at the same time countries from the outside of EU do not comply with these requirements.
- Lack of clear guidelines concerning effective implementation of objectives within PPP, including the system for implementation of investments, control and surveillance, exchange of good practices, etc.

WORLD – CRISIS MEGATRENDS

- Geopolitical uncertainty.
- Debt spiral.
- Western demographic crisis: decrease of social dynamics, collapse of the welfare state.
- Threat of termination of the social contract that guarantees peace for prosperity.
- Regression of solid competences as a consequence of politically correct education.
- Weakening ability to generate breakthrough innovations.
- Collapse of the globalisation model assuming the supremacy of services over production.
- Shifting gravity of global relations from USA – Europe towards Asia – rest of the world.

OBJECTIVE FACTORS

- Privileged geographical position of the region, however this advantage still awaits to be better exploited.
- Significant and diverse industry but also devastated post-industrial areas and associated with them areas of the social depression.
- Significant mineral resources, good soils, touristic attractiveness, however this potential is still insufficiently exploited.
- Proven ability to attract external investors, however at the cost of privileges unavailable for already operating entrepreneurs.
- Attractive and recognisable metropolis in which the effect of leaching resources from the regional background occurs.
- Significant progress in modernisation of infrastructure, but also debts and maintenance cost of new and modernised infrastructure objects limiting further development possibilities.
- Satisfactory level of human capital, but at the same time decreasing level of social capital.
- Developing health care sector in the absence of institutional coordinator of the health care policy causes that the market is fragmented and unsustainable.

SUBJECTIVE FACTORS

- Still noticeable sub-regional animosity arising from the previous administrative division into 49 voivodeship.
- Focus only on Europe – low knowledge on alternative development paths (Turkey, China, India).
- Addiction from funding.
- Domination of competitiveness vision over the ability to cooperate.
- Low level of public debate, rarely going beyond short-terms interests.
- Unquestionable creativity, however aiming more at struggling with regulations than with the reality.

STRATEGIC LIMITATIONS

- Decreasing number of active and enterprising residents actively participating in the labour market, social life and bounding their future with the region.
- Inadequate capacity of the regional communication system and its links with external systems.
- Risk of failure of the energetic system.
- Competitiveness barriers in the sphere of innovation and procedural barriers blocking undertaking initiative.
- Low level of trust in business, politics, media and social life, preventing agreeing the consensus of the desired common good.
- Insufficient base and competences for opening and exploiting the information space in the region.
- Risk of floods and other natural catastrophes on significant areas of Lower Silesia.
- Too low efficiency of exploitation of significant resources of the region in terms of human capital, settlement network, natural environment and landscape as well as possessed resources.

The New Strategy cannot ignore experiences associated with the implementation of previous strategies. Some of current practices have not proved to be efficient and therefore they should be excluded from further operations.

ANTI-PRIORITIES

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ▪ Dispersed activities. ▪ Subsidizing of investments not providing added value. ▪ Activities bringing benefits for single JST. ▪ Operations justified with pressure and not arguments. ▪ Prestigious investments detached from investment reality. | <ul style="list-style-type: none"> ▪ Making decisions based on criterion of the rate of absorption and use of public funds. ▪ Operations aiming at making citizens happier rather than removing causes of their frustrations. ▪ Increase of administrative burdens. |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



2 | Objectives of the Strategy

The role of voivodeship local government is to **build the consensus in understanding the common good of the region** and directing development impulses on objectives associated with the common good as well as removing obstacles in achieving them.

Objectives of development of Lower Silesia in the coming years will be subordinated to the following vision:

VISION CLOSE TO EACH OTHER – CLOSE TO EUROPE

Lower Silesia 2020 as an integrated regional community, competitive region, coherent, open, dynamic...

OBJECTIVE MODERN ECONOMY AND HIGH QUALITY OF LIFE IN ATTRACTIVE ENVIRONMENT

Lower Silesia as a region concentrating innovative manufacturing and service entities cooperating with developed research sector and intense development of a modern tourism based on the interregional and trans-boundary cooperation creating together attractive places to live for residents with increasing qualifications and developed civil culture.

The Strategy is a joint achievement of Us Lower Silesians, the expression of a bottom-up approach to the region supported with opinions of experts, complementary to objectives defined in national and European documents. Specific objectives are consistent with the National Regional Development Strategy 2010 – 2020 and the National Development Strategy 2020. “The statutory requirement to take into account objectives of national strategic documents in the SRW does not mean their identity but lack of mutual conflicts and exclusion”⁴. Objectives of the SRWD, therefore, are not determined identically as in national strategies but fit them. Specific objectives are also coherent with provisions of the Europe 2020 strategy.

OBJECTIVE 1. DEVELOPMENT OF KNOWLEDGE BASED ECONOMY

OBJECTIVE 5. INCREASE OF ACCESS TO COMMUNICATION AND INFORMATION TECHNOLOGIES

OBJECTIVE 2. SUSTAINABLE TRANSPORT AND IMPROVEMENT OF TRANSPORT AVAILABILITY

OBJECTIVE 6. INCREASE OF EMPLOYMENT AND MOBILITY OF EMPLOYEES

OBJECTIVE 3. INCREASE OF COMPETITIVENESS OF COMPANIES PARTICULARLY SME

OBJECTIVE 7. SOCIAL INCLUSION, IMPROVEMENT OF THE LIFE QUALITY

OBJECTIVE 4. ENVIRONMENT PROTECTION, EFFICIENT USE OF RESOURCE AND ADAPTATION TO CLIMATE CHANGES AND IMPROVEMENT OF THE SAFETY LEVEL

OBJECTIVE 8. IMPROVEMENT OF THE EDUCATION QUALITY, LIFELONG EDUCATION

⁴ Actualisation of the Voivodeship Development Strategy including National and EU conditions – Guidelines, MRR 2011, p. 19.

Lower Silesia 2020 – Vision and directions of the regional development

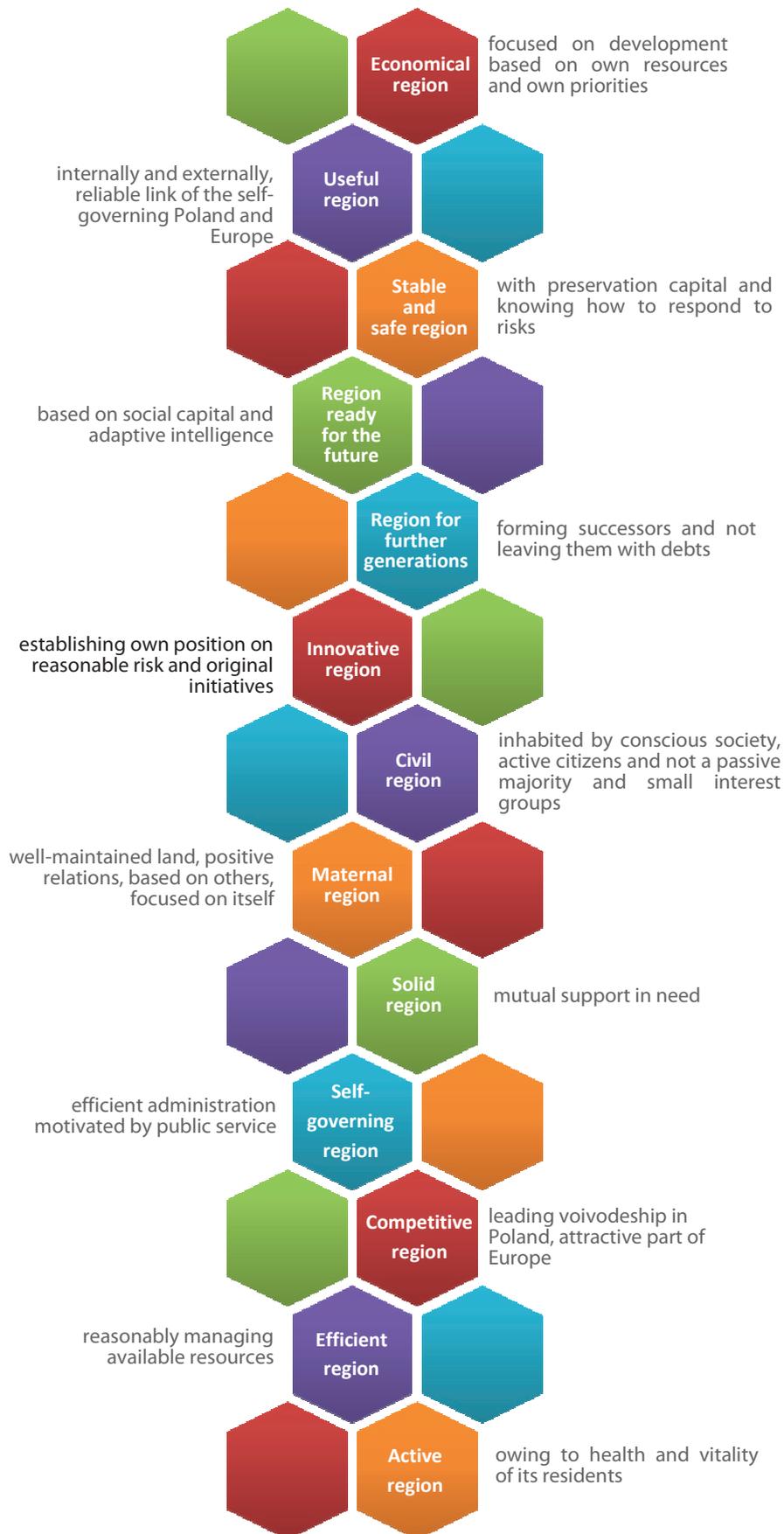
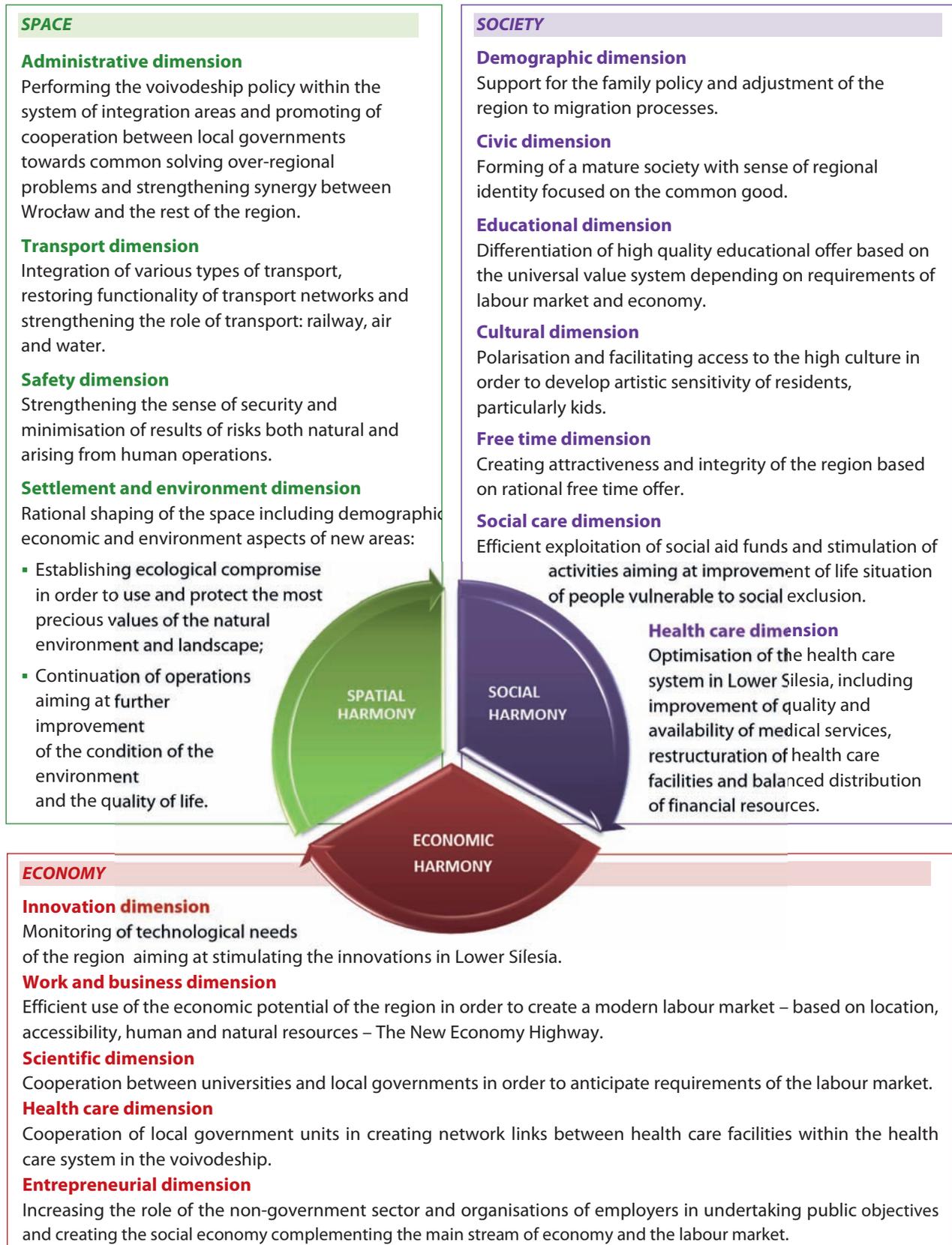


Diagram 2. Lower Silesia 2020.

Sustainable development: HARMONY

Objectives of the Strategy indicate the direction of intervention. However, the implementation of priorities must be accompanied by attention on the holistic order and therefore the Strategy proposes three harmonies – groups of norms that will become a code in force during preparation and implementation of development projects. Harmonies presented apply to the regional dimension, but it is obvious that the future of Lower Silesia will be shaped based on cooperation with regions of Poland and its central authorities.



▪ **Rules of implementation**

Implementation of the Strategy will be based on the following principle and pattern of behaviour:

- **Partnership and cooperation principle** (*partnership: public-public, public-social, public-private*)
- **Principle of the multi-level management and integrated investment project**
- **Regional identity development principle**
- **Principle of protection of the cultural and natural heritage for further generations**
(*Sustainable development principle*)
- **Decentralisation and de-concentration of the implementing system principle**
- **Principle of efficiency and usefulness of interventions**
- **Principle of equal opportunities**

The Strategy also adopts principle of implementation included in the SRK 2020 that is thematic concentration (developed matrix of objectives), emphasising the importance of the public-private, public-public and public-social partnership (that the multi-level management of development at the regional level) or territorialisation of the development policy (Functional Areas and Intervention Areas). They will become a starting point for indicating Strategic Intervention Areas based on analysis included in the Spatial Development Plan for Lower Silesian Voivodeship.



3 | Territorial dimension of the development policy

The national **regional policy** suggests including the territorial dimension of sectorial policies. The National Regional Development Strategy distinguishes areas, which require external interventions in order to exploit their development potential fully. These areas have been referred to as the **Strategic Intervention Areas** (Obszarami Strategicznej Interwencji – OSI) and are identified both in the national and regional scale, based on identified problematic areas and their aim is to direct there adequate public interventions.

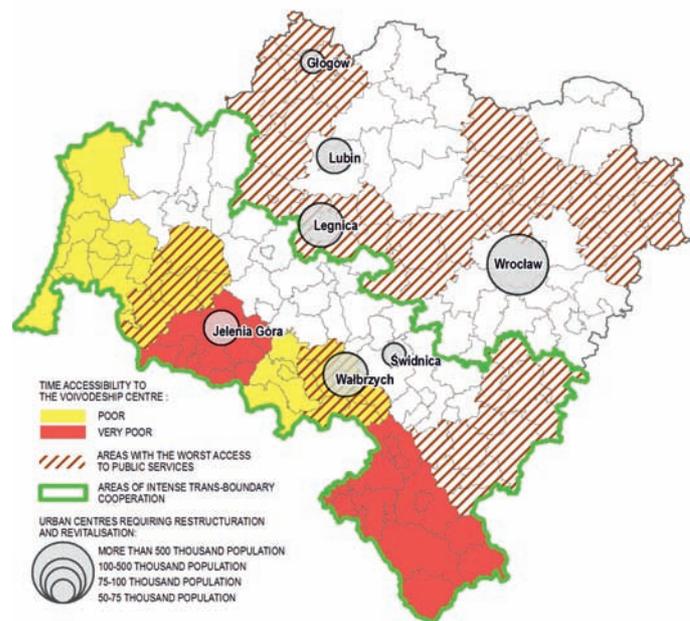
Within the **national spatial policy** there are also specific areas identified referred to as the **Functional Areas**⁵. Some of them are identical with problematic areas within the meaning of the regional policy⁶.

Acting in accordance with the guidelines of the regional policy and national spatial policy and recognising the fact that development issues are grouped in specific areas, crossing administrative boundaries of Lower Silesian Voivodeship it proposes territorial reference to the actions indicated. It assumes determining areas of the integration and areas of intervention and then assigning them appropriate objectives.

The scope of these areas has been proposed in the draft Spatial Development Plan for Lower Silesian Voivodeship and has been included in this Strategy, which will allow for coordination of strategic actions and spatial policy in the voivodeship and as a consequence to achieve compliance with recommendations of all relevant national documents.

Four Areas of Intergration (Map 7.) are **basic areas of the voivodeship characterised by** diverse development conditions arising from geographical conditions, social and economic situation and historical legacy. All objectives of the Strategy will be implemented there and the voivodeship local government will play the coordinating role in strategic and spatial planning.

Twelve Areas of Intervention (Map 8.) indicate areas where specific phenomena or processes occur, frequently associated also with spatial conflicts.



Map 6. Areas of the strategic intervention in Lower Silesian Voivodeship according to the National Regional Development Strategy 2010-2020. Source: WBU study based on KSRR

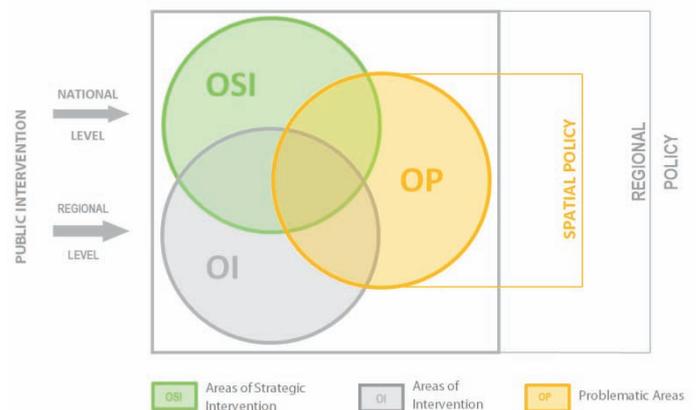


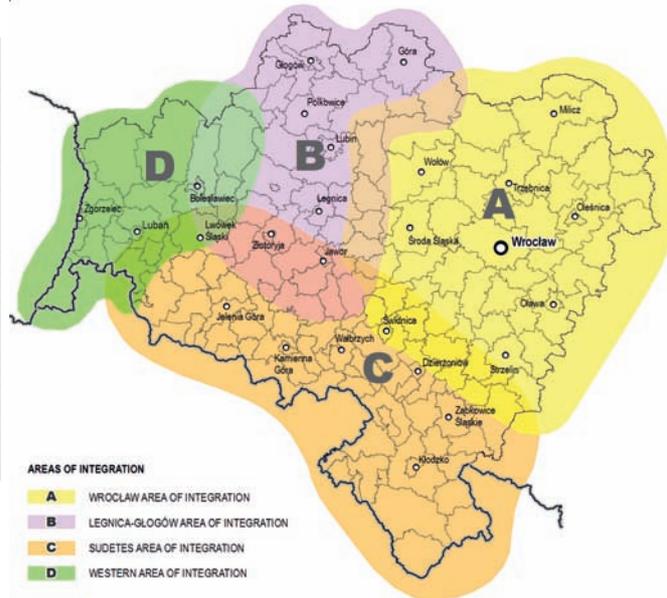
Diagram 3. Areas of intervention vs. areas of strategic intervention – relation between spatial and regional policy. Source: WBU study

⁵ Arising from the National Spatial Development Concept until 2030

⁶ In accordance with the National Regional Development Strategy 2010 - 2020

In relations to these areas the voivodeship local government will be able to perform – in accordance with provisions of the Strategy, through pursuing special policy or through regional development programmes – intervention activities aiming at solving conflict situations, enhancing development and supporting areas clearly requiring public aid.

- AREAS OF INTEGRATION:**
- A. Wrocław Area of Integration** – Wrocław and area surrounding it with strong functional links with Wrocław.
 - B. Legnica-Głogów Area of Integration** – the cooper mining area and its backgrounds.
 - C. Sudetes Area of Integration** – southern area of the voivodeship.
 - D. Western Area of Integration** – areas at the western border of the region.



Map 7. Areas of integration in Lower Silesian Voivodeship according to the draft Spatial Development Plan of the Voivodeship.

A. Wrocław Area of Integration – covers Wrocław and the area with strong functional links with it. It is characterised by the largest population density, also in villages surrounding Wrocław, which causes intense changes of the soil exploitation structure and as a consequence incoherent spatial system. The area distinguishes itself with large educational and scientific potential also in the areas of innovations, focused mainly in Wrocław. The cultural impact of the capital of region is both of national and international character.

A threat for these areas is the investment pressure on open areas, including areas with the best soils and river valleys covered with the legal protection within the NATURA 2000 network – being also important ecological corridors – with insufficiently developed communication and transport system, including public transport and coherent system of bicycle traffic. The most important challenge for this area is the integrated management, particularly in the perspective of the gravity of municipalities and centres from the outside of Lower Silesian Voivodeship towards the Wrocław Metropolitan Area, as well as optimal exploitation of the intellectual, economic, cultural and natural potential.

B. Legnica-Głogów Area of Integration – covers the copper-mining area and its background, which development is strongly associated with the mining industry. Possible decrease of demand and prices of copper on global markets, given the dominance of mining of this mineral in this area may constitute a threat for the economy of this region. An opportunity to sustain the development of LGOI is today provision of conditions for copper processing industry as well as accompanying minerals and expanding the scope of economic activities. However, due to inevitable exhaustion of copper deposits in the future it is necessary to make at the national level decisions on exploitation of lignite deposits in the vicinity of Legnica. At the same time, it is necessary to introduce the prohibition of lignite opencast near Legnica.

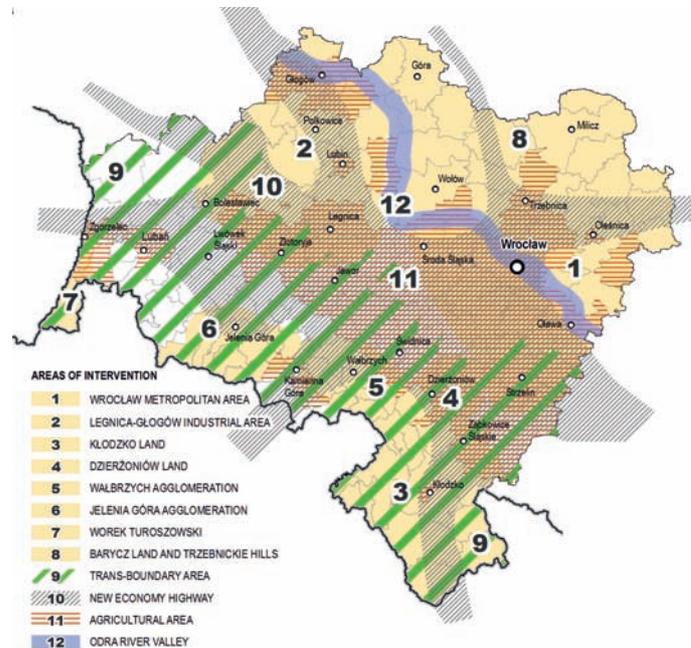
C. Sudetes Area of Integration – covers the southern area of Lower Silesian Voivodeship and is characterised by many development barriers arising, among others, from depopulation, high unemployment and difficult conditions for development and infrastructural investments (specificity of mountain and foothills areas, areas valuable in terms of nature and landscape, including areas legally protected). It is characterised with extraordinary natural and landscape values, including two national parks and the largest, not fully exploited tourism and resort potential. Its further development depends on creating and promoting a complex touristic, recreational and resort offer in cooperation with the Czech party, taking into account requirements and principles of protection of precious natural values.



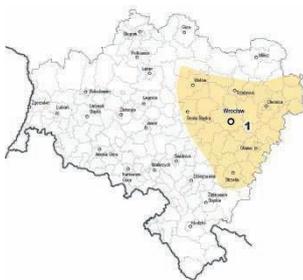
D. Western Area of Integration – covers areas situated at the western border of the region with threats associated with transforming the natural environment and landscape. A significant threat for this area is also progressive depopulation and rising unemployment associated with depletion of the lignite deposits. The trans-boundary character of the area, expressed in strong local cooperation – **city of Zgorzelec-Görlitz** – is an opportunity for the development of local entrepreneurship. Another opportunity for the sustainable development of the Western Area is the restoration of the post-mining areas as well as optimal exploitation of natural values of the area in cooperation with the Czech and German parties and provision of support for SMEs and investors together with actions aiming at preventing social exclusion and improving the life quality.

AREAS OF INTERVENTION:

1. **Wrocław Metropolitan Area,**
2. **Legnica-Głogów Industrial Area,**
3. **Kłodzko Land,**
4. **Dzierżoniów Land,**
5. **Wałbrzych Agglomeration** – area covered with a modelled agreement of local governments,
6. **Jelenia Góra Agglomeration,**
7. **Worek Turossowski,**
8. **Barycz Land and Trzebnickie Hills** – northern areas of the voivodeship associated with the Barycz Valley,
9. **Trans-boundary area** – areas situated along the western and southern border of the region,
10. **New Economy Highway** – logistic band covering areas within the scope of operation of existing and planned motorways and express roads,
11. **Agricultural area,**
12. **Odra River Valley** – areas situated at the Odra River.



Map 8. Areas of intervention in Lower Silesian Voivodeship according to the draft Voivodeship Spatial Development Plan.



1. Wrocław Metropolitan Area (WrOM) – the city of Wrocław and the areas surrounding capital of the region. Particularly strong links of Wrocław with its surroundings are emphasised by daily migrations of residents in this sub-region. The area is characterised by strongly advanced process of residential suburbanization as well as the economic suburbanisation. Significant environmental transformations due to the industrial activities cause threats of exceeding the emission standards. The area is exposed to flood risk causing significant losses for the economy of the entire region, which is the consequence of a dense river network present in the region.

The Odra River and its tributaries are important ecological corridors protected also within the framework of the NATURA 2000 which determines performing specific actions in river valleys.

WrOM is an area with a large intellectual as well as scientific and research potential. A wide range of industries and concentration of universities implies developing internal and over-regional links. The area requires competitive, both in the national and European scale, educational offer responding the needs of the market, constant increasing of technological standards in terms of telecommunication, highly qualified medical services and improvement of efficiency of public transport and coordination of settlement network development with transport infrastructure, particularly railways.



2. Legnica-Głogów Industrial Area – economic area, which strength is based on resources of the copper ore and its manufacturing. A monoculture area with growing urbanisation rate and environmental transformation factor. A particular attention is necessary to develop new competences of this sub-region in the context of restricted resources of copper. The area with lignite deposits requires directional state decisions.



3. Kłodzko Land – area covering, among others, municipalities belonging to the Association of the Kłodzko Land Municipalities and Ząbkowice Śląskie surrounded with an orographic barrier is characterised by high natural, landscape and touristic attractiveness, but low level transport accessibility and places exposed to the social exclusion. It is an area of necessary investment interventions in the transport and electric installations infrastructure as well as developing sanatorium services respecting principles of the environmental protection. The area of problems arising from the flood risk.



4. Dzierżoniów Land – area being an enclave of dispersed, polycentric settlement with dominating urban centres (Dzierżoniów, Bielawa, Pieszyce, Łagiewniki, Niemcza, Piława Górna), among naturally attractive areas, with strong traditions and large industrial potential. Currently, it is characterised by a high level of unemployment arising from bankruptcy of once existing here large textile and electric engineering companies. At the same time the high activity of local government authorities and their mutual cooperation provide conditions for improvement of situation and sustainable development.



5. Wałbrzych Agglomeration – area, which after the liquidation of the coal mining industry lost its economic position. The problems have been multiplied due to the fact that the society could not adjust to rapid structural changes in the economy. Currently the area is covered with a modelled agreement of local governments, together creating development strategy for the Wałbrzych Agglomeration and its functional area, using own resources, including natural and touristic values. This requires numerous coordinated actions aiming at overcoming social and economic stagnation. One of such measure is improvement of the transport accessibility of the capital of region as well as network of highways and express roads.



6. Jelenia Góra Agglomeration – area based on rich traditions of the sub-region combining aspirations of the tourism and recreational centre and the agglomeration concentrating the modern economy. It requires determined actions dedicated to improvement of transport accessibility and links not only interregional but also over-regional towards Prague and Berlin. Further attention will be paid to the social sphere exposed to marginalisation as well as problems associated with the flood risk.



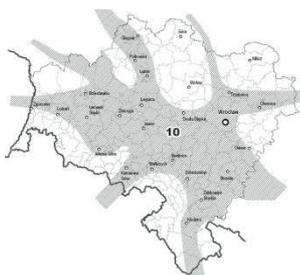
7. Worek Turoszowski – area with strong environmental transformations caused by the lignite mining. Its trans-boundary nature predestines it to development of economic functions based on the Polish-Czech-German cooperation. Significant environmental threats are present here, including periodical degradation of ground and the flood risk.



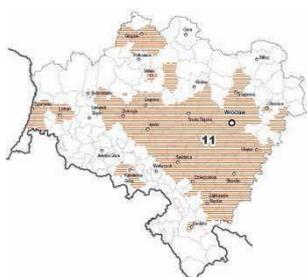
8. Barycz Land and Trzebnickie Hills – covers northern areas of the voivodeship associated with the Barycz Valley and Milickie Ponds possessing wetlands unique in the country and in Europe and valuable for bird as well as historical hydro-engineering facilities associated with the fishery management. The area has potential background for the qualified tourism and extraordinary conditions for development of the organic farming and fishing. Due to high dispersion of residential facilities it requires strengthening with telecommunication investments and enhancing mobility of residents. Special attention is required to integrate this area in terms of infrastructure, particularly the Górowska Land with the rest of the region in the cooperation with the Greater Poland Voivodeship.



9. Trans-boundary area – covers areas situated along the western and southern border of Lower Silesia distinguished due to emerging social and economic relations between Poland and Germany as well as between Poland and the Czech Republic. The area is endangered by the marginalisation by national policies, however in the geopolitical meaning is situated in the centre of the Central Europe. Due to natural and cultural conditions (Sudetes and Lusatia) this is one of the most interesting factors distinguishing the Lower Silesian identity.



10. New Economy Highway – area with the best planned transport accessibility. Situated within existing and planned routes of highways and express roads and integrating the railways and water transport. It is an area with the most attractive location of production in Lower Silesia. It requires strengthening and introducing the highest technological standards in terms of telecommunication and particularly active legal and planning services enhancing creation and reinforcement of economic entities particularly those with origins in Lower Silesia. The area covers also cities being once foundations of the economic prosperity of this region that today require restoration and new jobs. A policy of attracting investors, bonding them and creating permanent jobs related to the modern economy is directed to this region. This area may become a driving force for the entire region, provided reasonable location and investment decisions.



11. Agricultural area – covers mainly the Silesian Lowland and Sudetes Foothills and is characterised by the most favourable conditions for the agricultural production that is the highest agricultural valorisation factor of production space in the country. This area requires a special protection and support due to the highest quality of soils and exploitation of its unique potential (among others the longest vegetation period in the country) through activation of food manufacturing industry in order to fully exploit its natural predisposition. From the prospective point of view it is necessary to focus the food production on the cooperation between the food industry and foreign partners.



12. Odra River Valley – the area covering the glacial valley of the Odra River and partially the valleys of its tributaries requires special attention due to constant flood risk and the need to implement the „Programme for the Odra River 2006”. It is, at the same time, an area with significant natural values allowing for launching programmes of touristic use of the river and adjacent areas, in accordance with the sustainable tourism model. Its economic and transport potential requires special attention, because its use is prevented by varied water flows.

The river infrastructure being developed will provide protection against extreme water flows, develop river transport, increase share of energy from renewable sources and take care for the enhancement of the water tourism.

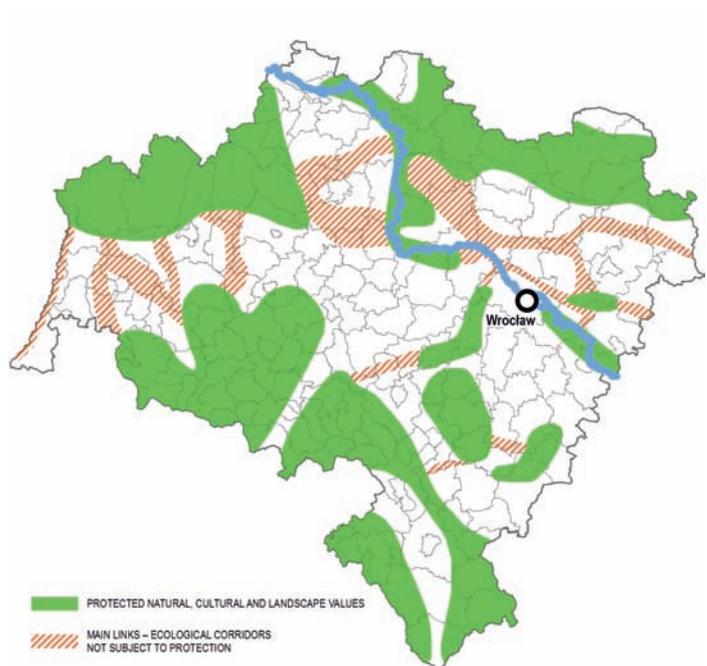
The future and the role of the Odra River require direct and clear state decisions as well as agreements with partners from the Czech Republic and Germany, and also the cooperation with other voivodeships situated along the Odra River, particularly within the framework of the Western Poland initiative.

It is assumed that the scope of areas of intervention will be subject to detailed delimitation within the planning studies and analysis developed in order to use support instruments from the EU funds for the years 2014 – 2020. These areas will be a basis to determine Areas of Strategic Intervention and establishing coalitions of neighbouring municipal and powiat local governments in order to implement common objectives. The so called Macrospheres proposed in this Strategy are an answer to this assumption.

Preservation and multiplication of environmental resources

Projects implemented within the framework of this Strategy will include environmental objectives adopted in national and regional documents and applicable legal provisions. It is assumed that their implementation will minimise the impact of undertaken actions on the environment and include systems of natural, cultural and landscape values protection and protect the integrity of the network of NATURA 2000 areas. A detailed delimitation of areas subject to protection will be included in the actualisation of the Voivodeship Spatial Development Plan.

Development objectives of Lower Silesia adopted in the Strategy have territorial reference (for **areas of intervention**). It will contribute to target integration of resources and activities in areas that require enhancement and strengthening of growth factors and corrections spatially identified dysfunctions.



Map 9. System of protected areas with links.
Source: WBU study



Implementation of development objectives in areas of intervention

The table below presents proposals of the Management Board of Lower Silesian Voivodeship and has been consulted with representatives of local governments, social partners and representatives of the business. The final form of the table has been developed based on surveys sent to all poviats in the voivodeship. It will be noted that the lack (or lower rank) of importance of a particular specific objective in an area of interventions does not mean inability to implement it – it is kind of recommendation indicating which of objectives will be implemented first and which later depending on funds possessed.

| AREAS OF INTERVENTION | | Wrocław Metropolitan Area | Legnica-Głogów Industrial Area | Kłodzko Land | Dzierżoniów Land | Wałbrzych Agglomeration | Jelenia Góra Agglomeration | Worek Turossowski | Barycz Land and Trzebnickie Hills | Trans-boundary Area | Ne Economy Highway | Agricultural Area | Odra River Valley |
|------------------------|-------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------------------|--------------|------------------|-------------------------|----------------------------|-------------------|-----------------------------------|---------------------|--------------------|-------------------|-------------------|
| DEVELOPMENT OBJECTIVES | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| OBJECTIVE 1 | Development of knowledge based economy | 4 | 4 | 6 | 7 | 3 | 5 | 7 | 8 | 4 | 5 | 6 | 8 |
| OBJECTIVE 2 | Sustainable transport and improvement of transport availability | 1 | 1 | 1 | 1 | 1 | 1 | 8 | 2 | 1 | 1 | 8 | 1 |
| OBJECTIVE 3 | Increase of competitiveness of companies particularly SME | 6 | 3 | 4 | 2 | 2 | 3 | 5 | 5 | 2 | 3 | 4 | 4 |
| OBJECTIVE 4 | Environment protection, efficient use of resource and adaptation to climate changes and improvement of the safety level | 2 | 2 | 5 | 5 | 8 | 4 | 4 | 1 | 5 | 4 | 1 | 2 |
| OBJECTIVE 5 | Increase of access to communication and information technologies | 8 | 8 | 7 | 8 | 4 | 6 | 6 | 7 | 7 | 7 | 5 | 7 |
| OBJECTIVE 6 | Increase of employment and mobility of employees | 5 | 5 | 2 | 3 | 7 | 2 | 3 | 3 | 3 | 2 | 7 | 5 |
| OBJECTIVE 7 | Social inclusion, improvement of the life quality | 3 | 7 | 3 | 6 | 6 | 7 | 1 | 6 | 6 | 6 | 3 | 6 |
| OBJECTIVE 8 | Improvement of education quality, lifelong education | 7 | 6 | 8 | 4 | 5 | 8 | 2 | 4 | 8 | 8 | 2 | 3 |

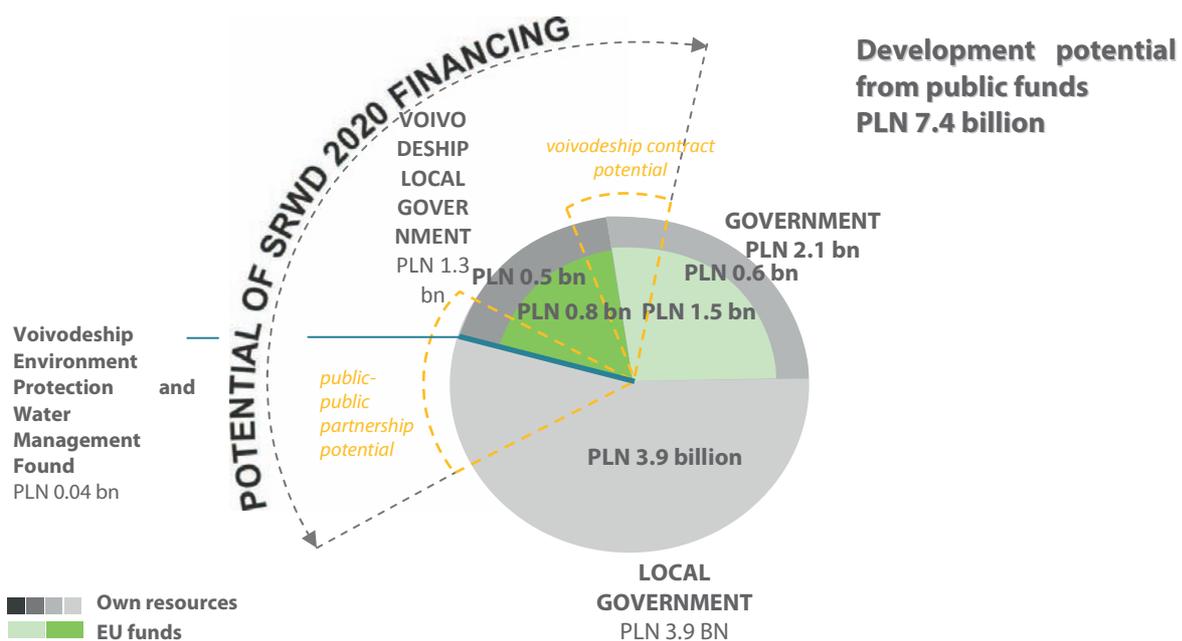
Table 1. Implementation of development objectives in areas of intervention – developed based on surveys sent to poviats of the voivodeship – scale from 1 (the most important) to 8.

4 | Financial frameworks

Effective implementation of the development strategy requires precise definition of its financial framework. The Development Strategy of Lower Silesian Voivodeship 2020 is a document that assumes seeking for private funds for development objectives implemented by the public sector, including application of the public-private partnership (PPP).

Potential financial resources that could be used by the public sector for implementation of the Strategy for the years 2013 – 2025 have been estimated at PLN 96.4 billion. This gives about **PLN 7.4 billion per year**. Within this amount we can distinguish the following components:

Diagram 4. Potential of funding the regional development with public resources – annual estimation for the years 2013-2025.

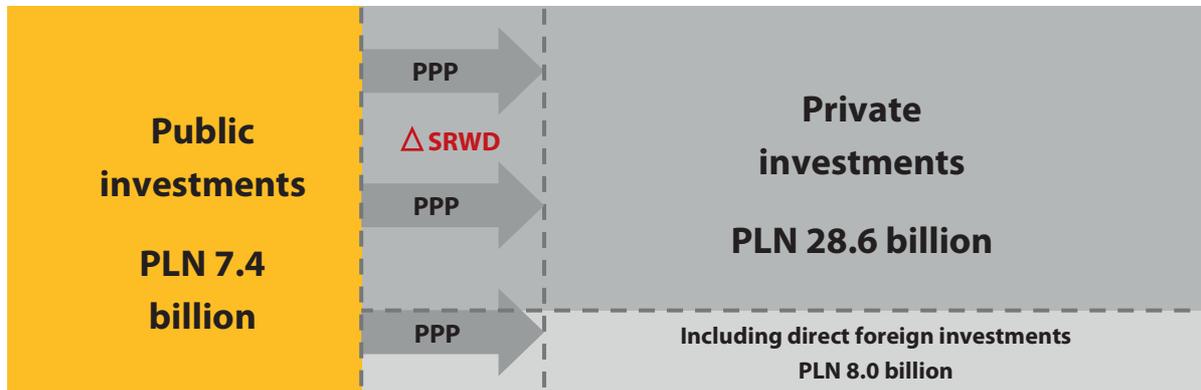


Source: WARR S.A. study "Expert Project – Lower Silesia Development Strategy 2020" (p. 46)

Pursuant to the article 11, paragraphs 1, 2 of the Act on the voivodeship local government: *A voivodeship local government will determine a strategy and perform a voivodeship development policy (...)*. Therefore, it is an initiator and coordinator of the implementation of SRWD. Resources available to the local government in the period mentioned have been estimated at PLN 17.0 billion, which gives **PLN 1.3 billion per year**. This sources include own capital expenditures of the voivodeship local government – PLN 6.4 billion in total (PLN 0.5 billion per year) and the EU funds – PLN 10.6 billion in total (PLN 0.8 billion per year). The financial potential of the voivodeship local government equals 17.6% of the average annual value of capital expenditures of the public sector (PLN 7.4 billion) dedicated to the regional development.

It is also worth noting that the local government has the tools that can support the regional development. These tools include territorial contracts being agreements between governmental party and the local government. Owing to this, it is possible to implement operational programmes co-financed from both national and community resources. Another tool is the ability to use the public-private partnership allowing the private financing in the public sphere.

Diagram 5. Potential of financing SRWD 2020 with private resources – annual estimation for the years 2013-2025.



Source: WARR S.A. study "Projekt ekspercki - Strategia Rozwoju Dolnego Śląska 20" (p. 43)

Based on the macroeconomic modelling the annual average value of the private sector investments for the years 2013 – 2025 has been estimated at PLN 28.6 billion. This amount includes investment resources of foreign companies investing directly in Lower Silesia that have been estimated at PLN 8 billion year average. The value of private sector investments estimated is not the quantity of private resources dedicated to the PPP instrument. According to this Strategy the voivodeship local government will seek to direct a part of private funds towards the public sphere.

To identify possibilities of financing the voivodeship development with public resources in the years 2013 – 2025 we adopted the actual formal and legal status quo of financing the public sector, including primarily territorial local government units as well as the status quo of the management system for the entire public sector.

5 | System of implementation

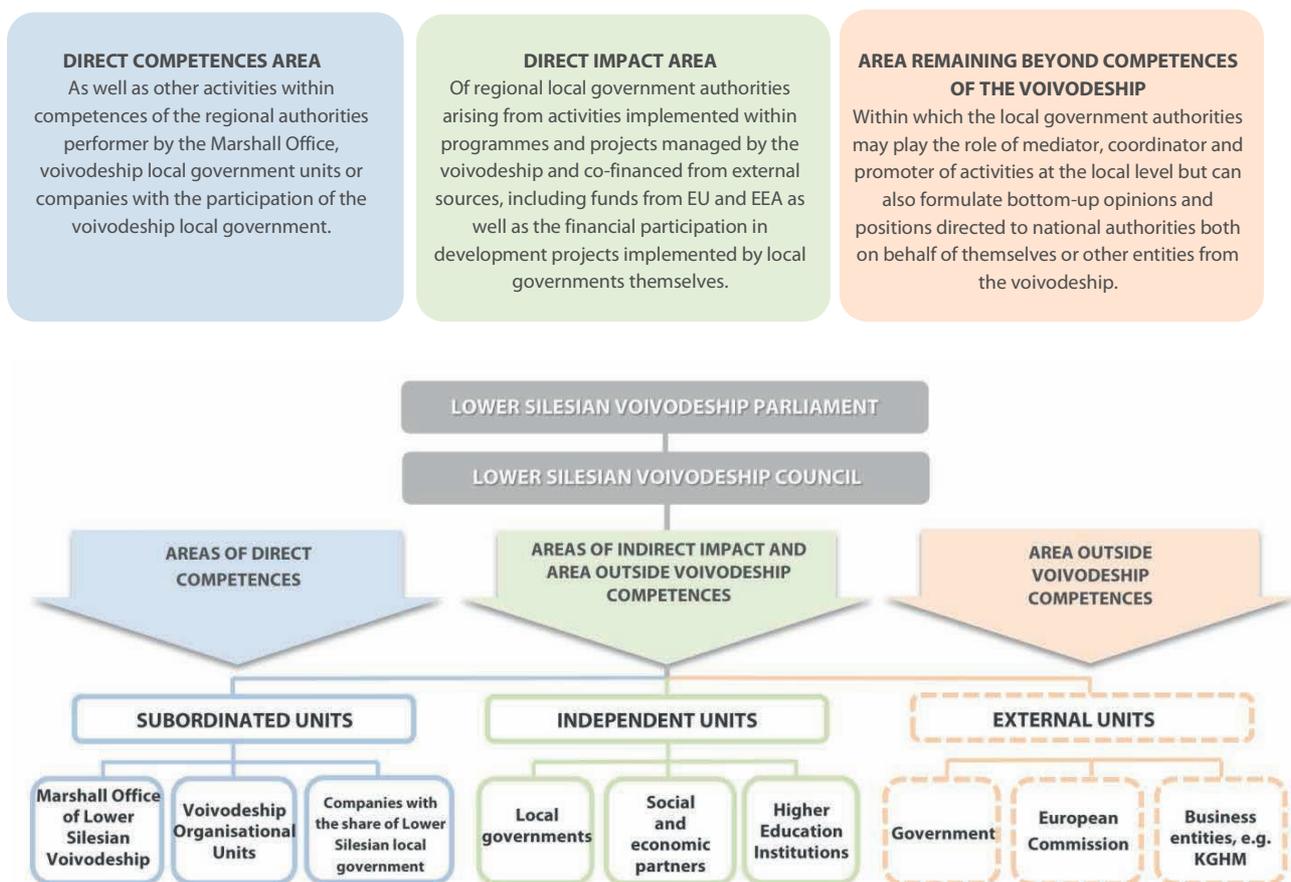
System of implementation of Lower Silesian Voivodeship Development Strategy will include three sub-systems: institutional, programming and coordination.

■ Institutional sub-system

The entity responsible for the implementation of the Strategy is the local government of Lower Silesian Voivodeship, which will cooperate both with dependent and independent regional actors having an impact on the implementation of the development strategy in the voivodeship in order to achieve the synergy effect. To increase the transparency and separate strategic and evaluation functions from implementing actions themselves it is necessary to apply the decentralisation and de-concentration principle including transfer of functions of the Strategy direct implementation to units external in relation to the Marshall Office of Lower Silesian Voivodeship.

The Strategy is a document programming the regional development in a broader perspective going beyond the minimum specified with legal provisions. Depending on competences of the voivodeship local government, the areas of activity covered by the Strategy can be determined as follows:

Diagram 6. Institutional scheme of the SRWD implementation.



■ Programming sub-system

■ In Lower Silesian Voivodeship there will be a three-level system of strategic documents developed. The first level of the strategic programming of the voivodeship will be the Lower Silesian Voivodeship Development Strategy and the Spatial Development Plan of Lower Silesian Voivodeship. Both these documents are treated as strategic and medium-perspective. The Strategy determines main challenges and directions of actions creating the target image of the future of the region within a given time perspective. PZPWD regulates the spatial management of the voivodeship and is a document coherent with provisions of the Strategy.

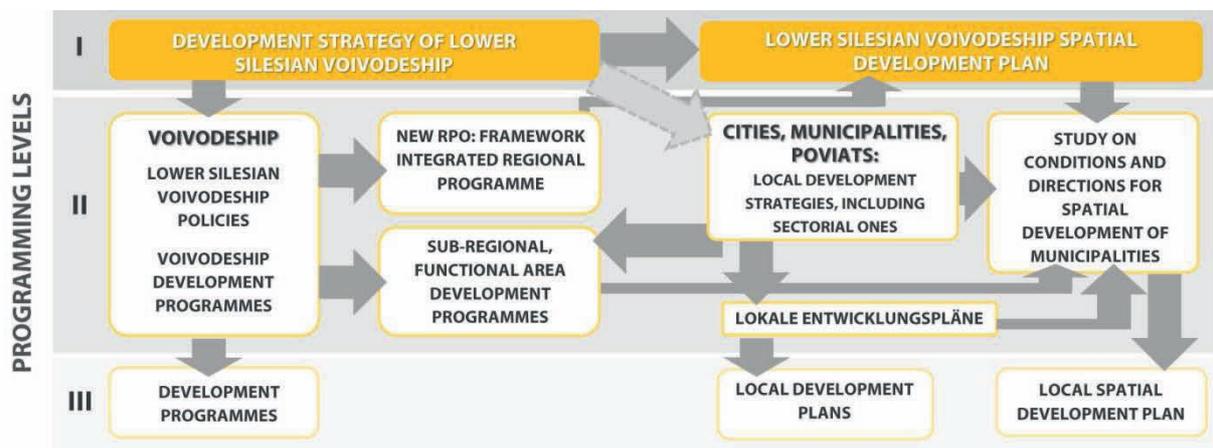


- The second level of the strategic programming will be development programmes and voivodeship policies with the medium-term implementation perspective. However, this perspective will not be longer than the current Strategy, unless the longer perspective arises from the development nature in a given area. These will be main tool for the Strategy implementation. Development programmes will implement one or more objectives of the Strategy, specify measures necessary for their implementation and relate to the space, sectors, domains or sub-regions. They will also play the primary function in relation to operational programmes managed by the voivodeship local government. Voivodeship policies will be developed in respect to activities on which the regional local government has an indirect influence.
- The third level of the programming will be plans with shorter perspective (annual, biennial). These plans will specify activities and projects necessary to implement development programmes or specific objectives of the Strategy.

At the voivodeship level, in addition to the Development Strategy of Lower Silesian Voivodeship 2020 and the Spatial Development Plan of Lower Silesian Voivodeship, being higher-level strategic documents as well as programmes, policies and voivodeship plans, it is also possible to develop sub-regional and local development programmes (for example: Wałbrzych Agglomeration Strategy and the Social and Economic Integration Strategy of the Wrocław Agglomeration). The sub-regional development programmes will implement objectives included in the Strategy in territorial defined functional areas and will be evaluated by the Management Board of Lower Silesian Voivodeship mainly in terms of compliance with the SRWD. For proper implementation of activities included in Marcospheres an implementation plan will be prepared.

Diagram 7. Links between strategic documents functioning in the region.

Source: Own study based on the UMWD data



Coordination sub-system

Coordination of the strategic management process will fall within competences of the organisational unit of UMWD responsible for the regional development and will be supported with operations of a unit responsible for strategic and spatial planning. Activities of the above mentioned organisational unit UMWD will include development and implementation of management procedure for regional strategic documents and assessment of cohesion of voivodeship programmes and policies with the Strategy as well as monitoring of the state of voivodeship development.

At the level of the Marshall Office the Management Board of the voivodeship will appoint the Coordinating Committee for *The Development Strategy of Lower Silesian Voivodeship 2020* that will play an important role in determining directions of development of the voivodeship, monitoring and evaluation of implemented policies and taking decisions related to the implementation of the Strategy.

The coordination of strategic management process at the level of the entire voivodeship will be implemented through the Regional Territorial Forum which objective is to exchange experiences and information at the regional level. In addition it will become a platform for strategic debate about objectives, directions and results of the policy implemented in the region based on the social participation mechanism.

6 | Macrospheres

Achieving the objectives assumed in the Strategy will be possible through focusing activities performed in eight crucial groups referred to as the Macrospheres dedicated to strengthening of the economic development of Lower Silesia and governing the rational selection of projects.

| | OBJECTIVE 1 | OBJECTIVE 2 | OBJECTIVE 3 | OBJECTIVE 4 | OBJECTIVE 5 | OBJECTIVE 6 | OBJECTIVE 7 | OBJECTIVE 8 |
|----------------------------------------------------|----------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|--------------------------------------------------|---------------------------------------------------|------------------------------------------------------|
| | Development of knowledge based economy | Sustainable transport and improvement of transport availability | Increase of competitiveness of companies particularly SME | Environment protection, efficient use of resource and adaptation to climate changes and improvement of the safety level | Increase of access to communication and information technologies | Increase of employment and mobility of employees | Social inclusion, improvement of the life quality | Improvement of education quality, lifelong education |
| MACROSPHERES | | | | | | | | |
| INFRASTRUCTURE | | | | | | | | |
| DEVELOPMENT OF URBAN AND RURAL AREAS | | | | | | | | |
| RESOURCES | | | | | | | | |
| TOURISM | | | | | | | | |
| HEALTH AND SAFETY | | | | | | | | |
| EDUCATION, SCIENCE, CULTURE AND INFORMATION | | | | | | | | |
| SOCIETY AND PARTNERSHIP | | | | | | | | |
| ENTREPRENEURSHIP AND INNOVATION | | | | | | | | |

Table 2. Implementation of objectives through Macrospheres.

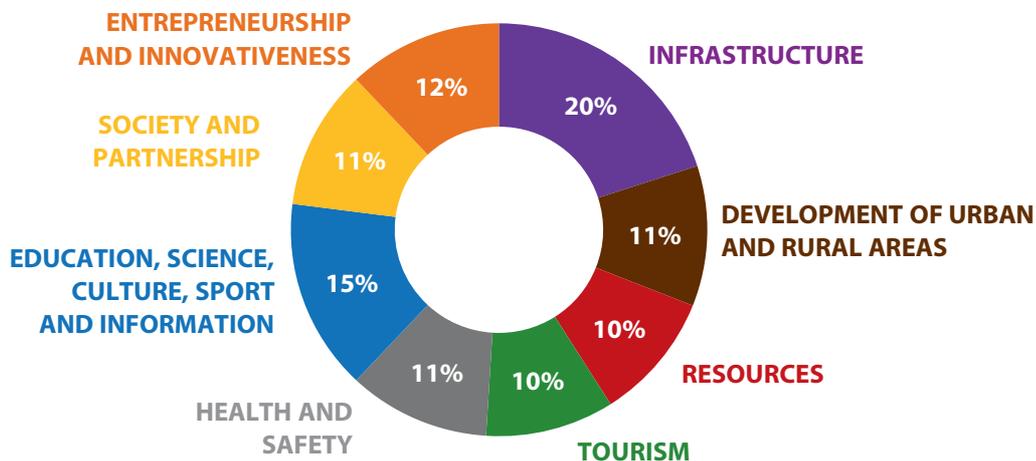
- 1. INFRASTRUCTURE** – group of activities assuming improvement of transport accessibility and links within the region as well as implementation of energetic investments crucial for the voivodeship.
- 2. DEVELOPMENT OF URBAN AND RURAL AREAS** – group of activities assuming strengthening linking functions and restoration of urban centres as well as multifunctional development of rural areas with protection of the most valuable agricultural resources.
- 3. RESOURCES** – group of activities assuming increasing efficiency of use of natural and cultural resources of the region (including developed polycentric settlement network).
- 4. TOURISM** – group of activities assuming exploitation of landscape, cultural and natural values of Lower Silesia in order to ensure the social and economic development of the region through strengthening the touristic industry, mainly based Lower Silesian resorts.
- 5. HEALTH AND SAFETY** – group of activities assuming increasing quality and accessibility of medical services and restriction of adverse results of floods and other natural disturbances in Lower Silesia as well as improvement of public safety and emergency services.



6. **EDUCATION, SCIENCE, CULTURE, SPORT AND INFORMATION** – group of activities assuming improvement of accessibility to high level education, shaping citizen involvement attitudes, supporting health, cultural activities and preparing for challenges and requirements of the labour market as well as broad opening on the information space for needs of residents, companies and institutions in the region.
7. **SOCIETY AND PARTNERSHIP** – group of activities assuming shaping of positive identity and inter-generation solidarity in Lower Silesia as well as the inter-institutional, public-public and public-private partnership.
8. **ENTREPRENEURSHIP AND INNOVATION** – group of activities supporting micro development of small and medium enterprises, particularly facilitating implementation of scientific solutions and patents as well as the transfer of knowledge within the relationship between economy and science.

The allocation of funds is associated solely with the part of funding the SRWD covered in the chapter dedicated to financial frameworks of the Strategy. The guidelines presented below are qualitative and show general assumptions of the funds allocation, but not their specific distribution into particular areas of intervention. The actual allocation of funds will be done within the framework of programmes implementing the Strategy. Their final allocation will be affected by many external factors (among others guidelines of government, European Commission) and therefore some deviations from the allocation of funds dedicated to the voivodeship development proposed below are possible.

Diagram 8. Proposed proportions of the allocation of funds supporting the development.



Appropriate decisions will be taken in the operational mode with an advance allowing only avoiding delays in the implementation. It will allow for possibly rapid inclusion of the strategy development and experiences from previous implementation within the external environment. Rules of partnership and cooperation will apply preferring projects in which beneficiaries and external partners will participate (the multiplier effect) as well as such projects that use various sources in the financial structure. Thanks to this approach it would be possible to implement all projects contributing to the harmonious development of Lower Silesia. An important evaluation criterion will be the over-local added value provided by particular projects. Priorities, benefits project selection criteria and proposals of tasks have been presented in Macrospheres on the following pages of this document. A wide range of activities included in the Macrosphere: "Infrastructure" arises from a specific importance of this sphere on the development of region as well as from the fact that many activities are already prepared for the implementation.

Projects are a set of activities submitted during discussions with social partners and will be implemented both by the voivodeship local government and units of the territorial local government from Lower Silesian Voivodeship, governmental party, social and economic partners using the potential of the public-public, public-social and public-private partnership.

INFRASTRUCTURE – implementation of objectives: 2, 4, 6

The focus on large transport investments contributed to reduction of expenditures on the maintenance the regional road and railway network. As a consequence the financial expenditures on current repairs that could reduce costs of major renovations are insufficient. The growing traffic reduces the transport accessibility, increases travel times and decreases the travel comfort and limited transport capacity of the transport network affects the mobility of residents in the region and causes adverse consequences for the employment and education. The transport situation is also affected by the low efficiency of public transport facilities which arises mainly from the preference of the individual transport. The main direction of activities will be improvement of the infrastructure and restoration of popularity of the public transport.

It is necessary to balance expenditures on the road and railway infrastructure and organise efficient system of regional public transport and system of intermodal distribution of goods.

The condition of the energetic infrastructure of Lower Silesia is unsatisfactory and may cause serious failures of the electric system. Significant areas of the region require modernization and expansion of energy transmission and distribution network which impedes establishing local development centres. In the industry associated with production of means of transport the electric drive is exploited and therefore it is necessary to consider this tendency in planning the transport and electricity infrastructure.

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| PRIORITIES | <p>TRANSPORT INFRASTRUCTURE</p> <ul style="list-style-type: none"> 1.1.1. Improvement of transport accessibility of the region (internal and external links). 1.1.2. Improvement of the transport quality and standards (road, railway, air and inland waterways). 1.1.3. Development of energy-efficient and low-emission forms of transport. 1.1.4. Increase of share of the air transport and integration of the Airport Wrocław with the regional railway system. 1.1.5. Increase of competitiveness of the inland waterways. 1.1.6. Promotion of innovative logistics solutions complying with the European idea of “green corridors”. 1.1.7. Increase of expenditures on restoration of railway links including repairs and modernisation of the railway infrastructure (including railway stations), including particularly touristic areas of Lower Silesia. 1.1.8. Organisation of the efficient regional public transport system integrated with sub-regional and local systems covering poviat towns and touristic attractions, competitive for the private car transport. <p>ENERGY INFRASTRUCTURE</p> <ul style="list-style-type: none"> 1.1.9. Improvement of reliability and ensuring diversification of supplies of energy (electric, heat and gas). 1.1.10. Integration of regional transmission network with external networks. 1.1.11. Introduction of energy-efficient solutions (transport, construction) and support for environmentally friendly economy. 1.1.12. Reduction of low-emission through construction and development of heat and gas systems in areas with high population density and in touristic and resort destinations. 1.1.13. Increase (maintaining reasonable proportions in relations to resources possessed) of the share of renewable sources in the energy production including particularly energetic application of rivers through launching small hydro-electric generating sets. |
| BENEFITS | <ul style="list-style-type: none"> 1.2.1. Increasing investment attractiveness of the region based on improvement of the transport accessibility. 1.2.2. Increasing the touristic attractiveness of the region. 1.2.3. Linking regional peripheries with development centres and improvement of accessibility to touristic attractions of Lower Silesia. 1.2.4. Improvement of roads along the route home – work – home (easier and cheaper access to working places). 1.2.5. Improvement of accessibility to medical services, education and culture. 1.2.6. Reducing risk of interruptions in power supply and the growth of the energy costs. 1.2.7. Reduction of adverse impact of transport and energy investments on the environment and landscape. |
| CRITERIA | <ul style="list-style-type: none"> 1.3.1. Projects increasing the regional and local social and economic potential. 1.3.2. Preferences for sub-regional projects. 1.3.3. Projects improving the operation of the public transport. 1.3.4. Preferences for systemic projects and projects reducing the risk of failures of the energy network. 1.3.5. Projects with the lowest adverse impact on the environment. 1.3.6. Projects supporting operations of territorial local government units dedicated to the development of dispersed energy sector based on local renewable energy sources, including construction of co-generation energetic facilities. |



| CRITERIA | <p>1.3.7. Planning of communication routes and location of energy network and facilities in a way less interfering with the environment, particularly in areas with large touristic potential as well as valuable natural areas, including protected areas.</p> |
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| PROJECTS | <p>TRANSPORT INFRASTRUCTURE</p> <p>1.4.1. Construction of the southern lane of the highway at the section Krzywa – Olszyna and roads of over-regional importance along directions Nowa Sól – Lubin – Lubawka – Hradec Králové; Poznań – Wrocław.</p> <p>1.4.2. Requested by the local governments of Lower Silesian Voivodeship road investments of the over-regional importance at least of the express road standard along directions Wrocław – Kłodzko – Moravská Třebová, Wrocław – Wałbrzych – Liberec.</p> <p>1.4.3. Implementation of the project of the Sudetes Route along direction Zgorzelec – Jelenia Góra – Wałbrzych – Paczków integrating the southern region of Lower Silesian Voivodeship.</p> <p>1.4.4. Completion of the construction of the eastern bypass of Wrocław (Żerniki Wr. – Bielany Wr., Łany – Długołęka up to the junction with the S8 through existing connector – DK 98.</p> <p>1.4.5. Construction of connectors within the framework of linking the designed S3 road with the Jelenia Góra Agglomeration and Wałbrzych Agglomeration as the dual carriageway road.</p> <p>1.4.6. Continuation of construction of bridges over the Odra River and including them into the road infrastructure system.</p> <p>1.4.7. Construction of fast railway links along direction Wrocław – Łódź – Warszawa and prospective links with the high-velocity system in Europe (Berlin, Prague).</p> <p>1.4.8. Adjustment of the railway infrastructure to requirements and challenges of modern and future times in Lower Silesia through high-efficient links of main networks and sub-regional centres along the route: Wrocław – Świdnica – Wałbrzych – Jelenia Góra with possible links towards Prague, Zgorzelec – Legnica – Wrocław – Opole, Poznań – Leszno – Wrocław – Kłodzko – Międzyzlesie, Zielona Góra – Wrocław, Głogów – Lubin – Legnica – Jawor – Świdnica – Dzierżoniów – Kamieniec Żąbkowicki – Nysa, Wrocław – Świdnica – Dzierżoniów.</p> <p>1.4.9. Adjustment of the railways to the transport of aggregates.</p> <p>1.4.10. Construction of efficient, integrated, cyclic system of regional public transport reaching main generators of the traffic in the region, all towns at the powiat level and touristic destinations, integrated in interchange nodes with local and powiat transport sub-systems.</p> <p>1.4.11. Construction of the integrated transport system in the Wrocław Metropolitan Area mainly based on the development of railway transport system and integrated public transport systems in areas of other agglomerations based on low-emission urban transport, including railway transport.</p> <p>1.4.12. Maintaining, modernisation, construction of roads and railways providing access from small, peripheral towns to main cities of the voivodeship.</p> <p>1.4.13. Complex repairs and modernisations of voivodeship and powiat roads connecting cities of Lower Silesia.</p> <p>1.4.14. Determination of transport corridors (road and railways), including corridors for the heavy transport and particularly including implementation of bypasses of cities along voivodeship routes.</p> <p>1.4.15. Lobbying at the central level for the modernisation of national roads and implementation of bypasses of cities within these routes.</p> <p>1.4.16. Implementation of investments increasing traffic flow and safety on crucial road sections, including roads used in transport of aggregates and wood.</p> <p>1.4.17. Construction and development of network of airports is a regional and local importance with touristic and service as well as emergency functions in Jelenia Góra, Świebodzice and Boguszyn and modernization of airports in Szymanów, Lubin, Oleśnica.</p> <p>1.4.18. Exploitation of waterways, particularly the Odra River for touristic and passenger shipping and water transport.</p> <p>1.4.19. Assessment of a study – policy of prioritisation of transport investments, including principles of the environmental protection.</p> <p>1.4.20. Development of rules for coordination of infrastructure and development of the settlement network.</p> <p>1.4.21. Co-implementation of transport investments within the public-public system by the local government of Lower Silesian Voivodeship – for example through co-development of project documentation.</p> <p>1.4.22. Undertaking activities aiming at maintaining current exits from the A4 highway at the section Krzywa – Wrocław.</p> <p>1.4.23. Modernisation of the railway no. 143 Wrocław – Oleśnica.</p> <p>1.4.24. Maintenance of the railway infrastructure along the route Kłodzko – Łądek Zdrój – Stronie Śląskie.</p> <p>1.4.25. Extension and modernisation of the Wrocław Railway Junction infrastructure, including construction of new railway stations and sections of railways allowing for direct access to main traffic generators of metropolitan, regional and agglomeration importance.</p> <p>1.4.26. Repairs of the railway infrastructure removing all speed limits below the construction velocity of the line.</p> |



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| PROJECTS | 1.4.27. Extension of the railways network in the region, including construction of new sections of the railway line Świdnica – Wałbrzych, Polkowice – Głogów. |
| | 1.4.28. Support for the project of construction of the channel Odra – Danube within the multifunctional water corridor Danube – Odra – Elbe. |
| | 1.4.29. Replacement and modernisation of the regional, metropolitan, agglomeration and local fleet of the public transport system. |
| | 1.4.30. Construction of efficient regional freight system, including construction of intermodal logistics and handling junctions at the regional and sub-regional level allowing for the integration of the road, railway and inland water transport. |
| | ENERGY INFRASTRUCTURE |
| | 1.4.31. Appointing organisational structure responsible for coordination and implementation of activities related to energetics, including energy based on renewable sources, particularly improvement of energy efficiency, reliability of transmission and distribution network particularly in rural areas. |
| | 1.4.32. Support for development and modernisation of gas and electric facilities and networks as well as heat systems in accordance with plans of energy industry. |
| | 1.4.33. Maintaining the potential of the region in terms of generating and storing the energy, for example support for construction of the pump-storage hydroelectricity Młoty, completion of the extension of gas storage facility PMG Wierzchowice and extension of the Lasów junction (Pieńsk). |
| | 1.4.34. Implementation of the government policy in terms of support for investment associated with renewable sources of energy. |
| | 1.4.35. Stimulation of design and research works and implementation of investments associated with the production of energy from renewable sources. |
| | 1.4.36. Support for research works related to energy and construction of co-generation energy units for several local governments based on resources of renewable sources of energy. |
| | 1.4.37. Location of energy infrastructure without excessive interference with the landscape. |
| | 1.4.38. Support for operations aiming at improvement of reliability of energy supplies in Lower Silesia. |
| | 1.4.39. Implementation of saving policies associated with the energy consumption. |
| | 1.4.40. Construction and extension of heat systems in cities with high housing density, particularly in mountains and in areas with poor ventilation associated with liquidation of local low-emission sources. |
| | 1.4.41. Activities associated with investments dedicated to reduction of emissions and energy consumption in public utility facilities and the residential sector. |
| | 1.4.42. Construction of gas systems associated with liquidation of local low-emission sources in mountain touristic and resort towns. |
| 1.4.43. Protection of energy resources in Lower Silesia. | |

DEVELOPMENT OF URBAN AND RURAL AREAS – implementation of objectives: 1, 2, 3, 4, 5, 6, 7

Lower Silesia is characterised by a large number of cities with high urbanisation rate. The leading city is Wrocław as the metropolitan centre. Other important cities at the regional level are: Jelenia Góra, Legnica and Wałbrzych as well as sub-regional and powiat centres: Bolesławiec, Głogów, Lubin, Polkowice, Świdnica, Kłodzko, urban complex Dzierżoniów-Bielawa-Pieszyce and trans-boundary centres Zgorzelec-Görlitz and Bogatynia-Hradek-Zittau. This network is supplemented by densely and equally situated small towns as well as over-local and local centres. Very important component of the voivodeship space are the rural areas with varied nature arising, among others, from their location in relation to large urban centres.

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| PRIORITIES | DEVELOPMENT OF URBAN AREAS |
| | 2.1.1. Strengthening of the junction function of the metropolitan centre as well as regional and sub-regional settlement centres generating the social and economic development. |
| | 2.1.2. Coordination of activities within urban functional areas covering areas of cities and rural areas functionally linked with them. |
| | DEVELOPMENT OF RURAL AREAS |
| | 2.1.3. Strengthening of restructuring and multifunctional development of rural areas. |
| 2.1.4. Rational organisation of the agricultural production space. | |
| 2.1.5. Improvement of life conditions in rural areas. | |
| BENEFITS | 2.2.1. Sustainable development of urban functional areas. |
| | 2.2.2. Diversification of activity in rural areas. |
| | 2.2.3. Improvement of efficiency of agricultural production and competitiveness of the agri-food industry. |
| CRITERIA | 2.3.1. Environmental criterion – compliance with environmental protection principles. |
| | 2.3.2. Cultural criterion – projects aiming at preservation of cultural resources. |
| | 2.3.3. Economic criterion. |



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| PROJECTS | DEVELOPMENT OF URBAN AREAS |
| | 2.4.1. Development and implementation of the regional urban policy. |
| | 2.4.2. Preventing urban degradation of cities and reduction of spilling out buildings. |
| | 2.4.3. Revitalisation of degraded urban areas, particularly compact areas of park nature. |
| | 2.4.4. Development of spatial development guidelines for Lower Silesian Voivodeship in order to manage the resource, namely the space, efficiently. |
| | 2.4.5. Preparing the development strategy and spatial management plans for urban functional areas, including the Wrocław Metropolitan Area and functional areas of regional centres. |
| | DEVELOPMENT OF RURAL AREAS |
| | 2.4.6. Implementation of activities within the framework of the National Rural Areas Network. |
| | 2.4.7. Implementation of the programme for Renewal of Lower Silesian Countryside. |
| | 2.4.8. Revitalisation of degraded rural areas. |
| | 2.4.9. Programming and implementation of furnishing and agricultural works. |
| | 2.4.10. Support for activities dedicated to increase of food self-efficiency of the region (production and agri-food processing) and creation of the brand of Lower Silesian products and improvement of access to markets. |
| | 2.4.11. Support for environmental and agricultural actions, particularly in areas precious due to natural and landscape values. |
| | 2.4.12. Promotion of investments allowing for increase of productivity and energy efficiency in the agri-food production including reduction of emission. |
| 2.4.13. Protection of soils with the highest bonitation class. | |
| 2.4.14. Development and implementation of the voivodeship protection programmed for soils with the highest bonitation class. | |

RESOURCES – implementation of objectives: 1, 3, 4, 7, 8

Lower Silesia is a distinctive region in the country in terms of wealth and diversity of resources of the natural and cultural environment. The voivodeship is one of the richest in natural resources region in Poland. Most of minerals such as: metallic, energy and rock raw materials are present here. Their importance for the economy of the country successfully increases. Using these resources will be rational. Values of the natural environment and highly rated cultural values create exceptionally attractive landscape of the region determining the development of tourism, recreation and resort treatments. The high value of the landscape decides also on life conditions of residents and more and more often decides on location of important investments.

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| PRIORITIES | 3.1.1. Sustainable and reasonable economic use of natural resources. |
| | 3.1.2. Use of potential of mineral, therapeutic and geothermal waters. |
| | 3.1.3. Preservation and rational use of soil resources. |
| | 3.1.4. Protection, extension and expansion of forest resources. |
| | 3.1.5. Use of economic and recreational potential of rivers. |
| | 3.1.6. Protection and provision of natural, landscape and cultural values. |
| | 3.1.7. Introduction of rules of provision of areas with valuable landscape for investment activities. |
| | 3.1.8. Construction of non-oppressive system for exploitation and transportation of raw materials. |
| BENEFITS | 3.2.1. Preservation of the most valuable resources of the voivodeship for the future generations. |
| | 3.2.2. Improvement of conditions supporting multifunctional use of rivers. |
| | 3.2.3. Improvement of investment efficiency and minimisation of adverse impact on the environment and landscape. |
| CRITERIA | 3.3.1. Environmental criterion – compliance with environmental protection principles. |
| | 3.3.2. Cultural criterion – projects aiming at preservation of cultural resources. |
| | 3.3.3. Economic criterion. |
| | 3.3.4. Taking into account documented locations of unused deposits of minerals, including rock raw materials and lignite. |
| PROJECTS | 3.4.1. Implementation of activities aiming at optimisation of the regional environment and landscape preservation system, including introduction of new forms of protection in cooperation with local governments. |
| | 3.4.2. Re-cultivation and development of post-industrial and post-mining areas. |
| | 3.4.3. Implementation of the policy for protection and proper use of agricultural and forest areas. |
| | 3.4.4. Implementation of the low-retention programme in agricultural and forest areas in the region. |
| | 3.4.5. Support for rational management of water resources in the region. |
| | 3.4.6. Support for operations aiming at studies on the mineral, therapeutic and geothermal water application potential. |
| | 3.4.7. Sustainable activation and development of river valleys, use of their recreational and medical potential. |

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| PROJECTS | 3.4.8. Support for activities dedicated to increase of forest cover in the region and improvement of health of forests. |
| | 3.4.9. Activities dedicated to the land consolidation. |
| | 3.4.10. Development of landscape policy for Lower Silesia, for example for protection on open spaces and urban and architectural complexes. |
| | 3.4.11. Support for activities aiming at revitalisation of historic urban complexes and the most valuable architectural monuments. |
| | 3.4.12. Development of the programme of protection and use of the most valuable objects of the cultural heritage including sources of financing and responsibility for their preservation (for example Lubiąż, Książ, Krzeszów). |
| | 3.4.13. Operations supporting preservation and protection of the non-material heritage. |
| | 3.4.14. Protection of energy resources of Lower Silesia. |
| | 3.4.15. Creation of system for the transport of rock aggregates without burdening the road infrastructure in the region. |
| | 3.4.16. Preventing conflicts arising from exploitation of raw materials in Lower Silesia. |
| | 3.4.17. Support for activities related to modification of the law aiming at regulation of economic use of investment areas in Lower Silesia being at disposal of governmental units (for example Agricultural Property Agency, Military Property Agency). |

TOURISM – implementation of objectives: 2, 3, 4, 6, 7

The tourism will constitute one of pillars of the social and economic development due to Lower Silesian strengths based on the environment as well as landscape and cultural values. The geographical location of the region and material and cultural attractions inscribed in the landscape of the region will be used in order to develop touristic products, mainly based on resorts and offers addressed both to people living in Lower Silesia as well as those from outside of the region. In addition to recreation and leisure aspects the tourism will also be used as an instrument of the education process and will relate to the offer associated with recovery of health.

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| PRIORITIES | 4.1.1. Strengthening the image of the region both in the country and Europe as an attractive place for recreation, open to the world and with extraordinary natural, cultural and resort values. |
| | 4.1.2. Opening the cultural and natural heritage objects. |
| | 4.1.3. Development of touristic products and expansion of the touristic infrastructure of the region, including enhancing the demand for touristic and recreational services. |
| | 4.1.4. Interregional promotion of tourism based on the education system. |
| BENEFITS | 4.2.1. Development of knowledge about the region and strengthening the identity of its residents. |
| | 4.2.2. Creation of conditions for development of local touristic products. |
| | 4.2.3. Support for the model of healthy lifestyle of residents of the region. |
| CRITERIA | 4.3.1. Network projects creating a complex touristic offer. |
| | 4.3.2. Projects increasing the quality of the space in the region, among other through restoration of monumental facilities and preservation of natural values and their proper exhibition. |
| | 4.3.3. Projects associated with reasonable adaptation and use of historic facilities in their new functions having positive impact on the economic development of the region. |
| | 4.3.4. Projects to be implemented within the framework of thematic touristic trails (including water and historical) of regional and over-regional importance. |
| | 4.3.5. Projects allowing for a wide access to cultural heritage objects and natural resources taking into account needs of the disabled people. |
| PROJECTS | 4.4.1. Promotion of the region as an attractive place for tourism, including promotion of touristic and regional products, for example UNESCO facilities, the Cisterian Trail, the St. Jacob Route, Sudetes and Karkonosze Mountains, the Valley of Palaces and Gardens Cultural Park, Barycz Valley with Milickie Ponds, Trzebnickie Hills, resort products and other forms of tourism in Lower Silesia mentioned in the priorities. |
| | 4.4.2. Updating or developing sub-regional strategies for the development of the tourism including changing conditions of development. |
| | 4.4.3. Support for local initiative for the tourism development and implementation of activities aiming at development of the touristic infrastructure determined in current sub-regional tourism development strategies. |
| | 4.4.4. Restoration and renovation of the resort architecture, including drinking facilities and renovation of parks and adaptation of facilities with high development potential for objectives associated with resort. |
| | 4.4.5. Development and implementation of the project Sudety Zdrój exploiting thermal and mineral waters. |
| | 4.4.6. Development of a single touristic information system in the entire region including standards of providing information to the disabled people. |



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| PROJECTS | 4.4.7. | Renovation of existing touristic trails, including particularly interesting in terms of sightseeing and landscape values railway routes and creation of new touristic routes based on the sightseeing inventory. |
| | 4.4.8. | Creation of new touristic routes based on the sightseeing inventory. |
| | 4.4.9. | Initiating cyclic qualitative and quantitative research in the touristic sector. |
| | 4.4.10. | Application of the tourism as a cognitive and educational tool at all levels of education. |
| | 4.4.11. | Implementation of regional education programmes in schools based on organised trips (green schools) to main touristic, historical or natural attractions of the region. |
| | 4.4.12. | Implementation of regional education programmes in schools based on physical education classes teaching how to use the regional sport infrastructure. |
| | 4.4.13. | Support for investments necessary for practicing qualified tourism, for example skiing, hiking, biking, trekking, horse riding, and sailing respecting requirements of the environmental protection. |
| | 4.4.14. | Support for creation of the regional education centre for staff including training facilities. |
| | 4.4.15. | Development and implementation of inventory, preservation, exhibition and providing access to existing movable monuments. |
| | 4.4.16. | Increasing the touristic and recreational attractiveness of rivers, primarily the Odra River, as well as streams and ponds through managing banks, construction of harbours and marinas and development of the Odra fleet (vessels designed and built in Lower Silesia). |
| | 4.4.17. | Creation of new and expansion of existing exhibition and congress centres. |
| 4.4.18. | Support for exhibitions of private museum collections and creation of museum regional chambers. | |
| 4.4.19. | Support for projects increasing attractiveness and competitiveness on the touristic market in mountainous tourism centres. | |

HEALTH AND SAFETY – implementation of objectives: 2, 4, 5, 7, 8

The health protection and the safety of residents of Lower Silesia are basic determinants of the life quality in the region. Therefore, it is necessary to adjust the health care to long-term demographic and epidemiologic trends creating at the same time a network structure of hospitals based on economically and organizationally stable medical units, which allows for improvement of accessibility and the quality of services provided.

The condition of the environment in the region clearly affects life of its residents. Maintaining the ecological balance and the good condition of the environment today and in the future is a preliminary assumption of this Strategy. This may be achieved through increasing individual awareness and responsibility of residents of the region. Therefore, it is necessary to retain the balance between the economic development (urbanisation and industrialisation) and the nature.

In the recent years we have observed occurrence of various natural processes associated also with climatic changes which consequences are severe for residents of Lower Silesia. The most common dangers are associated with floods which occur in the lowland and mountain provinces of the Odra River Basin. Preventive actions and organisation of emergency services require focus of attention and resources among other on the proper management of places where such processes occur and improvement of the infrastructure dedicated to improvement of the safety.

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| PRIORITIES | HEALTH CARE | |
| | 5.1.1. | Improvement of accessibility and quality of medical services provided. |
| | 5.1.2. | Creation of the regional health care system focused on the long-term demographic and epidemiological trends in accordance with legal and functional standards. |
| | 5.1.3. | Development of the modern diagnostic system for residents of the region including determination of spatial accessibility standards. |
| | SAFETY | |
| | 5.1.4. | Ensuring the good condition of the environment for current and future residents of the region. |
| | 5.1.5. | Protection against natural disasters, including particularly liquidation of flood risk. |
| | 5.1.6. | Improvement of the level of individual, public and health safety, including emergency services. |
| BENEFITS | 5.2.1. | Better quality and accessibility of medical services. |
| | 5.2.2. | Increase of the level of both individual and public safety. |
| | 5.2.3. | Minimisation of flood damages. |
| | 5.2.4. | Reduction of economic and environmental costs (recycling) of landfilling and use of waste. |
| CRITERIA | 5.3.1. | Projects contributing to the environmental protection and health of residents. |
| | 5.3.2. | Projects undertaken based on inter-sectorial and local agreements and partnerships. |
| | 5.3.3. | Systemic functionality of projects contributing to the public safety. |
| | 5.3.4. | Taking the safety issue into account when planning and implementing industrial, road, railways and airport investments. |
| PROJECTS | 5.4.1. | Coordination of operations of various levels of administration related to the health protection, improvement of accessibility and quality of medical services, including creation of network links within the health care system in the voivodeship. |
| | 5.4.2. | Development and implementation of multiannual health care programmes, including preventive care. |

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| PROJECTS | 5.4.3. | Construction of new hospitals replacing the currently existing with outdated technical infrastructure or their modernisation, particularly the Lower Silesian Oncology Centre in Wrocław, Lower Silesian Cellular Transplantation Centre with the National Bone Marrow Donor Bank, Lower Silesian Centre for Lung Diseases in Wrocław, Voivodeship Specialist Hospital in Legnica, Voivodeship Specialist Hospital in Wrocław. The implementation of these investments allows for the public-private and public-social forms of partnerships. |
| | 5.4.4. | Development and implementation of information systems improving the work of hospitals. |
| | 5.4.5. | Development of the base for the long-term and rehabilitation based on the partnership and agreements. |
| | 5.4.6. | Development of areas of medicine crucial from the perspective of safety of life and health of residents – improvement of efficiency of the system. |
| | 5.4.7. | Development of sub-regional modern diagnostic centres. |
| | SAFETY | |
| | 5.4.8. | Promotion of ethical and social attitudes and enhancing the knowledge on threats as well as the ecological education of the society. |
| | 5.4.9. | Construction of the infrastructure dedicated to the protection and management of water resources as well as protection of the air quality and the earth. |
| | 5.4.10. | Development of the waste management system in accordance with the principle of sustainable development and based on hierarchy of methods of conduct with the municipal waste. |
| | 5.4.11. | Implementation of activities aiming at minimisation of risks arising from extreme atmospheric events and industrial failures. |
| | 5.4.12. | Coordination of operations of various units and risk information management. |
| | 5.4.13. | Improvement of the flood risk management system, including increase of retention capacity of catchment areas and efficiency of anti-flood facilities and organisational structures limiting results of floods (construction, modernisation, management). |
| | 5.4.14. | Proper spatial development of areas endangered by natural phenomena, including floods and droughts and including requirements provided in the risk assessment and the flood risk. |
| | 5.4.15. | Cooperation in the implementation of the “Programme for the Odra River 2006”. |
| | 5.4.16. | Cooperation of border regions in the Odra River Basin (Polish, Czech and German) in terms of safety and environmental protection, particularly related to the improvement of its quality as well as neighbouring and associated protected natural areas. |
| | 5.4.17. | Construction of the integrated emergency system, upgrading appliances for emergency services, implementation of modern methods of education of services and other emergency units, performing actions in cooperation with neighbouring regions and countries. |
| | 5.4.18. | Construction of the complex IT system monitoring, identifying and forecasting risks related to the environment, health, life and property of residents of the region. |

EDUCATION, SCIENCE, CULTURE, SPORT AND INFORMATION – implementation of objectives: 1, 5, 6, 8

A condition of smooth functioning of the society in dynamically changing world is the high quality of education shaping skills, attitudes, creativity, identity, nourishing and enhancing curiosity about the world and people. The educated and active society is the most important resource of Lower Silesia, its internal strength and basis for construction of modern economic and development of culture. It is also important to provide the high quality of educational schemes, motivating teachers, restoration of their authority, development of constant improvement and providing educational background, adjustment to needs of vocational education and provision of necessary infrastructure. In the cultural sphere the most important factor is maintaining the cultural diversity of Lower Silesia as well as the distinguishing position on the map of Poland.

Participation in the culture is an investment in the human capital and its high level increases the chance for development of the voivodeship. An important element determining the access to cultural offers of the region is the state of existing cultural objects and their technical equipment and therefore it is necessary to improve and correct them. One of the crucial barriers of the participation in the culture is the insufficient cultural competences and therefore it is necessary to ensure their constant improvement. It is also important to create conditions for further development of creativity, particularly through support and activation of young generation artists.

Information system have become an irreversible part of the modern world and their application changes the business model and has as profound impact on the culture and science. Lower Silesia has numerous staff of educated specialists in the fields of design, construction, implementation and maintenance of modern IT systems. The policy of voivodeship authorities will focus on application of IT systems in the region. The implementation of many development objectives of Lower Silesia requires dedicated IT systems, particularly those ensuring public and unlimited access to the spatial information facilitating accessibility to administration, health care, culture and education services but also supporting the multimodal, multi-stakeholder and flexible regional network of the public transport.

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| PRIORITIES | EDUCATION | |
| | 6.1.1. | Improvement of efficiency of education at each level and stage of life. |
| | 6.1.2. | Adjustment of the education offer to requirements of the economy and labour market. |
| | 6.1.3. | Development and modernisation of the vocational education. |



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| PRIORITIES | <p>6.1.4. Development of competitiveness in relations to other regions and countries of the higher education.</p> <p>6.1.5. Promotion of the value of education among students as the paradigm of personal and cultural progress.</p> <p>6.1.6. Shaping ethical attitudes in the society and creating modern model of patriotism.</p> <p>SCIENCE</p> <p>6.1.7. Growth of potential of Lower Silesian scientific units.</p> <p>6.1.8. Achieving a position of a Polish leader in regional scientific and technological faculties.</p> <p>CULTURE</p> <p>6.1.9. Creating the image and promotion of Lower Silesia as the region with rich and diverse cultural, educational and academic offer.</p> <p>6.1.10. Creation of conditions and enriching the offer for participation in the culture.</p> <p>6.1.11. Shaping competences for participation in the artistic life.</p> <p>SPORT</p> <p>6.1.12. Shaping and promotion of health attitudes and physical culture as well as the education of healthy lifestyle.</p> <p>INFORMATION</p> <p>6.1.13. Development of the information society.</p> <p>6.1.14. Provision of the access to IT networks, including the broad band network to all residents of Lower Silesia.</p> <p>6.1.15. Development of the regional IT infrastructure and including it into European networks.</p> <p>6.1.16. Preventing the emergence of areas of the information exclusion.</p> <p>6.1.17. Development of e-services.</p> |
| BENEFITS | <p>6.2.1. Inclusion of residents in the social life of the region and enhancing socially active attitudes.</p> <p>6.2.2. Reduction of the distance in cultural activity between residents of the centre and peripheries of the region.</p> <p>6.2.3. Increasing the access to jobs and mitigating the unemployment issue.</p> <p>6.2.4. Support for working parents raising young children.</p> <p>6.2.5. Improvement of the life quality though facilitating the access to the information, public services and education.</p> <p>6.2.6. Increasing the investment and touristic attractiveness of the region.</p> <p>6.2.7. Development of non-occupational activity of residents, particularly in rural areas.</p> <p>6.2.8. Development of the educational process based on information and communication technologies.</p> <p>6.2.9. Improvement of the IT safety in the region.</p> |
| CRITERIA | <p>6.3.1. Educational projects aiming on meeting needs of the regional economy equalling chances of students from all backgrounds, shaping the regional identity.</p> <p>6.3.2. Projects shaping regional identity and developing talents and skills of Lower Silesians.</p> <p>6.3.3. Preferences for projects formulated in the regional, sub-regional and poviats scale.</p> <p>6.3.4. Preferences for projects based on Open Source solutions.</p> <p>6.3.5. Preferences for projects using Spatial Information Systems.</p> <p>6.3.6. Project with support of business, social and local government partners.</p> <p>6.3.7. Projects implementing innovative IT technologies and equalling access to the broad band Internet and e-services in urban and rural areas.</p> |
| PROJECTS | <p>EDUCATION</p> <p>6.4.1. Dissemination of pre-school education and care for children up to age of 3 years.</p> <p>6.4.2. Creation of conditions favourable for introducing six-year old kids to schools.</p> <p>6.4.3. Development of the Lower Silesian Curriculum (including matching educational structures in Lower Silesia), taking into account the regional education and challenges of the regional labour market.</p> <p>6.4.4. Development of the cooperation model for schools preparing for jobs with employers.</p> <p>6.4.5. Implementation of measures reducing disparities in educational effects through aligning to the best ones.</p> <p>6.4.6. Development of the Lower Silesian System for Supporting Talents.</p> <p>6.4.7. Dissemination of the system supporting students with disabilities, including introduction of the assistant in schools and kindergartens.</p> <p>6.4.8. Development of Lower Silesian system for teachers support.</p> <p>6.4.9. Support for modernisation and improvement of the material infrastructure of the educational base.</p> <p>6.4.10. Support for integration of universities.</p> |

PROJECTS

- 6.4.11. Strengthening the cooperation of local government and economic entities with scientific units.
- 6.4.12. Development of the higher education focused on the labour market.
- 6.4.13. Support for activities aiming at including at least one Lower Silesian university in international rankings of universities (for example the Shanghai ARWU).

SCIENCE

- 6.4.14. Implementation of investment projects dedicated to science and its dissemination, particularly in regional specialties.
- 6.4.15. Stimulation of development of new technologies and increase of the level of investment in public and private researches and development.

CULTURE

- 6.4.16. Promotion of the cultural education and support for the recreational offer.
- 6.4.17. Strengthening and restoration of local and regional media.
- 6.4.18. Creation of the information system dedicated to cultural events in the region.
- 6.4.19. Support for modernisation and improvement of material infrastructure of the culture.
- 6.4.20. Activation of creative societies and strengthening the cooperation between local government institutions with artistic and creative societies in the region.
- 6.4.21. Support for initiatives focused on cultural activation of residents, particularly kids and youth and development of a system equalling chances for the participation in the culture.
- 6.4.22. Development of cultural competences in culture management.
- 6.4.23. Support for cultural events addressed to promotion of the region, including particularly participation in organisation of the European Capital of Culture.
- 6.4.24. Support for events promoting young art and helping young artists to appear in the international scene.
- 6.4.25. Support for activities aiming at dissemination and preservation of the cultural heritage and its effective use.

SPORT

- 6.4.26. Development of the offer of sport activities in order to disseminate the healthy lifestyle, among other through activities supporting cooperation within teams and own talents through using for example technical projects, music and dance classes.
- 6.4.27. Promotion, support and implementation of projects assuming systemic participation in sport as well as the integration through participation in sport events.
- 6.4.28. Support for investments in the sport and recreational infrastructure.
- 6.4.29. Support for sport activities dedicated to promotion of the region.

INFORMATION

- 6.4.30. Construction of the infrastructure for the access to information.
- 6.4.31. Increasing access to information important for citizens of the region in the public sphere.
- 6.4.32. Development of the Lower Silesian Core Network (DSS).
- 6.4.33. Development of the information platform e-DolnySlask.
- 6.4.34. Digitalisation, expansion and provision of information to the public institutions of Lower Silesia, including: transformation of traditional data and documents generated by public institutions into digital resources and provision of the data in the network through internet platforms.
- 6.4.35. Construction of Lower Silesian internet platforms, that is e-administration, e-health, e-culture, e-education and their integration with the eDS information platform.
- 6.4.36. Construction of systems supporting integrated touristic products in Lower Silesia.
- 6.4.37. Education of the Staff for public institutions capable of providing, managing and administering digital resources.
- 6.4.38. Development of the Lower Silesian Spatial Information Infrastructure.
- 6.4.39. Development of the Lower Silesian IT Technology Development Area.
- 6.4.40. Development of e-services, including:
 - Creation and programming of flexible mechanisms and active employment forms preventing the exclusion from the labour market;
 - Stimulation of cooperation of public administration with non-governmental organisations;
 - Support for elderly and disabled people, including additional services within the health care system;
 - Monitoring and forecasting consequences of extraordinary risks for health, life, property and environment.

SOCIETY AND PARTNERSHIP – implementation of objectives: 1, 3, 5, 6, 7, 8

However, the factor contributing to the development of innovations is an extreme intellectual potential of residents of Lower Silesia as well as the non-governmental organisations confirming the ability to self-organisation and development of the civil society.

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| PRIORITIES | <ul style="list-style-type: none"> 7.1.1. Demographic development. 7.1.2. Development of the social and civil capitals. 7.1.3. Stopping the outflow of young and educated people from the region and stimulating process of the youth integration. 7.1.4. Shaping and development of civil attitudes among the youth. 7.1.5. Support for the promotion of large families. 7.1.6. Growth contributing to the social inclusion. 7.1.7. Application of potential of people threatened with the social exclusion. 7.1.8. Support for seniors threatened with the social exclusion. 7.1.9. Ensuring equal access to services associated with exploitation of resources. 7.1.10. Restoring confidence in social and economic relations as well as in institutions. 7.1.11. Efficient management of the region through partnership and cooperation mechanisms. |
| BENEFITS | <ul style="list-style-type: none"> 7.2.1. Increase in active citizenship and social participation. 7.2.2. Increase of activity of social groups, particularly those threatened with the social exclusion. 7.2.3. Increase of potential and experiences of seniors. 7.2.4. Strengthening the local and regional identity, including increasing the inter-regional mobility and multimodal accessibility. |
| CRITERIA | <ul style="list-style-type: none"> 7.3.1. Demographic aspect, particularly support for working parents with young children. 7.3.2. Preferences for projects limiting the social exclusion. 7.3.3. Preferences for activities preventing the social exclusion. 7.3.4. Preferences for partnership projects with great social impact. 7.3.5. Preferences for activities strengthening positive regional identity, including family values. 7.3.6. Application of the endogenous potential of areas of integration for the region development. 7.3.7. Improvement of economic efficiency of programmes supporting people threatened with the social exclusion. 7.3.8. Multi-level cooperation of Lower Silesian local governments. |
| PROJECTS | <p>SOCIETY</p> <ul style="list-style-type: none"> 7.4.1. Construction of efficient strategic management system for the region based on monitoring and assessment of the economic, social and spatial development of the region. 7.4.2. Construction of efficient long-term system supporting fertility and families raising children, for example through public services dedicated to people above mentioned (for example kindergartens, recreational infrastructure). 7.4.3. Social and vocational activation of social groups threatened with or suffering from the social exclusion. 7.4.4. Implementation of measures supporting activity of local communities and the local development, particularly including marginalised communities. 7.4.5. Implementation of measures aiming at construction of integrated system supporting people threatened with the social exclusion. 7.4.6. Shaping of social and economic attitudes, regional identity and strengthening community relations and civil activity of residents of the region, including civil education of kids and youth. 7.4.7. Development of system improving competences of the staff and institutions involved in solving social problems. <p>LABOUR MARKET</p> <ul style="list-style-type: none"> 7.4.8. Support and enhancement of work activity of residents of the region. 7.4.9. Improvement of elasticity of the labour market within the <i>flexicurity</i> model. 7.4.10. Providing access to employment for the unemployed and people looking for a job. 7.4.11. Promoting equality between men and women and settling work and private life, particularly supporting child care services for kids up 3 and seniors. <p>YOUTH</p> <ul style="list-style-type: none"> 7.4.12. Developing competences of young people from Lower Silesia necessary for efficient functioning at the modern labour market. 7.4.13. Preventing exclusion of young people from the labour market, expanding the perspective of professional usefulness. |

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| PROJECTS | 7.4.14. Development of attitudes related to creative and active participation in the civil society among young people. | |
| | 7.4.15. Appointment of generational institution implementing the idea of local government. | |
| | 7.4.16. Support for non-governmental organisation and people working with the youth also in terms of non-formal education. | |
| | SENIORS AND DISABLED PEOPLE | |
| | 7.4.17. Creation of system supporting disabled and elderly people. | |
| | 7.4.18. Support and activation of elderly people. | |
| | 7.4.19. Implementation of measures supporting social activity of seniors and preventing their exclusion through development of local Active Seniors Centres. | |
| | 7.4.20. Scholarship programmes for disabled people. | |
| | 7.4.21. Elimination of architectural barriers and improvement of infrastructure for needs of disabled people. | |
| | 7.4.22. Support for creative activities of disabled people and actions enhancing their access to cultural goods. | |
| | 7.4.23. Development of infrastructure for rehabilitation of disabled people. | |
| | 7.4.24. Promotion of positive image of disabled people among kids and youth. | |
| | 7.4.25. Implementation of measures dedicated to social and vocational rehabilitation of disabled people. | |
| | PARTNERSHIP | |
| | 7.4.26. Multi-level cooperation of Lower Silesian local governments. | |
| | 7.4.27. Activation of entities in implementation of measures aiming at development of the region and use of the public-private, public-public, public-social and social-private partnership. | |
| | 7.4.28. Strengthening the role of social and economic partners in implementation of public objectives. | |
| | 7.4.29. Support and promotion for the social partnership, including the social economy sector as well as increasing their role. | |
| | 7.4.30. Increasing the role of the non-governmental sector and employers organisations in implementing public objectives and development of the social economy as a complement for the mainstream economy and labour market. | |

ENTREPRENEURSHIP AND INNOVATIONS– implementation of objectives: 1, 3, 5, 6, 7, 8

The economy of Lower Silesia is dominated by companies from traditional sectors with noticeable advantage of small entities characterised by well-founded market position. The SME sector usually uses own resources or traditional funding forms and therefore it does not show a willingness to seek for new technologies and spending money on research and development. The slow development of regional innovations is affected also by weak cooperation between regional institutional partners: territorial local governments, universities, centres supporting business, research and development units, and social partners. However, the factor supporting development of innovations is an extraordinary intellectual potential of residents of Lower Silesia and non-governmental organisations, confirming the ability to self-organisation and development of the civil society.

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| PRIORITIES | 8.1.1. Enhancement of relations economy-science-local government. |
| | 8.1.2. Economic growth based on cooperation within clusters. |
| | 8.1.3. Development of entrepreneurship and innovations. |
| | 8.1.4. Development and promotion of feedback instruments for financing entrepreneurship and innovations. |
| | 8.1.5. Creation of regional financial institutions supporting local entrepreneurship. |
| | 8.1.6. Development of regional economic, scientific and research specialties. |
| | 8.1.7. Creation of region institutions supporting local innovations and implementation of innovations. |
| | 8.1.8. Reconstruction of selected traditional sectors of the local industry. |
| BENEFITS | 8.2.1. Increase of the GDP dynamics. |
| | 8.2.2. Increase of the importance of SME in the Lower Silesian economy, including export activities. |
| | 8.2.3. Increase of private expenditures on research and development. |
| | 8.2.4. Increased innovation of Lower Silesian companies. |
| | 8.2.5. Increased share of SME in the GDP. |
| | 8.2.6. Increase of internationalisation of companies. |
| CRITERIA | 8.3.1. Preferences for cooperative and cluster projects. |
| | 8.3.2. Projects increasing innovations and stimulating the entrepreneurship. |
| | 8.3.3. Preferences for innovative companies, particularly in sectors strategic from the perspective of the development. |
| | 8.3.4. Preferences for measures related to commercialisation of knowledge. |
| | 8.3.5. Stimulating development of new technologies and increasing the level of investments in public and private researches and development. |
| | 8.3.6. Preferences for projects supporting internationalisation of companies, particularly the SMEs. |



| CRITERIA | <p>8.3.7. Preferences for projects being consequences of cooperation between scientists and entrepreneurs.</p> <p>8.3.8. Projects supporting development of the economic potential of the region.</p> <p>8.3.9. Preferences for projects exploiting ingenuity and rationalisation.</p> |
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| PROJECTS | <p>8.4.1. Actions aiming at launching new companies in the region, preferably SMEs.</p> <p>8.4.2. Support for development of innovative and creative companies as well as family firms also in peripheral areas.</p> <p>8.4.3. Development of regional financial institutions financing entrepreneurs.</p> <p>8.4.4. Development and application of mechanisms and tools of the financial engineering, including seed capital in activities promoting and activating establishing new companies in the region.</p> <p>8.4.5. Measures aiming at development of companies present in the region through increase of the competitiveness on the local, national and foreign markets.</p> <p>8.4.6. Development of networks of economic relations in the region, including support for formation and operations of clusters.</p> <p>8.4.7. Support for institutions stimulating growth of entrepreneurship and innovations, especially business incubators, academic incubators, technology parks and network of these institutions.</p> <p>8.4.8. Stimulation of cooperation between companies and research and development units and universities in terms of transfer and absorption of innovations and new technologies, including development of a scholarship programme in conjunction with applied researches.</p> <p>8.4.9. Development of unique in the region R&D infrastructure for industry, including test track in the Railway Institute in Żmigród.</p> <p>8.4.10. Development of new technologies, including regional scientific and technological specialties, which include: chemical sciences (material engineering, nanotechnology), medical sciences, biology, biotechnology and biomedicine, pharmacology, mechanics and automatics, water and land engineering, nanophotonics and environmental, measurement and cosmic technologies, micronized biological materials and IT in Lower Silesia.</p> <p>8.4.11. Development of instruments supporting economically competitive and innovative activities.</p> <p>8.4.12. Support and promotion of the social economy and increasing its role in the social and economic development of the voivodeship.</p> <p>8.4.13. strengthening of the potential of the business environment and its role in development of conditions favourable for the business and implementation of public objectives in cooperation with the local government of Lower Silesian Voivodeship, for example through support and delegation of tasks.</p> <p>8.4.14. Promotion of the idea of the corporate social responsibility.</p> <p>8.4.15. Support for adaptability of employees, companies and entrepreneurs to changes.</p> <p>8.4.16. Measures aiming at stimulation of processes associated with R+D activities, for example through PPP, implementation of results of the R+D cooperation of companies, mainly from the SME sector in this respect.</p> <p>8.4.17. Creation of conditions favourable for the international economic cooperation between companies, exchange of experiences and use of business models.</p> <p>8.4.18. Stimulating, in cooperation with relevant local governments, creation and development of economic activity zones. Support for measures dedicated to development of Special Economic Zones in the economic development of the region.</p> <p>8.4.19. Development of the concept of specialisation for existing development agencies and companies of the voivodeship local government in terms of implementation of the Strategy and delegating tasks arising from the territorial characteristic and sub-regional economic conditions.</p> <p>8.4.20. Support for energy efficiency and application of renewable energy sources in companies and in agriculture.</p> <p>8.4.21. Increasing abilities associated with entrepreneurship and innovations of the SME, for example through support for diffusion and adaptation of technology, including key technologies.</p> <p>8.4.22. Support for placement of companies from the higher –order services using the high potential of the human capital.</p> |

7 | SRWD monitoring and system of indicators

Monitoring of implementation of objectives of the Strategy will be carried out based on set of indicators. It shows consistency with provisions of the National Strategy of Regional Development and is based on the system of monitoring of the National Development Strategy 2020. For a more comprehensive visualization of processes in the regional dimension it has been supplemented with additional indicators, adequate for assumed strategic objectives. The set of indicators prepared allows for clear, comprehensive and transparent monitoring of social and economic changes, as well as identification of dysfunctions arising from natural development processes. However, given the rapidly changing global megatrends it is allowed to modify the set of indicators at the mid-term evaluation, including new, original indicators based on experts' opinions.

| NO. | OBJECTIVE | INDICATORS | Year | Lower Silesia | Poland |
|-----|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|---------------|----------|
| 1. | Development of knowledge based economy | Share of people working in R+D sector in relations to the total employment (%) | 2010 | 0,73 | 0,81 |
| | | Total expenditures on R+D activities (% GDP) | 2009 | 0,53 | 0,74 |
| | | Share of economic entities incurring expenditures on the R+D activities in relation to the total number of entities (%) | 2010 | 33,7 | 24,4 |
| | | Share of industrial companies cooperating in respect to innovative activities in relations to the total number of companies employing more than 9 employees (%) | 2010 | 7,0 | 6,1 |
| | | R+D units per 100 000 people | 2010 | 5,0 | 4,6 |
| 2. | Sustainable transport and improvement of transport availability | Number of voivodeship cities connected with Wrocław with main roads (motorways and express roads) | 2011 | 3 | -- |
| | | Total length of voivodeship and poviat roads (km) | 2011 | 10 681 | 144 777 |
| | | Total length of express roads (km) | 2011 | 13,0 | 737,6 |
| | | Total length of motorways (km) | 2011 | 222,3 | 1 069,6 |
| | | Total length of operating railways (km) | 2011 | 1 779 | 20 228 |
| | | Share of people using the public transport in cities (urban transport) and in the region (regional transport) in total population (%) | 2008 | 64,2 | 77,1 |
| | | Number of passengers handles in the Wrocław airport – arrivals and departures (m) | 2011 | 1,61 | -- |
| | | Number of permanent speed limits below the construction velocity on the railway network of the voivodeship divided into: - local government - national | 2014 | 11 349 | -- -- |
| 3. | Increase of competitiveness of companies particularly SME | Share of economic entities employing up to 9 employees in relations to the total number of business entities within the national economy registered in the REGON system (%) | 2011 | 95,9 | 94,9 |
| | | Share of the SME in GDP generation PKB (%) | 2010 | 45 | 48,4 |
| | | Share of natural persons conducting business activities in relations to the total number of business entities (%) | 2011 | 69,6 | 74,2 |
| | | Share of people working in the services sector in relations to total number of employees (%) | 2011 | 59,2 | 56,7 |
| | | Share of people working in business environment institutions (finance, insurance and real estate) | 2011 | 4,4 | 3,9 |



| NO. | OBJECTIVE | INDICATORS | Year | Lower Silesia | Poland |
|-----|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|---------------|--------|
| | | market) in relation to the total number of employees (%) | | | |
| | | Business environment institutions (finance, insurance and real estate market) per 10 000 business entities | 2011 | 1415 | 853 |
| | | Share of the non-profit organisations conducting business activities and not engaged in paid statutory activities in relations to the total number of organisations (%) | 2010 | 3,0 | 4,0 |
| 4. | Environment protection, efficient use of resource and adaptation to climate changes and improvement of the safety level | Share of electric energy production from renewable sources in relations to total electric energy production (%) | 2010 | 4,93 | 6,91 |
| | | Electricity consumption in cities per 1 resident (kWh) | 2011 | 759 | 774 |
| | | Emission of air pollution with SO ₂ per 1 resident (kg) | 2011 | 16,5 | 13,0 |
| | | Emission of air pollution with NO _x per 1 resident (kg) | 2011 | 6,4 | 8,6 |
| | | Share of areas with exceptional natural values legally protected in relations to the total area (%) | 2011 | 19 | 32 |
| | | Share of people using sewage treatment plants in relation to the total population (%) | 2011 | 77,9 | 66,3 |
| | | Share of devastated and degraded areas requiring re-cultivation in relations to the total area (%) | 2011 | 0,0041 | 00,20 |
| 5. | Increase of access to communication and information technologies | Share of users of the broad band in relation to the total population (%) | 2009 | 49,8 | 51,2 |
| | | Expenditures on the information technologies (% GDP) | 2010 | 1,5 | 1,7 |
| | | Expenditures on the IT technologies (% GDP) | 2010 | 2,5 | 2,8 |
| | | Share of companies having a web site in relation to the total number of business entities (%) | 2011 | 64,8 | 64,7 |
| | | Share of entities using an internal computer network LAN in relation to the total number of business entities (%) | 2011 | 75,2 | 71,5 |
| | | Share of high- and medium-high technology products in relations to the total production sold in the industry (%) | 2010 | 32,0 | 33,5 |
| 6. | Increase of employment and mobility of employees | Registered unemployed rate (%) | 2011 | 12,5 | 12,5 |
| | | Share of the unemployed aged 25-34 in relation to the total number of registered unemployed (%) | 2011 | 27,8 | 29,3 |
| | | International migration rate (‰) | 2011 | -0,17 | -0,12 |
| | | Employment rate of the disabled people (%) | 2011 | 15,5 | 20,8 |
| | | Employment rate of people aged 55+ (%) | 2011 | 35,1 | 47,4 |
| 7. | Social inclusion, improvement of the life quality | GDP per capita (PLN) | 2009 | 38 395 | 35 395 |
| | | Average annual GDP growth rate (%) | 2011 | 1,4 | 1,5 |
| | | Voter turnout – local government elections (%) | 2010 | 45,22 | 47,32 |
| | | Average monthly gross remuneration (PLN) | 2011 | 3 587 | 3 625 |
| | | People benefiting from social assistance benefits per 10 000 people | 2011 | 445 | 528 |
| | | Infant deaths per 1000 live births | 2011 | 5,6 | 4,7 |
| | | Crime detection rate (%) | 2011 | 68,1 | 68,7 |

| NO. | OBJECTIVE | INDICATORS | Year | Lower Silesia | Poland |
|-----|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|------|---------------|--------|
| 8. | Improvement of education quality, lifelong education | Share of children aged 3-5 covered by the pre-school education in this age group w (%) | 2010 | 65,3 | 64,6 |
| | | Average number of pupils in primary and secondary schools per 1 computer with the broad band access to the Internet | 2010 | 11 | 10 |
| | | Baccalaureate pass rate (%) | 2012 | 82,8 | 86,0 |
| | | Students of universities per 10 000 people | 2011 | 557 | 455 |
| | | Post-graduate students per 10 000 people | 2011 | 48,7 | 48,8 |

Monitoring of the development of the region will allow reacting and adjusting development and intervention measures adequately to emerging challenges. Good monitoring guarantees adaptability and effective implementation of objectives included in the Strategy. The reference for the evaluation of occurring changes will not only be the starting point determined with statistical data, but also values assumed a priori as the target point. Accordingly, the implementation of particular objectives of this Strategy will aim at obtaining the following target indicators:

For OBJECTIVE 1 – Development of knowledge based economy

- Increase of expenditures on the R+D activities up to 3% GDP;
- Increase of the share of business entities incurring expenditures on the R+D activities up to 41% GDP.

For OBJECTIVE 2 – Sustainable transport and improvement of transport availability

- Covering the entire inhabited area of Lower Silesian Voivodeship with the isochrones of 30 minute distance from existing and designed motorways and express roads;
- Increase of passengers at the Wrocław airport up to 5 million people.

For OBJECTIVE 3 – Increase of competitiveness of companies particularly SME

- Increase of the share of SME in generating GDP up to 55%;
- Increase of share of natural persons engaged in business activities in relations to the total number of business entities up to 75%.

For OBJECTIVE 4 – Environment protection, efficient use of resource and adaptation to climate changes and improvement of the safety level

- Reduction of emission of air pollution with SO₂ to 13 kg per 1 resident and NO_x to 5 kg per 1 resident;
- Increase of share of people using sewerage treatment in relation to the total population to 85%.

For OBJECTIVE 5 – Increase of access to communication and information technologies

- Increase of expenditures on IT technologies up to 8.5% GDP;
- Increase of share of users of the broadband in relations to the total population up to 75%.

For OBJECTIVE 6 – Increase of employment and mobility of employees

- Lowering the registered unemployment rate to 7%;
- Increase of the employment rate:
 - People aged 55+ up to 40%;
 - Disabled people up to 26%.

For OBJECTIVE 7 – Social inclusion, improvement of the life quality

- Increase of the average annual GDP growth up to the level exceeding 4.0%;
- Increase of the GDP per capita up to 115% of the national average;
- Increase of the average life expectancy at least by 1 year.

For OBJECTIVE 8 – Improvement of education quality, lifelong education

- Covering 90% of kids aged 3-5 with the pre-school education;
- Increase of the baccalaureate rate up to 88%;
- Reaching by at least one university from the region a position in the Shanghai ranking (ARWU).



Summary

The Development Strategy of Lower Silesian Voivodeship 2020 presented here has been developed assuming proposals coming from an open public debate. The acquisition of information and clarification of directions of development have been supported by sub-regional debate forums created by units of the territorial local government and debates attended by social partners, scientists and entrepreneurs.

The draft Strategy has been subject to social consultations that have been held in all poviats of Lower Silesia. Over 60 such meetings in the form of public debate have been organised. In the largest cities of the region (Wrocław, Legnica, Jelenia Góra and Wałbrzych) there were conferences and in Zgorzelec and Kudowa Zdrój two trans-boundary meetings attended by representatives of the Federal Republic of Germany and the Czech Republic took place. During these direct meetings over six hundred comments and suggestions have been submitted. The information about the beginning of social consultation and possibility of submitting comments have been announced also on the social networking site. The information about further consultation meetings reached in this way several thousand of Lower Silesians. Consultations have been conducted also through the web site of the Marshall Office. About five hundred of comments have been submitted through a dedicated on-line form. Generally, the Strategy Working Group considered 2095 comments and proposals.

The base for development of this Strategy was an expert draft Lower Silesia Development Strategy 2020 of 30 July 2012 developed by the Wrocławska Agencja Rozwoju Regionalnego SA edited by Professor Janusz Zaleski as well as works of the Expert Team led by Jerzy Tutaj, PhD, including: Professor Roman Galar, Professor Mirosław Klamut, Sławomir Najnigier, Grzegorz Roman, Professor Jan Waszkiewicz, Professor Antoni Jeżowski and Professor Janusz Zaleski.

The final shape of the document has been developed by the following team: Magdalena Bednarska-Wajerowska, Magdalena Belof, PhD, Elżbieta Berezowska, PhD, Maciej Borska, PhD, Mieczysław Ciurla, PhD, Karolina Drewnicka, Artur Harc, Przemysław Malczewski, Jerzy Tutaj, PhD, Miłosz Zankowski, Maciej Zathej, PhD, with significant support of the team from the Voivodeship Spatial Development Bureau in Wrocław.

LIST OF ABBREVIATIONS:

R+D – research and development
DŚ – Lower Silesia
EEA – European Economic Area
EU-USA – Europe/United States of America
LGOM – Legnica-Głogów Copper Area
SME – small and medium enterprises
OF – Functional areas
OSI – Areas of strategic intervention
GDP – Gross Domestic Product
ppp – public-public partnership
PPP – public-private partnership
pps – public-social partnership
PZPWD – Lower Silesian Spatial Development Plan
RP – Republic of Poland
SRWD – The Development Strategy of Lower Silesian Voivodeship 2020
EU – European Union
UMWD – Marshall Office of Lower Silesian Voivodeship
WBU – Voivodeship Spatial Development Bureau in Wrocław
WDB – gross added value

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