



REGIONAL  
DEVELOPMENT STRATEGY  
„MAŁOPOLSKA 2030”

VOLUME 2

**STRATEGY**

Part II

# **STRATEGY**



Annex to Resolution No. XXXI/422/ 20 Sejmiku Województwa Małopolskiego  
of 17 December 2020.

*Małopolska 2030. Family space.  
Your space for success.*

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# LADIES AND GENTLEMEN,

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We would like to present to you a document developed in cooperation between the Local Government of the Małopolska Region and a wide range of social and economic partners. In it, we set out a vision for the development of the region in the coming decade. We want the sustainable development of Małopolska to lead to an improvement in quality of life for the residents of all areas of the region, and the implementation of the Strategy's objectives to contribute to strengthening social bonds and building a sense of pride in what Małopolskans can achieve through joint effort.

The family has a special place in the Strategy. It is our wish that, thanks to the joint efforts of the Region's Local Government and its partners, over the next decade the region will become a place which gives Małopolska's residents and their families a sense of security and stability, based on respect for the values of spiritual and material heritage, with Małopolska, at the same time, developing into a region with a dynamically developing economy based on innovation, in which we care for the environment for the good of both ourselves and future generations.

The need to ensure safety assumes particular significance in view of the coronavirus pandemic, the effects of which were felt, to varying degrees, by the majority of Małopolans in 2020. The response of the Local Government of the Region to the outbreak of the epidemic was to quickly adopt and launch the Małopolska Anti-Crisis Shield, to which we have allocated nearly one billion zloties. Thanks to these funds, many hospitals have received essential medical equipment, entrepreneurs have received support to continue their operations and keep their jobs, and students and teaching staff have received assistance in distance learning.

The pandemic, whose effects were so painfully experienced by many of us, made us verify the priorities not only in the current policy for the development of the Region but also in a longer-term perspective. In the Strategy, we have put particular emphasis on such issues as the development of e-services, ensuring adequate medical staff, integrating communication and management systems operating between the services responsible for safety and rescue in the region, adapting educational institutions to the possibility of effective remote learning, online dissemination of cultural heritage and the range of cultural institutions, promotion and dissemination of flexible forms of employment, as well as the development of digital competence and services.

We would sincerely like to thank all those who contributed to the creation of this document by taking part in meetings, workshops and debates as well as sending us their postulates, comments and ideas for strategic undertakings. Many of these voices were used while working on the Strategy. This document is our common work and we believe, thanks to the involvement of many different circles in the implementation of the strategy, that we will manage to realise our ambitious vision for development.



Witold Kozłowski  
Marshal of the Małopolska Region



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## VISION AND MAIN OBJECTIVE

The development strategy is the Government of the Małopolska Region's commitment to the people of Małopolska. This commitment was made as early as in 2000, when a declaration was made on the pages of the first Strategy, which is designed to make Małopolska a region of equal opportunities, comprehensive human development and modern economy; a region strong in the activity of its residents, drawing on the heritage of the past and preserving its identity in an integrating Europe. The validity of this form of regional vision is confirmed by the fact that, despite dynamic socio-economic changes to the region and in its surroundings, it has continually been the fundamental starting point for activities planned as part of subsequent strategies.





Today, despite the passage of two decades since it was formulated, the vision for Małopolska's development is still valid. Nevertheless, the dynamics and intensity of the modernisation process make it necessary not only to correct the action and mechanisms whose introduction is set to contribute to its realising it, but also modify the vision itself for the challenges facing Małopolska towards 2030.

In 2004, the expansion of – and Poland's accession to – the European Union completed the process of integrating our country into a larger international community. Today, within the EU, intensive processes aimed at economic, monetary, military, defensive and political integration continue. Therefore,

despite Małopolska's 16 years of EU membership, it is still important to nurture and promote the values that form the foundation of the region's traditions.

Just as it was during the formulation of the first Strategy, today's local and regional government authorities declare their willingness and readiness to make a joint effort so that, in the coming decade, Małopolska will become a place which gives its people and their families a sense of security and stability based on respect for the values of its spiritual and material heritage, and also a region with a fast-growing economy based on technical thought, moving towards environmental neutrality.

We are therefore committed to implementing actions that will give substance to this vision:

**Małopolska: a region of equal opportunities and comprehensive development for the people of Małopolska: a modern economy, with a responsible attitude to environmental resources, strengthened by the activity of its inhabitants, drawing on the heritage of its past, preserving its identity and actively working towards European integration.**

The above vision will be realised by achieving its main objective:

**Małopolska: a region of sustainable development in social, economic, environmental and territorial aspects.**

The development of the Region, with the fulfilment of regional government obligations towards Małopolska, requires mobilisation of organisational and financial resources at the disposal of regional government, as well as those managed by private entities. Therefore, the implementation of the vision for the region's development requires the Government of the Region to involve the largest possible group of partners in the development process. This is the only way to achieve synergic effects, enabling the ambitious vision for Małopolska's development to be fulfilled.

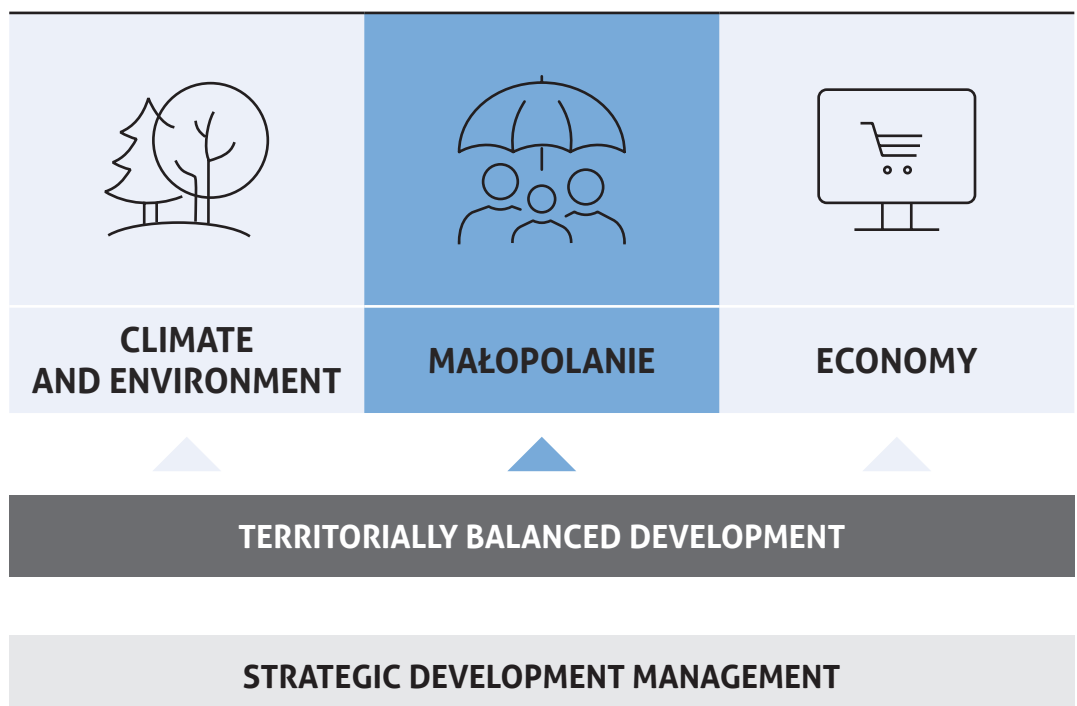




# DEVELOPMENT POLICY OBJECTIVES AND ORIENTATIONS

The areas identified in the Strategy are not hierarchical. Instead, they complement each other. Directions for development policy concerning individual areas are a logically related system of mutually complementary interventions.

The relationships between the different Strategy Areas are illustrated in the diagram below:





- › The multifaceted nature of changes to social, economic, environmental and spatial aspects of life requires the Government of the Region to develop an effective, integrated public campaign in response to the challenges resulting from them. Experience gained by regional government during two decades of planning and implementing of development policy unambiguously confirm that policy based on comprehensive actions, both materially and spatially, is more effective than that a sectoral approach to development policy. The consequences of this sectoral approach include difficulties in optimising resources used to implement activities, as well identifying and solving problems occurring between various sectors. With this in mind, the Government of the Małopolska Region, as early as the beginning of work on the Strategy, declared its will to prepare and implement public policy with an integrated approach to development, involving:
  - › combining various types of activities (including infrastructural and "soft" activities) and mobilising regional partners of the Regional Government (local government units, entrepreneurs, government administration, universities, non-governmental organisations) to take joint action for the development of Małopolska;
  - › considering the spatial aspect of measures described in the Strategy, which it will enable the unique potential of Małopolska to be utilised to the best effect and better address the development problems of its individual territories.

Central to measures taken within the framework of the Strategy will be the people of Małopolska and their families. The essential point of reference for activities supporting the development of the region will be a more equal development opportunities for Małopolska families. Therefore, all the measures taken by the Government of the Region to achieve sustainable development, in social, economic, environmental and territorial aspects of life, will be introduced for the benefit of Małopolska's families.

This approach is reflected in the structure of the Strategy, which is based on areas in which different activities have been concentrated around specific objectives. The objectives defined for each area are to provide the basis for joint efforts made by the Government of the Region and its partners: entrepreneurs, universities, the third sector, other local government units and government administration.

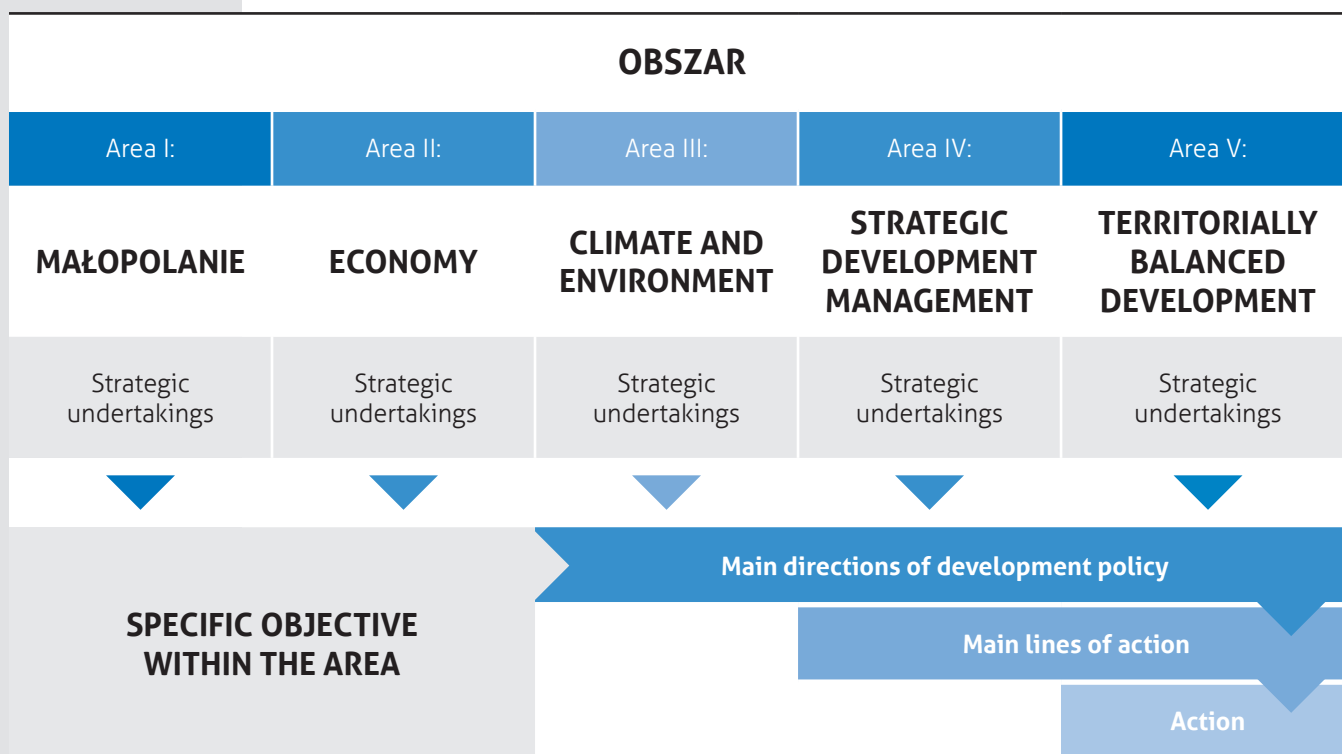
The activities that form part of the social interventions planned for individual areas are not unrelated. Indeed, they mutually affect and complement each other to create the synergy crucial for them to succeed.

The following areas have been identified within the structure of the Strategy:

- › MAŁOPOLANIE – whose activities are primarily aimed at ensuring the best possible quality of life for residents and their families, ensured by sustainable development of the region in social, economic, spatial and environmental aspects of life. The policy for this area also covers visitors to our region to satisfy their professional, educational or leisure needs;
- › ECONOMY – whose main objective is further development and strengthening of the competitive and innovative position of Małopolska both nationally and internationally. The policy for this area will support sustainable economic development undertaken with respect for environmental resources, while its effects will help to bring prosperity to Małopolska's residents;
- › CLIMATE AND ENVIRONMENT – whose activities will focus not only on the protection and rational use of the natural resources of Małopolska, but also on using them to support the economic development of the region and contribute to an improvement in the quality of life of the people of Małopolska and their families;
- › STRATEGIC DEVELOPMENT MANAGEMENT – whose activities are focused on supporting the implementation of development policies of the Region's Government designed for other areas. The mechanisms and instruments described in this part of the Strategy will not only help to increase the effectiveness of pro-development activities undertaken to achieve its objectives, but will also aim to involve the largest possible number of partners and resources in this process;
- › TERRITORIAALLY BALANCED DEVELOPMENT – The activities described in this part of the Strategy are the product of territorialised public policy enshrined under the provisions of the Strategy, to make it more effective tackling the specific development challenges faced by various parts of Małopolska. This is not meant to replace any of the activities described in other parts of the Strategy; it is an attempt to address them more precisely to the needs and local potential of particular types of territories in Małopolska.

The main objective of the Strategy will be implemented within the framework of five subject areas for which specific objectives have been defined. In each of these areas, the main direc-





tions for development policy have been identified, for which the strategy and main directions for actions have been indicated. The delivery of objectives in four areas is to be supported by the implementation of strategic undertakings. In the area of Territorially Sustainable Development, no strategic undertakings were indicated, because interventions planned in this field will be addressed to specific territories

– areas of strategic intervention – which, due to their specific nature and the problems occurring there, require additional support going beyond the activities envisaged for the Region as a whole. In the remaining areas, there are a selection of strategic projects to be implemented at regional level by local government in co-operation with its partners.

**MAIN OBJECTIVE**  
**MAŁOPOLSKA AS A REGION OF SUSTAINABLE DEVELOPMENT**  
**THE SOCIAL, ECONOMIC, ENVIRONMENTAL AND TERRITORIAL DIMENSION**

MAŁOPOLANIE	ECONOMY	CLIMATE AND ENVIRONMENT	STRATEGIC DEVELOPMENT MANAGEMENT	TERRITORIALLY BALANCED DEVELOPMENT
Specific objective	Specific objective	Specific objective	Specific objective	Specific objective
Socially sensitive, family-friendly development	Innovative and competitive economy	High environmental quality and striving for climate neutrality	A strategic development management system adapted to the challenges of the 2020-2030 decade	Sustainable and balanced development based on endogenous potentials
Main directions development policy	Main directions development policy	Main directions development policy	Main directions development policy	Main directions development policy
<ol style="list-style-type: none"> <li>1. Families of Malopolska</li> <li>2. Health care</li> <li>3. Security</li> <li>4. Sport and recreation</li> <li>5. Culture and heritage</li> <li>6. Education</li> <li>7. Labour market</li> </ol>	<ol style="list-style-type: none"> <li>1. Innovation</li> <li>2. Competitiveness and entrepreneurship</li> <li>3. Tourism</li> <li>4. Transport</li> <li>5. Digital Malopolska</li> <li>6. Closed loop economy</li> </ol>	<ol style="list-style-type: none"> <li>1. Climate change mitigation</li> <li>2. Water management</li> <li>3. Biodiversity and landscape</li> <li>4. Environmental education</li> </ol>	<ol style="list-style-type: none"> <li>1. Strategic development management system</li> <li>2. Cooperation and partnership</li> <li>3. Promotion of Malopolska</li> </ol>	<ol style="list-style-type: none"> <li>1. Spatial order</li> <li>2. Support to cities</li> <li>3. Rural development</li> <li>4. Intra-regional cohesion and accessibility</li> </ol>

## MAIN DEVELOPMENT POLICIES



# AREA I: MALOPOLANS

Specific objective:

## Socially sensitive, family-friendly development

### STRATEGIC UNDERTAKINGS

- The family at the centre
- Malopolska's Tele-Anil 2.0
- Digital Assistant
- Development of the health care system and preventive measures
- Safe Małopolska
- Third European Games
- Music Centre in Krakow
- House museums
- Malopolska manors, castles and chateaux – „green” restoration and reconstruction of historic buildings and adaptation for new socio-economic functions
- Virtual Museums of Malopolska
- Malopolska Science Centre Cogiteon
- Malopolska Knowledge Laboratory
- Professional Małopolska
- Malopolska House of Technology
- Lesser Poland's train to career
- Employed persons – the best investment for Małopolska





### **SPECIFIC OBJECTIVE FOR "MALOPOLSKA REGION"**

Pursuant to the principle of socially sensitive development, priority for social development measures will be improving the quality of life for Malopolans and their families. The pro-family policy will cover comprehensive actions in various areas of socio-economic life – from providing access to health care, child care, high quality education, as well as cultural goods and services and other leisure activities available (including recreational and sports facilities), through obtaining satisfactory employment and making it easier to combine professional and family roles, to providing financial support and assistance for people in difficult situations.

For society, sustainable development means development that is demographically conscious and socially responsible: on the one hand, it introduces solutions aimed at mitigating threats connected with demographic processes; on the other hand, it also adapts directions for implementing measures to the effects of these changes in such a way as to ensure that all social groups are included in development processes. Balancing development opportunities is of key importance for improving and maintaining social cohesion. This is because growing social inequality leads to certain groups being „pushed out“ of development processes which, in turn, perpetuates their impoverishment and social exclusion. One important factor in counteracting social exclusion is building solidarity between generations.

In view of the above, the specific objective for the LOWER area is as follows:

### **SOCIALLY SENSITIVE, FAMILY-FRIENDLY DEVELOPMENT**

# MAIN DEVELOPMENT POLICIES:

## 1. MALOPOLSKA'S FAMILIES

### HANDLING STRATEGY

Support for Małopolska residents and their families, including assistance for persons in difficult situations, are the main priorities for the Government of the Region. On the basis of existing structures of social assistance and social integration, diverse forms of action will be taken, some of which may be individualised or tailored to specific needs. Efforts will be made to improve the availability and comprehensiveness of services as well as the speed and continuity of providing assistance. At the same time, family leisure activities will be developed, including projects combining various fields of science and culture with active leisure, mainly for intergenerational integration. In this way, public policy will help to support Małopolska's residents and their families at various stages of life.



Support for Małopolska residents and their families, including assistance for persons in difficult situations, are the main priorities for the Government of the Region. On the basis of existing structures of social assistance and social integration, diverse forms of action will be taken, some of which may be individualised or tailored to specific needs. Efforts will be made to improve the availability and comprehensiveness of services as well as the speed and continuity of providing assistance. At the same time, family leisure activities will be developed, including projects combining various fields of science and culture with active leisure, mainly for intergenerational integration. In this way, public policy will help to support Małopolska's residents and their families at various stages of life.

Equal development opportunities and preventing the issue of inherited helplessness are considered to be of extreme importance. Therefore, actions in support of families, addressed to children and adolescents, will be designed to increase their motivation for learning, give them a pro-social life attitude and boost their self-confidence. An important role in this scope is assigned to day-care centres. The key is to provide an optimum network of these centres and to develop their range of services. It will be important to create a system of educational or preventive measures even for families not showing any signs of exclusion. In view of the increase in the number of children with various dysfunctions as well as the challenges faced by families with a disabled child or a child at risk of disability or with non-harmonic development, it is also necessary to strengthen the system of early diagnosis and development support. The idea is for children with various difficulties to be covered by multi-specialist intervention before problems with behaviour or learning in kindergarten or school emerge. In implementing these measures, the key issue is improving access

to high quality support with the cooperation of various entities providing services for children at different stages of development. Support for early detection and treatment of congenital and developmental defects will be implemented on a complementary basis. Solutions for combining child care with professional work will be promoted, including child care services for children up to three years of age. These will work in conjunction with complementary measures implemented on the labour market. For the benefit of children deprived of parental care, support for various forms of foster care will be continued.

In response to a progressively ageing society, measures for seniors will be undertaken, aimed at maintaining their efficiency and activity and making use of their potential for social life. This will be supported by solutions for increasing the educational activity of the elderly, especially in digital competencies, with classes arranged in co-operation with Third Age Universities and senior activity centres etc., as well as increasing their physical activity. At the same time, within the framework of labour market, measures will be taken to support economic activity of the elderly as well as persons with disabilities. It is essential for persons requiring assistance to remain in their environment for as long as possible. This allows them to maintain social relations and remain independent for longer. As far as activating the elderly and disabled is concerned, friendly and accessible meeting spaces will be created close to their place of residence, with a diverse range of free time activities, even from an inter-generational angle. In order to improve the quality of life of persons in need of assistance in everyday life, de-institutionalised care and support services will be developed and implemented at the place of residence or as close as possible to the place of residence of the individual concerned. This may involve various forms of occupational therapy, care services or



assistant services etc. At the same time, measures will be taken to improve the availability and quality of day-care and 24-hour care services as well as the level of sanitary and epidemiological safety in these institutions; within the framework of support for existing and establishment of new entities providing these services, significant importance will be attached to extending their range with community support. There will also be complementary long-term nursing and medical care, as well as services using modern information and communication technologies to improve the level of safety and comfort of life for the elderly, chronically ill or disabled, such as telecare and telemedicine.

There will also be more support for informal carers of persons in need of support in everyday life, with improved services to alleviate the burden of care duties. This will facilitate combining social and professional activity with care for a family member and will help to postpone the need for round-the-clock institutional care. Support will also involve preparing families for skilful handling of a person in need of care, including easier access to information and equipment facilitating care and psychological assistance. Complementary solutions will be implemented to facilitate combining family obligations (caring) with professional work and help people taking care or exercised care of a member of the family to return to work.

To increase the effectiveness, quality and efficiency of social services, the key issue is to improve working conditions and the prestige of social assistance and integration services. Apart from supporting the infrastructure of social services, it is necessary to enable competencies and qualifications of personnel of social assistance and integration and employment services to be developed or improved. For better coordination of measures, there will be more co-operation between these services. Great importance is attached to such forms of support, which lead to a permanent improvement in the situation of the relevant individual by enabling social roles and activity on the labour market to be performed successfully, without depending on social assistance. To improve the quality of so-

cial services, intersectoral cooperation between entities providing social services will be promoted. This applies, in particular, to public services, social economy entities and non-governmental organisations. Another important factor will be systemic solutions for incubating, testing, implementing and disseminating social innovations.

**MAIN PLANS OF ACTION:**

- 1.1. Supporting families in performing their caring and upbringing duties:
  - 1.1.1. Family counselling and educational programmes to improve parenting skills.
  - 1.1.2. Developing and networking early multi-specialist child development support services.
    - 1.1.3. Developing childcare services for children up to three years of age.
    - 1.1.4. Developing community-based services to assist in family duties.
    - 1.1.5. Preventing domestic violence.
  - 1.2. Educational campaigns to prepare young people for their family, social and professional roles, and to promote the idea of volunteering.
  - 1.3. Developing a social activation and integration package, including intergenerational activities.
  - 1.4. Helping older people and people with disabilities through community-based forms of activation and support as well as the development of day-care and 24-hour care facilities.
  - 1.5. Assisting those caring for a family member who requires support in daily living.
  - 1.6. Social integration for people in a particularly difficult situation, including crisis intervention activities.
  - 1.7. Developing social, assisted and sheltered housing.
  - 1.8. Measures designed to improve the system of foster care in accordance with the principles of de-institutionalisation and assist children in becoming independent.
  - 1.9. Improving the effectiveness, quality and efficiency of social services, including systemic solutions for providing adequate personnel for social assistance and integration.

**2. HEALTH CARE**

**HANDLING STRATEGY**

The state of one's health significantly affects quality of life and professional activity. In order to improve the quality, efficiency and resilience of the health care system in the region, comprehensive and complementary actions have been planned, designed to improve the situation within the next 10 years.

With more than a third of the health burden still attributed to behavioural risk factors, health education on pathogenic risk factors

and healthy lifestyles as well as preventive measures to disseminate diagnostic tests



remain particularly important for maintaining good health for as long as possible.

An important element of measures aimed at preventing disability and minimising its effects will be increasing access to rehabilitation treatment and improvement of early detection of congenital and developmental defects, enabling the quickest possible commencement of treatment and thus increasing the chances of limiting deficiencies and dysfunctions. Complementary actions will be taken in the field of early multi-specialist support for child development.

In view of staff deficits in the health care system, it will be important to take measures to provide adequate medical staff, through scholarship programmes as well as programmes enabling medical staff to attain higher professional qualifications. In order to reduce deficits of well-qualified human resources in the care sector and to improve the quality of long-term care, educational measures in preparation for entering these professions will be carried out, including apprenticeships for foreign workers joining the profession, as well as systematic training for employees in the scope of care proceedings.

In view of current and projected demographic changes occurring, it is crucial to adapt the profile of various medical services to the needs of an ageing population.

There will be an evolutionary shift of the burden of treatment from hospital care to lower levels of health care services, with measures focused on improving accessibility and the level of services of basic health care and outpatient specialist care. At the same time, it is also necessary to provide high quality hospital treatment, involving the development of new infrastructure and equipment etc.

With a view to persons requiring round-the-clock care, long-term care services will be

developed, in the form of care and treatment institutions, nursing and care institutions, day medical care homes, long-term care at nursing homes, palliative care and hospice care etc. Support for 24-hour care institutions will vary according to individual circumstances and the availability of services at a given location (e.g. places for temporary stay, the use of online care services). Measures designed to de-institutionalise care services, including the development of various forms of community support and telecare, will be implemented on a complementary basis.

In connection with the growing number of people suffering from mental health disorders, it is necessary to develop professional assistance at various levels of support – not only outpatient or hospital psychiatric care, but also within the framework of family support services and the educational system. Particular importance will be attached to educational activities in the field of mental health promotion, including addiction prevention, addressed to a wide range of recipients including children, adolescents and adults, with regard to professions in which basic knowledge on the subject is particularly important. These include teaching, medical and social care, family assistance and crisis intervention as well as the police. One priority will be to develop forms of psychiatric and psychotherapeutic care for the community, and help to establish a network of community mental health centres for children and adolescents. At the same time, action will be taken to eliminating deficits in the provision of in-patient psychiatric care, especially for children and adolescents. Another important element in the package of measures for the prevention and treatment of mental disorders will be a system of assistance and social support for persons with mental disorders and their families. Measures will also be taken to create a psychiatric teleconsultation system between centres of different reference levels, and to improve psychological telesupport.

The COVID-19 epidemic has shown how important and necessary it remains to shape attitudes and form habits to increase health security. With a view to preventing infectious diseases, it is considered particularly important to raise awareness of the importance of preventive vaccinations. There will also be organisational and infrastructural solutions to increase sanitary and epidemiological safety in medical entities

In order to improve the quality of healthcare and its effectiveness, it is also considered crucial to implement systemic solutions for better cooperation between entities providing healthcare services, as well as investment in infrastructure, research and development programmes, as well as innovative solutions to healthcare, particularly developing medical e-services.

Support for health care resources will aim to implement modern medical technologies and eliminate existing deficits. Dedicated support will be provided in the region for the prevention, diagnosis and treatment of cancer, mental health disorders in children and adolescents, and other rare diseases, together with comprehensive medical support for sufferers and their families.

**MAIN LINES OF ACTION:**

- 2.1. Educational activities to raise public health awareness and promote healthy lifestyles.
- 2.2. Preventative and diagnostic programmes for regionally relevant disease entities.
- 2.3. Promoting mental health as well as prevention and treatment of mental disorders.
- 2.4. Preventing occupational diseases and

early detection of health problems and disability risks.

- 2.5. Developing prenatal diagnosis aimed at early detection and treatment of congenital malformations.
- 2.6. Educating the public on the prevention of infectious diseases.
- 2.7. Systemic solutions for the provision of adequate medical and care personnel.
- 2.8. Supporting existing and establishing new institutions providing long-term medical care and nursing care services and increasing the therapeutic and rehabilitation potential of these institutions.
- 2.9. Developing infrastructure and equipment at entities providing diagnostic, treatment and rehabilitation services for diseases common in the region as well as less common ones.
- 2.10. Developing infrastructure and R&D programmes and implementation of innovative solutions in the health-care system.
- 2.11. Systemic solutions for increased co-operation between health care providers.

**3. SAFETY**

**HANDLING STRATEGY**

Creating conditions for maintaining a high level of security (in its various forms) is an important element affecting the quality of life of the region's residents and tourists visiting it. It is important to continuously build social awareness - to make inhabitants more sensitive to various types of emergencies as well as to raise their ability to avert danger or react correctly when it occurs.

In view of the COVID-19 epidemic, it is also important to implement organisational and infrastructural solutions to increase sanitary and epidemiological safety in entities providing a wide range of social services (care, treatment, education, cultural services, etc.).

It is necessary to maintain the current readiness of services to react in case of any life-threatening events or danger to health and property. This will involve providing safety, public order and rescue services with specialist rescue and training equipment, improved premises and continuous updating of knowledge and skills.

Good communication, flexibility and cooperation between services are a prerequisite

for providing efficient assistance to those in need. Integrated communication and management systems between security and emergency services in the region will enable a more effective response to the needs of people at risk. The COVID-19 outbreak has demonstrated a whole new scale of challenges in this respect.

**MAIN LINES OF ACTION:**

- 3.1. Strengthening public awareness of security issues:
  - 3.1.1. Promoting attitudes sensitivity and encouraging the appropriate response to crisis situations.
  - 3.1.2. First aid education.
  - 3.1.3. Information and education activities to increase road safety.



SAFETY



- 3.1.4. Information and education activities to increase sanitary and epidemiological safety.
- 3.2. Systemic solutions to increase sanitary and epidemiological safety in social service providers.
- 3.3. Improving the capacity of security, public order and rescue services.
  - 3.3.1. Developing infrastructure and equipment.
  - 3.3.2. Training service personnel.
  - 3.3.3. Ensuring an adequate level of material reserves.
- 3.4. Increased co-operation between security, public order and rescue services, including the integration of rescue systems and the electronic security management system.

## 4. SPORT AND RECREATION

### HANDLING STRATEGY

Sport is an important component of an active and healthy society. One priority in this area will be the creation of appropriate conditions enabling the development of sport and recreation facilities in Małopolska, and thus increasing local residents' awareness of the positive impact of physical activity on health. One of the actions should undoubtedly be the construction, extension and modernisation of sports and recreation facilities available to the public, including school infrastructure, which will improve the quality of sports facilities, make them more accessible and adjust them to the needs of residents. The main areas of interest include school sports fields, outdoor gyms, skate parks and pumtracks, in publicly accessible green zones near residential areas.



### SPORT AND RECREATION





At the same time, an attractive range of sports and recreational facilities should be provided to encourage residents to engage in physical activity. The range should be targeted both at those who practice sport at competition level and those who do physical exercise for recreation. Mass recreational events aimed at a wide audience will play an important role here. Support from local government for the activities of non-governmental organisations will make it possible to prepare an attractive and comprehensive programme promoting physical culture, tailored to the local needs of the population. One important component of preparing the best possible sports facilities for the inhabitants of the Region, particularly the younger generation, is arranging and supporting appropriate sport programmes for their psychophysical development. Physical education classes at schools and extracurricular sports activities in various disciplines are effective ways of instilling the "bug" of practising sport and encouraging the region's youngest residents to actively spend their free time together. For this purpose, it is necessary to support, implement and develop programmes providing sports talented young people and their mentors with optimum training conditions and opportunities to raise their level of sporting proficiency to representing their country in international competitions. This process should also be supported by a system of prizes and scholarships for young sportsmen and sportswomen, which is an incentive to make creative use of their abilities and to overcome difficulties related to combining sports activities with studies.

Another important factor in guiding young players towards participating in championships is well-qualified coaching and training staff, including trainers, managers and auxiliary staff including sports psychologists, physiologists etc. It is necessary to implement programmes enabling training staff to develop their competences by creating conditions for various forms of further training, including the use of the so-called good practices, consultations, as well as activities improving working conditions.

However, in order to properly realise the objective, it is necessary, above all, to improve the accessibility of sports training and performance infrastructure by building, extending, modernising and maintaining facilities and equipment for professional sport, as well as increasing access to existing but inefficiently used facilities. Enabling sportsmen and

sportswomen to train at modern sports facilities will be a suitable stimulus for achieving better sports results. Comprehensive measures for the development of professional sport will undoubtedly result in an increase in the number of representatives in national teams.

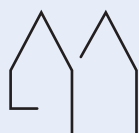
One extremely important element affecting the development of sports facilities is national and international sporting events. The popularity of athletes, modern facilities and high-ranking events generate demand for sports-related industries: a revival of the hotel, catering and entertainment markets. Such events are important for building the image of the region as a specific arena for sports events, a region which has both the infrastructural and logistical potential to meet the organisational requirements of major events. Another important factor in this area is the fact that spectacular sporting events increase interest in a given discipline as well as sport in general. They also promote an active lifestyle and stimulate residents to do more physical exercise. At present, however, not all sporting events of the highest rank can take place in the Małopolska Region. It is therefore important to focus on improving sports training and performance infrastructure; there are many sports facilities in the Region which could be upgraded for top-level events.

#### **MAIN LINES OF ACTION:**

- 4.1. Creating appropriate conditions for the development of sports and recreational facilities in Małopolska:
  - 4.1.1. Construction, extension and modernisation of the region's sports and leisure facilities.
  - 4.1.2. To prepare and support sports programmes to enable the psychological and physical development of the younger generation.
  - 4.1.3. Preparing an appropriate range of sports and recreational activities by supporting non-governmental organisations arranging sports and recreational events for a wide audience, including families with children, seniors, young people and sports players.
  - 4.1.4. Educational and promotional activities to raise residents' awareness of the impact of physical activity on health.
- 4.2. Improving performance in the Youth Sports System:
  - 4.2.1. To implement and support programmes providing optimum sports training conditions for athletically talented young people and their mentors.



- 4.2.2. Creating conditions for the organisation of various forms of further training for coaching staff.
- 4.3. Organisation of top-level sporting events:
  - 4.3.1. Construction and modernisation of sports infrastructure for top-class sports events in the Małopolska Region
  - 4.3.2. Support for organisers of major sporting events, such as the World Cup and Championship, European Cup and Championship etc.
- 4.3.3. Co-operation with Polish District Sports Associations to obtain the right to organise events of the highest rank.
- 4.3.4. Arranging sporting events, in particularly the European Games in 2023, to promote Małopolska's sporting potential in the international arena.



CULTURE  
AND HERITAGE

## 5. CULTURE AND HERITAGE

### HANDLING STRATEGY

Małopolska's potential for developing its cultural heritage resources makes the region unique and attractive, and gives it a special place on the cultural map of the country. On the one hand, the extraordinary wealth of unique monuments of tangible and intangible culture requires systematic action to improve their condition; on the other hand, it also makes it possible to create new functions for these monuments in response to current social or economic needs, particularly those that affect to culture, education and tourism. Also of key importance is the effective protection and revalorisation of historic urban and rural spaces, not only individual objects. It is important to strengthen, protect and build new, unique cultural routes based on UNESCO World Heritage sites as well as other unique cultural attractions.

In an era of globalisation and rapid social and cultural change, and especially in view of the technological revolution, the world of culture and art must respond to the changing needs and expectations of audiences by offering new high quality services. In an effort to modernise the range of services available, activities aimed at improving the functionality and quality of work of cultural institutions will be important, creating new opportunities for the development and accessibility of this range of cultural activities. This will involve the use of digital technology, which will lead to increased interest in cultural activities. Moreover, modern cultural facilities will project a positive image of the towns and villages in which they are located. Entities operating in the field of culture should build relationships between each other, enabling them to benefit from exchanging experience, foster the creation of an integrated cultural activity package and compensate for the existing deficits in access to cultural activities in the region. The impulse to strengthen participation in culture should include multifunctional, interdisciplinary centres, creating conditions for learning about culture, developing interests, passions and talents. At the same time, entities of the cultural sector should use modern technological tools to broaden the catalogue of facilities available and forms of providing information about them, which will make it possible to reach a wider audience. Digitisation will make it possible to disseminate culture online and also create new digital libraries and develop existing ones as centres of cul-

tural education, with staff training in electronic services. Supporting creators and cultural entertainers, including those from non-governmental organisations, in activities responding to the ambitious and diverse needs of contemporary audiences is also of great importance for promoting culture in the region. Particular attention should be paid to improving accessibility to cultural facilities for people with disabilities, seniors and families with children.

The level of participation is closely related to cultural education, hence the need to prepare for participation in cultural life and to teach culture from an early age. There is a need to develop educational programmes, dedicated to various groups of recipients and implemented on the basis of the potential of the cultural sector (cultural heritage resources, experienced and professional staff, infrastructural resources), both in formal and informal groups. Measures will also be taken to enable the creativity and innovativeness among children and youth to be developed, which in the future will translate into greater potential for building a creative society. At the same time, the revival of cultural education should also meet the expectations of residents in this area, in view of the specific needs and preferences of various social groups.

A very important resource of Małopolska's heritage is tradition, the living intangible manifestations of culture inherited from ancestors and passed on to subsequent generations.

They require protection and care, especially through support for folklore, tradition and folk art. It is important to preserve and build the identity of Małopolska based on tradition and the spirituality of the place, while at the same time making use of its potential for innovation. The culture of dialogue with residents, noticing their needs and supporting joint actions, including those of a local nature, will help to maintain Małopolska's good image as a region with a strong cultural heritage, where residents are aware of its value and look to the future with confidence.

**MAIN LINES OF ACTION:**

- 5.1. Protection, promotion and development of cultural heritage:
  - 5.1.1. The protection and promotion of immovable and movable monuments (including those listed by UNESCO and as Monuments of History) and their care, made accessible to all audiences by the use of modern technologies.
  - 5.1.2. Actions for giving new utility functions to historic, restored and reconstructed buildings together with their surroundings.
  - 5.1.3. Documentation, preservation and dissemination of intangible and tangible heritage, including the introduction of an open licence for Małopolska ethnographic patterns based on regional folk forms and motifs.
  - 5.1.4. Supporting folk artists, crafts, traditional products and regional activities.

- 5.1.5. Ensuring the protection and proper use of objects classified as contemporary cultural assets.
- 5.2. Strengthening cultural education:
  - 5.2.1. Developing cultural education programmes aimed at diverse audiences, supporting the formation of needs and attitudes and enabling informed and active participation in culture.
  - 5.2.2. Stimulating co-operation between educational and cultural entities in order to implement cultural programmes developing universal skills, particularly the creative competences of children and young people, and fostering the intergenerational exchange of cultural values.
  - 5.2.3. Supporting local initiatives and forms of creative participation in cultural undertakings.
- 5.3. Raising the standard of culture-related services and adapting the cultural offer to the changing needs of audiences:
  - 5.3.1. Improving the quality of existing and building new infrastructure and adapting facilities for cultural purposes, using environmental solutions.
  - 5.3.2. Creating a common range of cultural facilities and exchanging experience and knowledge to build new attractions, within the framework of cooperation between cultural entities (networking).
  - 5.3.3. Improving the openness of cultural institutions to families with children, people with disabilities and seniors etc.





- 5.3.4 Increasing the diversity of the range of cultural facilities available and introducing interdisciplinary proposals, using of modern technology and environmentally-friendly solutions, to increase the accessibility and attractiveness of the range.
- 5.3.5 Supporting the activity of creators, artists and local cultural entertainers in connecting with audiences.
- 5.3.6 Presenting the work of Malopolska's creators and artists beyond the borders of the Region.
- 5.3.7 Strengthening co-operation between cultural operators and creative industries.
- 5.3.8 Optimising the management of cultural and heritage operators and supporting the development of cultural staff, as well as raising safety standards and maintaining social distance during the epidemic.
- 5.4. Preserving and building the identity of the region's inhabitants based on innovative potential and tradition:
  - 5.4.1 Creating and organising cultural events to nurture Polishness and to develop and shape the national and regional awareness of the inhabitants.
  - 5.4.2 Co-ordination and marketing support for cultural events initiated by local communities and institutions.
  - 5.4.3 Revitalising the potential of local communities by arranging house museums and ecomuseums etc.
- 5.5. Strengthening the presence of culture on the web:
  - 5.5.1 Strengthening, creating and disseminating cultural events and attractions online by developing the digital infrastructure of cultural entities.
  - 5.5.2 Creating an alternative online cultural heritage of Malopolska, including digital libraries disseminating knowledge and resources of Malopolska's cultural entities, creators and artists, including those of intangible cultural heritage.
  - 5.5.3 Intensifying marketing and promotional activities for culture and heritage-related entities.
  - 5.5.4 Strengthening the financial standing and competitive assets of culture-related entities, including cultural institutions, by selling more of their products online.
- 5.6 Presenting and promoting the culture of European and world regions, particularly Malopolska's partner regions.

## 6. EDUCATION

### HANDLING STRATEGY

Education is a key horizontal development factor whose strategic importance will grow. Its quality determines the ability to absorb innovation and economic development; it affects security, health and other aspects of quality of life. Human capital, with an adequate level of competence, will be an essential tool for succeeding in responding to the global challenges of the third decade of the 21st century: climate and demographic change, increasing social inequalities and the digital revolution.



To meet these challenges, education needs a change in quality. The model based on transferring knowledge and reproducing it is not compatible with contemporary challenges. Competences are knowledge, skills and attitudes resulting from respected values. The learning process should take this balance into account. Therefore, the transition from the model of knowledge education to competence education, achieved by transforming schools in areas such as teaching, competence, psychology, education, organisation and infrastructure, should be considered a key element in changing the education system. Activities designed to improve the education system at all levels should be targeted at the needs of the regional labour market as well as the requirements of the modern economy.

Starting with pre-primary education, the priority will be to support system development

towards a modernised approach to learning, enabling students to be equipped effectively with universal competences. This does not mean digital and linguistic competences alone, but also a "dynamic combination of knowledge, skills and attitudes" needed for pupils to perform successfully in the digital society – at work, in their personal and social lives. Some of the most important of these universal competences are: the competence to understand and produce information, including the ability to think critically and communicate effectively; the ability to learn and to recognise the importance of lifelong learning; the ability to work in a team and to adapt to change; pro-innovation and creativity; economic and financial competence; entrepreneurship; citizenship; spatial and environmental awareness, and cultural awareness and expression. In shaping these skills and attitudes, not only is school education important, but also an ambitious

and attractive leisure package, largely based on co-operation between various entities and combining various fields of science and culture with active leisure.

In order to improve the quality of education, it is necessary to strengthen the system of improving teachers' qualifications at all levels of education, by creating incentives for people to take advantage of the opportunity to update knowledge and improve their qualifications. Priority will be given to developing methodical and digital competences, with the effective use of digital resources and educational tools. Regarding general education, it is equally important to develop skills and shape universal competences in students, as well as educating students with special educational needs. Teachers will also be supported in updating their knowledge in the face of changes resulting from technological progress.

In order to better adapt education to the needs of the labour market, including both vocational and higher education, solutions to enhance the quality of practical preparation will be promoted through greater involvement of employ-

Activities aimed at improving the quality of higher education will be focused on: increasing the participation of Małopolska's universities in international educational and research programmes and experience exchange schemes; modernisation and expansion of teaching infrastructure, as well as creating incentives for people – including foreign nationals – to work at Małopolska's universities.

The COVID-19 epidemic has shown that it is necessary to improve the ability of educational institutions to effectively use digital technologies, including blended learning or fully remote learning. Support for this will be aimed at developing infrastructure, providing access to broadband Internet and striving to provide students and teachers with computer equipment, creating high quality educational materials for e-learning, adapted to students with special educational needs if necessary, as well as increasing the methodical and digital competences of teachers.

It is essential that education should take account of learners' individual needs. Accessible high-quality psychological and teaching support for learners at every stage of learning,

In order to better adapt education to the needs of the labour market, including both vocational and higher education, solutions to enhance the quality of practical preparation will be promoted through greater involvement of employers in the learning process, as well as incentives for pupils and students to take up studies in faculties prioritised for the development of the region's economy, and subsequently to take up employment in professions deficient in Małopolska.

ers in the learning process, as well as incentives for pupils and students to take up studies in faculties prioritised for the development of the region's economy, and subsequently to take up employment in professions deficient in Małopolska.

The need to strengthen the quality of offer of vocational schools is also considered significant. This will be facilitated both by improved co-operation of schools and institutions of vocational education with potential employers, most notably in the form of a dual system of practical training in the workplace, as well as developing infrastructure for vocational education, including vocational competence centres in sectors of key importance to the demands of the regional labour market.

including assistance for children and young people in coping with difficult situations, aimed at the prevention of mental disorders such as various types of addiction, is considered extremely necessary. Another important factor is a diverse range of additional activities developing interests and talents, supporting emerging needs and coping with difficulties. Assistance to gifted students and students in difficult situations will be provided by schemes like scholarship programmes. With a view to providing equal educational opportunities for people with learning difficulties or whose health, social or material situation hinders access to good quality education, this intervention will involve identifying and eliminating spatial, organisational and mental barriers to access to general ed-



education at all levels. The aim is to provide the necessary infrastructure as well as a range of classes adapted to the needs of people with special needs and learning or working methods, including the disabled. Integrating minority groups and foreign nationals will also be an element of this package of measures.

Particular attention will be paid to promoting the benefits of lifelong learning and involvement in the digital world. It is crucial to improve the quality of educational and vocational counselling at all levels of education, as well as developing an adequate range of lifelong learning activities for the needs of the current labour market in the field of universal competences with particular emphasis on digital and linguistic competences. This also applies to professional qualifications, with simultaneous support for creation, improvement and propagation of validation systems and formal recognition of the effects of education which, hitherto, have not been officially recognised. These activities are expected to increase the participation of adults in education and encourage them to improve the skills and competences that are necessary for an active professional and social life.

Action will also be taken to ensure proper co-ordination of individual educational stages within the framework of secondary and higher education. This will involve arranging competence-building activities for adults as part of a regional professional qualification confirmation system based on the Integrated Qualification System.

**MAIN LINES OF ACTION:**

- 6.1. Improving the quality of all stages of education, with particular emphasis on curricular, methodological, organisational and infrastructural solutions for the development of universal values and competences and promoting an interdisciplinary approach.
- 6.2. Education tailored to pupils' individual needs, i.e. supporting them in overcoming various types of learning difficulties as

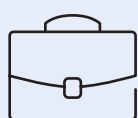
well as developing their interests, talents and abilities.

- 6.3. Improving the competences of staff employed in the education system, including higher education, with particular emphasis on methodological and digital competences.
- 6.4. Support for improving infrastructure and equipment at pre-schools as well as primary and secondary schools, with a view to creating the optimum network of these establishments and improving learning conditions for everyone, including children and young people with special educational needs and disabilities.
- 6.5. Adaptation of educational processes to enable effective teaching using student-activating teaching methods, including hybrid or fully remote learning as well as a digital learning environment.
- 6.6. Improving the quality of education and residence in educational establishments or other institutions for children and adolescents requiring special learning or working methods, upbringing, psychological and teaching assistance and/or re-socialisation.
- 6.7. Adjusting education to the needs of the labour market and the requirements of a modern economy:
  - 6.7.1. Improving the quality of industrial education, with particular emphasis on adjusting it to the challenges of the professions of the future (including Industry 4.0), developing infrastructure and equipment at schools and other educational institutions and strengthening their co-operation with employers.
  - 6.7.2. Improving the quality of higher education, with particular emphasis on internationalisation as well as the modernisation and expansion of teaching infrastructure.
  - 6.7.3. Promoting quality educational and vocational guidance at every stage of life.
  - 6.7.4. Promoting lifelong learning and developing lifelong education aimed at confirming professional competences within the Integrated Qualification System etc.

## 7. LABOUR MARKET

### HANDLING STRATEGY

In connection with the COVID-19 epidemic, the number of unemployed persons is expected to increase. These will require rapid and effective support in obtaining employment, including assistance in retraining. At the same time, irrespective of the effects of the epidemic, in view of the decreasing number of people of working age in a long-term perspective, there is also the challenge of providing sufficient labour resources by activating human capital reserves. Therefore, employment services must take decisive action to assist people who are economically inactive or in a special situation on the labour market, especially: women (many of whom have to care of dependent family members), people with disabilities, people aged 50+, the young (especially NEETs) and



LABOUR MARKET

the long-term unemployed. In relation to disabled persons, measures will be aimed at providing them with opportunities for good quality education and vocational training leading to employment on the open labour market or in sheltered work conditions. In view of the problem of hidden unemployment in rural areas and in view of economic changes as well as the transformation of the agricultural sector into a more productive and less labour-intensive one, one area of particular concern will also be activating persons leaving agriculture. As regards the restructuring of the mining industry in line with climate policy, those employed in the mining sector and related branches will also require systemic support.

Parallel to measures addressed at the unemployed, support will also be provided for persons with insufficient socio-occupational competencies, seeking a better quality of employment. Such targeted intervention will help counteract the issues of "in-work poverty", reduced income in households and "poverty inheritance".

access to care for children and adults requiring assistance in everyday life.

In view of ongoing changes to the labour market, another important aspect will be maintaining the competitiveness of Małopolska's employees. For this purpose, action will be taken to promote and foster a positive atti-

Taking into account challenges resulting from demographic changes and ever more rapid technological progress, a priority area of support will be improving professional mobility and counteracting the issue of working persons leaving the labour market prematurely, as a result of their competences becoming unsuitable for the changing demand for specific qualifications or due to their age or health condition.

Efforts aimed at increasing the level of employment in the region will also include improved accessibility and comprehensiveness of support granted by entities employing or, at least, providing services for persons threatened by exclusion from the open labour market. Much of this support for the social economy sector will be made available by creating social economy entities (PES) providing high quality jobs for people with difficulties on the open labour market, including local PES providing social services for local inhabitants, e.g. care services.

Simultaneously, support will be provided for employers to introduce a system of age and competence management for employees, with advisory support and financial incentives. Owing to complementary measures in the field of health care, it will also be possible to diagnose health problems excluding a given individual from a given profession at an early stage and, in turn, to assist them in retraining.

More support than ever before will be provided for projects assisting people in combining professional work with family obligations, by promoting and propagating flexible forms of providing work, such as flexible working time, part-time work, distance working, etc.. Complementary support will cover areas such as

tude to the development of employees' skills and competencies. Moreover, comprehensive and co-ordinated activities will be arranged in the field of counselling and vocational guidance, covering all levels of education and stages of life.

In view of a shrinking labour force, it will also be important to integrate immigrants into the socio-occupational environment and to make effective use of the capital they bring in the form of knowledge and professional experience.

To help employment services operate more efficiently, more flexible, individualised forms of professional activation will be developed, relevant to the needs and capabilities of specific recipients of support. To assure better coordination of measures and create a comprehensive support system for counteracting social exclusion, the co-operation of employment services and social assistance services will be intensified, as well as intersectoral cooperation with entities operating in the field of social and professional reintegration etc. Other significant elements of the package of measures to activate Małopolans on the labour market will be better forecasting of changes on to labour market and practical use of effects of such research. This will involve comprehensive and co-ordinated

measures in the scope of professional advice at all education levels and life stages and will improve and update employee's skills and competencies in a complementary way.

**MAIN LINES OF ACTION:**

- 7.1. Support for obtaining high quality employment:
  - 7.1.1. Vocational activation of unemployed people.
  - 7.1.2. Support for changing employment for better career prospects.
  - 7.1.3. Comprehensive solutions to encourage foreign nationals to take up long-term employment, especially in deficit occupations.
  - 7.1.4. Systemic measures to make it easier for returning emigrants to become active on the labour market.
- 7.2. Measures to support socio-professional activation, addressed to employers:
  - 7.2.1. Implementing solutions for a friendly, health-promoting working environment, especially in view of possible psychological and social risks.
  - 7.2.2. Popularising the use of flexible forms of work provision and implementing organisational and technical solutions to enable remote working.
  - 7.2.3. Encouraging employers to invest in updating the knowledge and developing the competences of their employees.
  - 7.2.4. Taking measures to support employment, particularly for the disabled and for people over 50.
- 7.3. Retraining programmes for workers at risk of losing their jobs or working in conditions adversely affecting their health.
- 7.4. Developing the social economy.
- 7.5. Improving and adapting the activities of employment services to the current situation on the labour market.

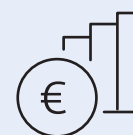




**MAIN DEVELOPMENT POLICIES:**



INNOVATION



COMPETITIVENESS AND ENTREPRENEURSHIP



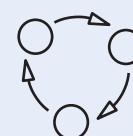
TOURISM



TRANSPORT



DIGITAL MALOPOLSKA



CLOSED LOOP ECONOMY

# AREA II: ECONOMY

Specific objective:

## Innovative and competitive economy

### STRATEGIC UNDERTAKINGS

- Malopolska Innovation Bridge
- SPIN - Malopolska Knowledge Transfer Centres
- Business in Malopolska Centre
- Entrepreneurial Malopolska
- Malopolska Agricultural Exchange
- Construction of an integrated cycling route network in the Malopolskie Voivodeship
- Malopolska Meeting Industry Arena
- Malopolska - Centre for Sustainable Tourism
- Provincial roads adapted to EU requirements
- Construction of a coherent network of rail connections – agglomeration and regional "SKA" and "MKR"
- Environmentally friendly road investments
- Development of Malopolska's e-health system
- Digitalisation in administration
- GOZ for entrepreneurs

## SPECIFIC OBJECTIVE FOR THE AREA "ECONOMY"

Competitiveness is a capacious and, at the same time, essential aspect of the economy, from regional administration to intervention, measurement and evaluation. A high level of competitiveness described as a future objective for the regional economy or the sum of a number of strategic objectives. The constituent areas of competitiveness are, on the one hand, issues or aspects such as innovation, entrepreneurship, digitisation or environmental challenges, and on the other hand, specific industrial sectors and various services. Actions taken in these areas are designed to stimulate the regional economy's ability to respond to the changing environment and adapt to global challenges. They should be implemented harmoniously and geared towards achieving the main objective, which is to increase the standard of living of Małopolska's residents.

With this in mind, the main objective of the ECONOMY area is as follows:

### INNOVATIVE AND COMPETITIVE ECONOMY

# MAIN DEVELOPMENT POLICIES:

## 1 INNOVATION

### HANDLING STRATEGY

Innovation is the basis for building competitiveness, both at company level and at regional or national level. Innovation is the result of a process, and its creation and development require a specific environment as well as the participation of specific factors. One key factor in the development of innovation is the use of the potential of Małopolska-based companies, scientific entities and research centres, as well as the provision of appropriate financial resources for implementing new technologies. Another important aspect of building innovation in the region is increased co-operation between entrepreneurs and the world of science, building a culture of collaboration and exchange of experience and, above all, fostering pro-innovative attitudes and openness to change.



Increasing the level of innovativeness in the region requires a systemic approach and the involvement of many partners. The key entities are entrepreneurs who develop and implement innovative solutions on the market. Another important role is played by business environment institutions, especially those providing pro-innovative services for companies, technology transfer centres, technology parks, incubators (including the European Space Agency Incubator ESA BIC), Digital Innovation Hubs (DIH), fabrication laboratories, and also scientific institutions working on modern solutions to be implemented in the industrial sector. In order to be successful, a synergy effect is necessary, in which all parties involved must co-operate closely to obtain real effects and introduce systemic change. Cultural determi-

nants of innovation, mutual trust and cooperation, pro-innovative attitudes and openness to change among all residents are important. Most of all, a higher level of innovativeness among Małopolska's enterprises requires greater awareness among entrepreneurs and younger generations that will enter the market in a few years.

Regional specialisations determine the areas in which the region can develop faster and more effectively. It is extremely important to take effective measures, such as establishing Regional Knowledge Transfer Centres to increase the intensity of knowledge transfer and use of the potential of universities by enterprises within the smart specialisations of the Małopolska Region.

Apart from supporting the development of smart specialisations, it is important to maintain constant openness to their changes and discovering new branches in which Małopolska's companies would see development perspectives, not only on a regional or national scale, but also on a European and international scale.

#### MAIN LINES OF ACTION:

- 1.1. Fostering pro-innovative attitudes:
  - 1.1.1. Education in the field of innovation - forming pro-innovative competences among children, young people and adults.
  - 1.1.2. Promoting an attitude of openness to change and willingness to implement innovation among entrepreneurs, scientists and public administration.
  - 1.1.3. Strengthening managerial capacity to manage innovation in enterprises.
- 1.2. Support for innovative activities of enterprises:
  - 1.2.1. Creating pro-innovative attitudes among Małopolska entrepreneurs.
  - 1.2.2. Stimulating demand for innovation in enterprises.
  - 1.2.3. Improving collaboration, networking and value chains to generate innovative products and services.
- 1.3. Increased research and development activity:
  - 1.3.1. Supporting measures aimed to increase the amount of private capital invested in R&D&I activities.
  - 1.3.2. Promoting the use of available repayable funds to support innovation and R&D activity.
  - 1.3.3. Increasing the role of business environment institutions in building an innovation culture in the region.
- 1.4. Commercialisation of research results and transfer of modern technologies:
  - 1.4.1. Supporting entities conducting scientific research and implementing innovative solutions to establish co-operation with enterprises and commercialise research results, as well as creating a culture of open innovation.
  - 1.4.2. Increasing the use of existing infrastructure for research and implementation of innovative solutions and continuously complementing it with modern facilities of high research potential.
  - 1.4.3. Networking and implementing trans-regional projects.
  - 1.4.4. Helping to increase the amount of interdisciplinary the research conducted.
  - 1.4.5. Procurement of research by public administrations to create new technologies and solutions for the development of the region.
- 1.5. Regional specialisations as strategic directions for the region's economic development:
  - 1.5.1. Focusing support on products/services/fields of science most promising for the region.
  - 1.5.2. Supporting activities designed to develop local economic specialisations.

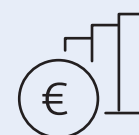
## 2. COMPETITIVENESS AND ENTREPRENEURSHIP

#### HANDLING STRATEGY

To make Małopolska's economy more competitive, it is important to support people with innovative business ideas as well as entrepreneurs starting up, implementing new solutions or entering new markets. Consultancy support should be provided at the time of establishing a company, from the idea through to the implementation of a new product or service. It is also extremely important to transform the business models of enterprises for an economy based on Industry 4.0 – including not only digitisation, but also automation and robotisation.

Particular care should be given to companies in areas of strategic intervention, i.e. areas threatened with permanent marginalisation and in medium-sized towns which are losing their socio-economic functions. It is also important to stimulate the entrepreneurial environment by supporting start-ups and young innovative companies. They

can, in a relatively short time, create innovative solutions which can be applied on a global scale and are the answer to specific problems. Therefore, action should be taken to develop a variety of projects designed to promote entrepreneurial attitudes, develop the competencies of young entrepreneurs and people planning to set up their own



COMPETITIVENESS AND ENTREPRENEURSHIP



business, e.g. through training, mentoring or competitions, and provide support for initiatives that help develop business projects (e.g. business incubators, fablabs, Living Labs and Digital Innovation Hubs (DIHs)).

Małopolska's agriculture. For this purpose, it will be necessary to limit the use of artificial cultivation methods, such as the use of mineral fertilisers and plant protection products, including pesticides. It is also im-

An important objective for the development of Małopolska's economy will be to strengthen the position of Małopolska's enterprises on the domestic and international market and to search for new sales markets. It is necessary to build a strong and recognisable economic brand for the region, based on high quality products and services.

Increasing the level of internationalisation of companies and support for foreign expansion, especially into non-EU countries, would increase Małopolska's exports, which at present are still low in relation to its economic potential. It is therefore necessary to provide Małopolska's businesses with extensive support in expanding into foreign markets, e.g. consulting services, foreign missions and fairs and business strategies.

One necessary element of economic development in Małopolska is striving to increase the amount of investment in the region, both by domestic and foreign investors. Above all, this requires entrepreneurs to be provided with appropriate investment areas with regulated ownership, equipped with utilities and accessible in terms of transport. It is particularly important to ensure large, consolidated areas so that Małopolska wins the competition for large investment projects. A high level of service offered by the public sector to investors interested in conducting business in Małopolska will also contribute to an increase in investment outlay. In striving to increase the level of competitiveness of enterprises and entrepreneurship in the region, it is necessary to respect the environment and implement the principles of a closed-cycle economy, so that the economic development of Małopolska takes place in a sustainable manner.

One element of the region's economic brand should be high quality regional agricultural products entered in the Register of Protected Designations of Origin and Protected Geographical Indications, the EU Register of Traditional Specialities Guaranteed and the National List of Traditional Products. Production of high quality food, with the highest nutritional value, specific pro-health properties and the highest ecological standard, is an important challenge for

important to preserve traditional crop species and ensure their availability for organic production.

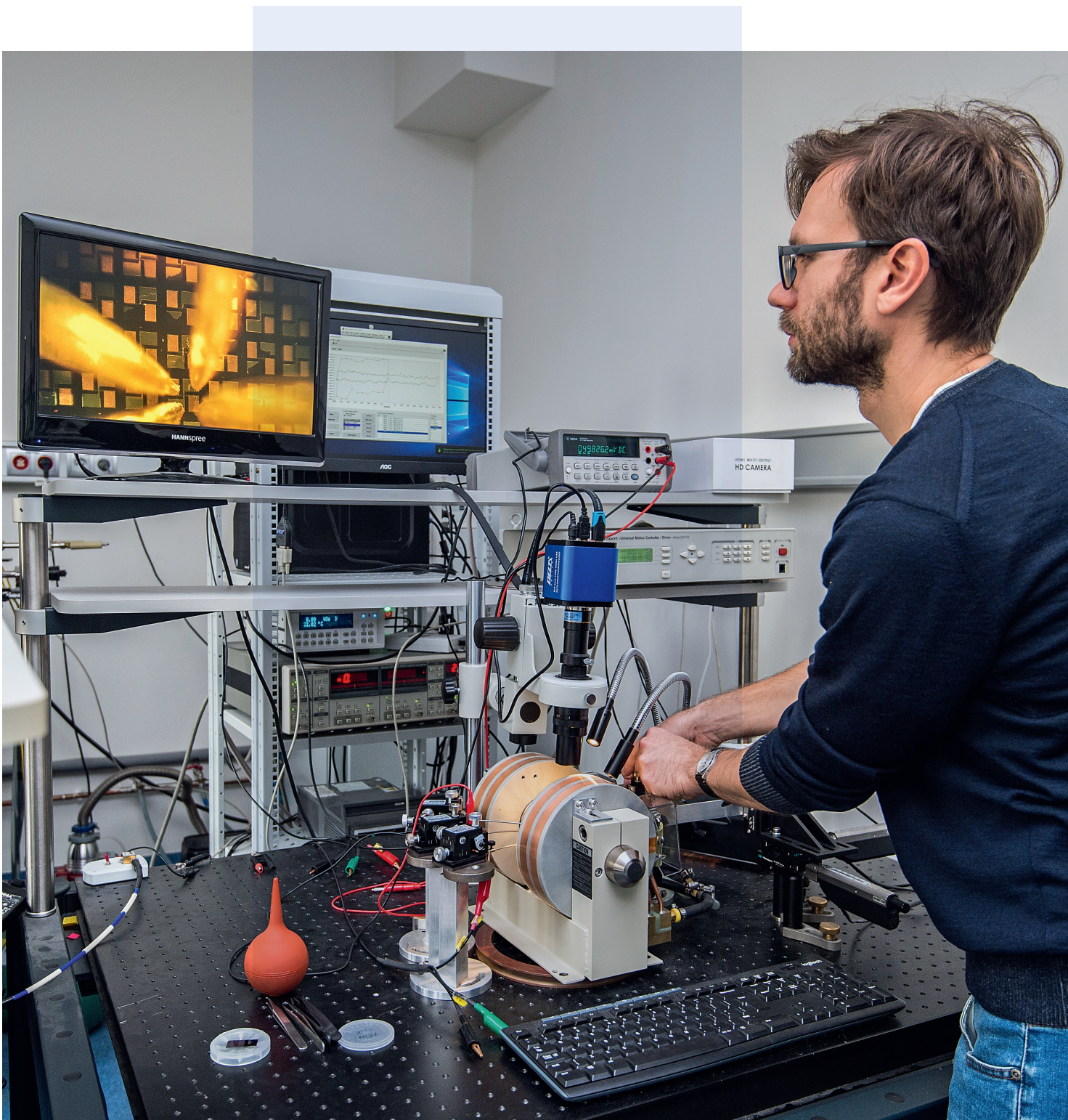
#### MAIN LINES OF ACTION

- 2.1. Increase the level of entrepreneurship in the region:
  - 2.1.1. Taking action to promote the development of entrepreneurship in the region, including building entrepreneurial attitudes.
  - 2.1.2. Supporting business start-ups, implementing new business solutions and entering new markets.
  - 2.1.3. Strengthening the range of repayable instruments to finance the enterprise activity.
- 2.2. Increasing the competitiveness of Małopolska's economy:
  - 2.2.1. Supporting the transformation of business models for enterprises for an economy based on Industry 4.0.
  - 2.2.2. Supporting processes for increasing business productivity.
  - 2.2.3. Supporting startups in testing and launching new services or products.
  - 2.2.4. Supporting the development of clusters, particularly in the fields of smart specialisation and high technology.
  - 2.2.5. Supporting the succession process in companies.
  - 2.2.6. Increasing the internationalisation of Małopolska's SMEs and supporting their expansion onto foreign markets, particularly with regard to the export of technologically advanced products.
  - 2.2.7. Promoting the economy of the region both at home and abroad.
- 2.3. Increasing the amount of investment in the region:
  - 2.3.1. Taking action to acquire and consolidate investment land.
  - 2.3.2. Supporting the creation or expansion of infrastructure in areas designated for economic activity (SAG).



- 2.3.3. Attracting new investors.
- 2.3.4. Taking measures to improve the level of service to investors provided by the public sector.
- 2.4. Supporting the development of quality agriculture in the region:
  - 2.4.1. Supporting the production of quality food, including organic, functional food, based on traditional plant varieties.
  - 2.4.2. Taking action to promote and provide an outlet for local and regional food products.
  - 2.4.3. Supporting and implementing modern technologies and innovations in ag-

- riculture and the agri-food processing sector as well as R&D activities in their development and implementation.
- 2.4.4. Building favourable conditions for the development of agri-food processing in the MLO system (marginal, local and limited activity).
- 2.4.5. Supporting programmes to increase the profitability of production based on the region's endogenous potential (e.g. sheep farming, beekeeping).
- 2.4.6. Taking measures to conserve the genetic variability of useful plants threatened by genetic erosion.







TOURISM

### 3. TOURISM

#### HANDLING STRATEGY

Lesser Poland and Krakow are the undisputed leaders in terms of tourist attractiveness and are Poland's most recognisable tourist brands. The region has seen a very fast growth rate in the tourism sector for years, but this was halted when COVID-19 emerged in March 2020, causing such an important industry for the region to collapse. Between March and May, due to the pandemic, tourism in the province completely disappeared, both domestic and foreign. The negative impact of the epidemic has made it necessary to revise forecasts for the tourism sector, as it is estimated that it may even take a few years to rebuild the flow of tourism up to the level reached in 2019. Indeed, tourism has become one of the hardest hit sectors of the economy, with travel entrepreneurs finding themselves in a very deep financial slump. In such a situation, the reconstruction of the market will require not only direct financial assistance to the tourism sector, but also education, consultancy, recognition of new trends in tourism and adjusting the range of tourist services to deal with new trends and principles of travel. Therefore, it will be necessary to implement new, innovative products and sales packages, adapt facilities and tourist space to the use of environmentally friendly technologies and maximise personal safety, and to implement a very intensive and expansive promotional campaign both on the domestic market and on traditional and new foreign markets.

A response to this situation will be the need to create a comprehensive range of opportunities for tourists, including a package of attractions tailored to the needs of an individual recipient. A combination of extraordinary cultural and natural resources makes it possible to prepare a diverse range of services in the region to create, in accordance with the expectations of clients, an individual package including elements of culture, history, entertainment, active recreation and physical regeneration. A key role will be played by activities involving co-operation with several partners and aimed at creating a brand consistent in a given area. It is important to network entities in the tourist industry in order to create this new, integrated offer.

placed on the construction of infrastructure to make tourist sites more accessible, such as: resting places, camping grounds, campsites, shelters, tourist shelters, stopping places on routes, sanitary facilities, viewing platforms, observation sites, elements of small architecture. Moreover, due to the opportunities offered by a wealth of natural curative raw materials and increased health awareness of the population, there will be support for the development of spas, biological regeneration, thermal baths or medical treatments. This environmentally and health friendly tourist package will be complemented by activities promoting an ecological approach to life of a slow-tourism type, with particular emphasis on accommodation in the field of agro-, eco- and enotourism, including

At the same time, there is a growing interest in natural assets and opportunities for active recreation. The diverse landscape in the region creates opportunities for developing leisure tourism, active tourism and various forms of specialised tourism.

Therefore, the measures taken will be focused on developing a package making use of the potential of areas with attractive landscape but so far poorly developed for tourism. This applies particularly to areas served by an integrated network of cycling routes as well as locations for mountain hiking, skiing, climbing, water tourism and geothermal tourism. Particular emphasis should therefore be

the development of thematic tourist routes, stay centres and promotion of products, infrastructure for guest services, systems supporting management, sales and promotion of the tourist package. Thus measures implemented in this area should enable sustainable development of tourism in the region and contribute to dispersion of tourist traffic from places with excessive concentration



to areas less used so far. At the same time, these activities will also be an important factor enhancing the social aspect of tourism. It is worth emphasising that tourist investments should be made with regard for ecological transformation, with regional, national and international certificates being awarded as appropriate.

Shaping the tourist package will involve promotion and territorial marketing using modern communication tools and means, as well as renewing the strong brand of the meetings industry and business tourism. In this respect, it is necessary to start providing

of the region in order to create a unique and coherent brand, promoted by all the entities involved in the area. A special role in creating a coherent brand is to be played by the Region's Government and tourist organisations covering the whole region. When marketing certain places, in response to consumer transformations, modern technologies should also be used to a greater extent. These include social media, questing or mobile applications, as the use of information and communication technologies in decision-making in tourism is becoming more and more common each year, and it influences tourists' choice of travel destinations.



direct support for the activities of tourism sector entities in implementing their own, personalised promotional campaigns on foreign markets and securing and/or acquiring international MICE events. In particular, it is about providing support for marketing incoming tourism and business tourism, acquiring international conferences, training and developing tourist staff as well as constructing and implementing IT systems for sales management and customer service in the field of incoming tourism to the region and MICE sector events. Marketing activities will be aimed at building an attractive image

#### **MAIN LINES OF ACTION**

- 3.1. Development of sustainable regional tourism:
  - 3.1.1. Protection of the Region's's natural, cultural and social resources against the negative effects of developing mass tourism.
  - 3.1.2. Supporting actions to strengthen the role of tourism in economic development, local entrepreneurship, social inclusion and social innovation.
  - 3.1.3. Promoting co-operation between public, private and social sector partners in order to create attractive, environ-

- mentally and locally friendly tourist attractions.
- 3.1.4. Ecological transformation of tourism facilities and services with certification.
  - 3.1.5. Strengthening local identity by supporting the development of urban and cultural tourism, culinary and oenotourism and rural tourism.
  - 3.1.6. Implementing measures to disperse tourist traffic in order to prevent its excessive concentration.
  - 3.2. Development of infrastructure for tourist activities and tourist services:
    - 3.2.1. Improving accessibility and developing tourist infrastructure for urban and cultural tourism, active and spa tourism, as well as the business and meetings industry.
    - 3.2.2. Support and development of places for active leisure by constructing tourist and recreational complexes, mountain shelters and tourist huts as well as cycling, cross-country and skiing routes, and hiking and waterways trails, together with facilities for servicing tourist traffic on these trails and routes.
    - 3.2.3. Creating an agro-, eco-, and oenotourism residency package with tourist infrastructure and modern organisational and marketing systems.
  - 3.3. Integrated system of promotion, information and management in tourism:
    - 3.3.1. Implementing campaigns promoting strategic tourists brands of Małopolska
    - 3.3.2. Direct support for tourism SMEs in implementing promotional campaigns.
    - 3.3.3. Support for the organisation of top-level tourism, including cultural and business events.
    - 3.3.4. Creation and implementation of IT systems for sales management and customer service.
    - 3.3.5. Supporting the development of human resources for tourism.
    - 3.3.6. Creating a suitable legal, organisational and financial environment for regional and local tourist organisations in the Region.
    - 3.3.7. Developing a regional integrated tourist information system, particularly by introducing new functions, innovations and quality improvements.

## 4. TRANSPORT

### HANDLING STRATEGY

Sustainable and balanced development of transport is crucial for the development of the whole Region and increasing its attractiveness. Not only is transport important for the development of the economy, but also for improving the quality of life for local residents. Action taken for this purpose will make the transport infrastructure and services more satisfactory for the needs of Małopolska's residents. Development of transport infrastructure will consist of gradual modernisation of existing elements and creating new sections. Major road and rail investments of national and international significance will be particularly important. These will include the S7 express route from the northern border to the southern border of the Region, the extension of the third lane of the A4 motorway, the Kraków northern bypass, the Beskidzka Droga Integracyjna (Beskid Integration Route), the Brzesko - Nowy Sącz - state border expressway, the Tarnów - Kielce route, the S1 road with the Oświęcim bypass, tasks relating to the implementation of the "Solidarity" Central Transport Port (the Małopolska - Małopolska node) and the Małopolska - Kielce bypass (the Małopolska - Silesia node), the construction of the new Podtęże - Piekietko railway line together with the modernisation of the Chabówka - Nowy Sącz section, railway line No. 96, which will ensure the stable development of Małopolska and will be of great significance in strengthening the regional economy. One of the Region's tasks will be to lobby for these investments to be implemented and ensure that complementary infrastructure is provided at regional level. An important undertaking in this respect will be the construction of railway lines from Krakow to Myślenice and Olkusz). It is anticipated that both feeder bus lines will be integrated with the railway network, with the launch of new direct connections as well as additional ticket and fare integration between transport systems, including municipal transport systems, and coordination of timetables. Not only are the above investments important improvements to the road and rail infrastructure within the Region, but above all they will serve to improve transport links with neighbouring regions, and will also increase international traffic by opening up the Region to the south.



TRANSPORT

Comprehensive development of transport in the region will be complemented by further expansion of the Agglomeration Rapid Rail System, including transfer hubs offering opportunities for integration of multiple transport systems. The interchanges will simultaneously enable safe and convenient transfers both within the public transport system and between private and public transport, including all types of parking systems: "Park&Ride", "Kiss&Ride", "Bike&Ride". This will make waiting for connections less inconvenient by providing up-to-date passenger information. Conditions for using the facilities will be fully adapted to the needs of persons with reduced mobility. It is anticipated that the Malopolska Agglomeration Card system will be used. ICT solutions for traffic management will also serve to improve communication. Among the plans of the Government of the Region are further investments in new rolling stock for all lines served by the SKA, as well as modern railway facilities for Malopolska Railways and POLREGIO trains.

The Government of the Malopolska Region will also seek to support activities for the expansion and modernisation of Kraków-Balice John Paul II International Airport together with the redevelopment of the transport system in the immediate vicinity of the airport. These activities will contribute to maintaining the position of the regional airport as one of the leading airports in Poland.

accidents, cyclists and pedestrians. There will also be Tempo 30 zones on city streets, where the maximum speed limit for all vehicles is 30 km/h. Not only is this solution designed to achieve greater safety for drivers, cyclists and pedestrians alike, but also to generate savings for drivers and road managers, while at the same time reducing carbon dioxide emissions into the environment.

#### MAIN LINES OF ACTION

- 4.1. Measures to develop public transport:
  - 4.1.1. Construction and modernisation of railway lines, enabling efficient international connections with the country's main centres of population as well as the integration of the region, ensuring a high level of accessibility to areas with great economic and tourist potential.
  - 4.1.2. Expansion of the Rapid Agglomeration Railway System, including connections from Krakow to and Olkusz, as well as the Podhale Regional Railway, in conjunction with feeder bus lines.
  - 4.1.3. Purchase of rolling stock and construction of relevant operational facilities.
  - 4.1.4. Development of information systems in public transport with particular focus on the Malopolska Agglomeration Card system.
  - 4.1.5. Reducing transport exclusion by restoring and reorganising regional and local bus services and replacing bus rolling stock.

The promotion of alternative transport solutions will also contribute to increasing the mobility of residents. This will involve creating conditions for the development of bicycle transport or promoting new trends for abandoning the traditional model of owning one's own means of transport in favour of sharing it or using it short-term (carpooling, carsharing).

Along with the development of electromobility, in order to create conditions for popularising environmentally-friendly transport, the construction of a network of electric vehicle charging stations along public roads is being planned.

Action will also be taken in the field of road traffic safety to minimise the number of road accidents and to limit the number of accident victims. The main activities in this area will cover improved road and railway infrastructure, creating of a safe passenger transport system and helping those at most risk of road

- 4.1.6. Creating conditions and taking measures for the creation and development of interchanges enabling the integration of bus and rail transport in public transport.
- 4.1.7. Construction of infrastructure for traveller services with particular emphasis on Park&Ride car parks.
- 4.1.8. Creating conditions for the development of low-emission transport, including electromobility in the region.
- 4.1.9. Constructing cycling routes integrated with the existing public transport system.





- tem ("Bike&Ride"), creating conditions for their full use in daily commuting.
- 4.1.10. Undertaking information and education-related activities to raise awareness of the need for changes in transport-related behaviour and promoting the idea of sustainable transport, particularly aimed at children.
  - 4.1.11. Promoting shared transport solutions.
  - 4.2. Constructing and/or rebuilding the main road and rail links with neighbouring regions.
  - 4.3. Cross-border transport development activities:
    - 4.3.1. Improved road connection with Slovakia.
    - 4.3.2. Upgrading road connections with Slovakia for vehicles over 12 t DMC, especially between Nowy Sącz and the state border, as a continuation of the accelerated traffic road between Brzesko and Nowy Sącz.
    - 4.3.3. Modernising infrastructure for an efficient rail link to Slovakia.
    - 4.3.4. Ensuring cross-border connections with Slovakia in public transport.
  - 4.4. Improving the condition and quality of road infrastructure in the region:
    - 4.4.1. Constructing and modernising of roads with particular emphasis on road by-passes for towns affected by high levels of transit traffic as well as attractive tourist and spa destinations.
    - 4.4.2. Constructing new bridges or rebuilding existing ones.
    - 4.4.3. Improving motorway capacity and building new motorway junctions.



- 4.4.4. Introducing Intelligent Transport System solutions and integrating them with existing systems.
- 4.4.5. Implementing solutions to improve pedestrian and road safety.
- 4.4.6. Planting tall greenery along new and upgraded roads.
- 4.5. Measures to develop air transport in the region:
  - 4.5.1. Development of infrastructure of MPL Kraków-Balice.
  - 4.5.2. Improving road access to MPL Kraków-Balice.
  - 4.5.3. Developing tourist and business traffic at Nowy Targ Airport.
  - 4.6. Creating conditions conducive to the development of intermodal transport.

## 5. DIGITAL MALOPOLSKA

### HANDLING STRATEGY

In the face of increasingly rapid technological change, digitisation will be one of the most important factors in socio-economic development. The coronavirus pandemic has shown that due to the necessary reduction in human contact, remote working, online education and culture, online sales and digital services have become crucial for socio-economic life. The development of a data-driven economy 4.0 will involve the use of key digital technologies such as 5G data technology, the use of cloud computing, artificial intelligence, the Internet of Things and Big Data analytics. Data will be the basis for creating or developing technological innovations, innovative business models, new markets, social innovations and public policies based on data. Digitalisation will be an increasingly important element in trade (e.g. e-commerce and self-service checkouts) and in transport (e.g. autonomous vehicles, drones and airport check-in systems).

The potential of Digital Innovation Hubs (Digital Innovation Centres) should be used to improve the competitiveness of SMEs in Małopolska, by developing products and services using digital technologies and creating contact networks. One such centre will be the Digital Innovation Hub established by Krakow Technology Park. Digitalisation will become one of the key factors in reducing the costs of doing business and selling goods and services.

ta-driven economy but also for the provision of public services. One necessary condition for reducing disparities in territorial development will be universal access to high quality digital services, particularly in health care, education, culture, tourism and public administration. This will make it possible to use many services within the comfort of ones home. In view of demographic changes, access to e-services in health care and care for the elderly will be

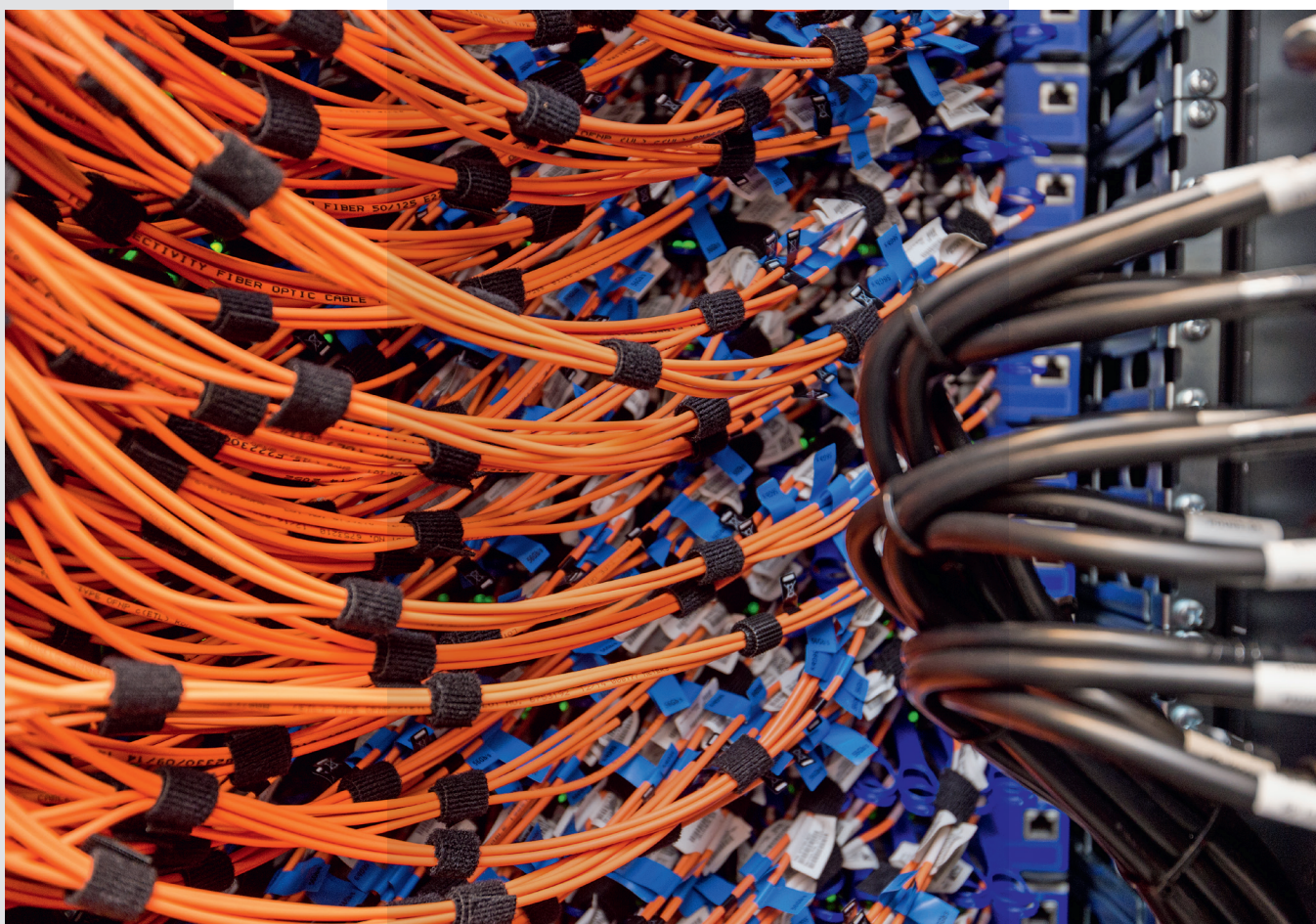


One key element of the development of enterprises will be the collection, processing and analysis of data, in particular large data sets, acquired from their own enterprise or from other sources.

This will make it increasingly important to provide open public data that will not only contribute to the development of enterprises, but also help to build the region's competitive edge, as open data, open software, open knowledge and open science all affect the development of innovation, expand knowledge and facilitate communication between the world of science and society.

Universal access to the Internet with an appropriate data transmission speed will be a pre-requisite, not only for the development of a da-

of particular importance. Another important aspect is implementing solutions in the field of telemedicine and telecare, as well as psychiatric teleconsultation systems, operating between centres of different reference levels, and a system of psychological telesupport for children and adolescents. On the other hand, user-friendly public administration must make it possible to take care of matters like these via the Internet. The development of public services based on ICT will help to simplify procedures, and shorten the time taken in serving



the clients of public administration offices as well as performing public orders.

Looking ahead to 2030, a team of qualified IT professionals will be necessary due to the increasing amount of data widely available as well as the digitisation and automation of industry and services such as e-commerce, medical services, finance and banking.

#### MAIN LINES OF ACTION

- 5.1. Regional data-driven economy:
  - 5.1.1. Implementing IT solutions in companies to improve their competitiveness.
  - 5.1.2. Taking action to develop digital competence in enterprises.
  - 5.1.3. Developing technologies based on artificial intelligence.
  - 5.1.4. Providing digital solutions for trade and services.
- 5.2. Digital solutions in public administration:
  - 5.2.1. Digitisation of services in public administration (e.g. electronic management systems,

integration of services and data security).

- 5.2.2. Sharing open public data.
- 5.2.3. Digital solutions in spatial management and geodetic records.
- 5.2.4. Electronic systems for public procurement and investment monitoring of public entities.
- 5.3. Development of the e-health system:
  - 5.3.1. Developing a regional medical information system.
  - 5.3.2. Developing and disseminating telemedicine, telesupport and telecare solutions.
- 5.4. E-services in the fields of science, education, culture and tourism:
  - 5.4.1. Digitalisation solutions in science and education.
  - 5.4.2. Distance learning tools and systems.
  - 5.4.3. Digitisation, dissemination and accessibility of cultural assets.
  - 5.4.4. Tourist information and promotion application and systems, especially at regional level.



## 6. CLOSED LOOP ECONOMY

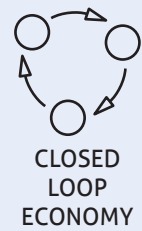
### HANDLING STRATEGY

Climate change, the depletion of raw material resources and an increase in their prices all make it necessary to take action as soon as possible to implement a model of a closed-circuit economy (GOZ), in which materials and raw materials remain in circulation for as long as possible, waste generation is reduced to a minimum and waste is used as a raw material for as long as possible.

The pursuit of the GOZ requires action at all stages of the product life cycle, starting with design, through obtaining raw materials, processing, production, consumption and waste collection to waste management. The public sector has a special role to play here, as it should both implement the ideas of the GOZ, e.g. by implementing the so-called green public procurement, and promote the principles of the closed-circle economy among businesses and citizens. Changes in social awareness are the key to success because, using changing consumption models etc., everyone can contribute to the implementation of a closed loop economy.

collection system and improving the quality of secondary raw materials obtained as a result of selective collection at source will be two of the key educational and information activities designed to raise residents' awareness of issues such as proper waste segregation.

Furthermore, in view of the epidemic, which has disrupted the supply chain on a global scale, it seems necessary to pay more attention to obtaining secondary raw materials, which can partly replace importing raw materials from outside the European Union. It is also important to take action to reduce the stoppage of food waste at the production stage in the food industry,



The depletion in non-renewable raw material resources, an increase in their prices, as well as an increase in the amount of waste generated, necessitate a transformation towards the implementation of a waste hierarchy based on the 6xR principle: Rethink, Refuse, Reduce, Reuse, Recover and Recycle.

This begins with a conscious and responsible lifestyle, reducing consumption of goods and disposal of waste. In a circular economy, waste should be treated as secondary raw materials used for re-production. This is to be achieved using mechanisms at earlier stages of the product life cycle, which will contribute to 'closing the loop' and increasing recycling and reuse of the product, benefiting both the environment and the economy. This will translate into increased energy savings and reduced greenhouse gas emissions.

Separate collection is a source of raw materials, whose processing back into products usually requires much less expenditure (energy and raw materials) than producing goods from primary raw materials. The use of secondary raw materials will reduce damage to the environment and landscape. The most common problem with separate collection is the contamination of secondary raw materials with other types of waste. Much of the waste that could potentially be used is sent to installations and processed into alternative fuel. Rationalising the municipal waste

which is one of the most significant problems in Poland compared to other European Union countries. Implementing the principles of a more sustainable economy, focused on saving and reusing certain products, is one of the key issues. This can be done, for example, by creating places where electronic equipment can be repaired or exchanged for other goods, such as good quality clothes, books or household items. Within the framework of GOZ, one goal should be to strive for the reuse of waste water and used water in industry and municipal economy. In the case of modernising or constructing housing estates, reusing grey water for flushing will also make it possible to implement the principles of GOZ in the urban aspect.

The price of collecting municipal segregated waste is increasing, as a result of an increase in the volume of waste from residents as well as higher transport and energy prices. An increase in the amount of waste generated and the poor quality raw material obtained from selective collection will create a problem with the management of processing residues. Therefore, it is

necessary to develop facilities for the recovery of raw materials from waste and, particularly, recovering the energy fraction, and to implement solutions to ensure that waste is not wasted and will consequently guarantee protection against environmental degradation in accordance with the GOZ idea.

One element of the transition to a closed loop economy will be the elimination of single-use plastic items from public space. Activities to reduce the use and production of plastic will be continued, including the declaration of the Regional Assembly of the Małopolska Region on 30 September 2019: "Małopolska free of plastic". The GOZ approach is inextricably linked to the development of innovation, the creation of new business models and increasing the environmental awareness of society, which will ultimately contribute to raising the competitiveness of Małopolska's economy.

**MAIN LINES OF ACTION:**

- 6.1. Promoting the principles of a circular economy:
  - 6.1.1. Promoting the idea of GOZ among the population, including repairing and reusing products.
  - 6.1.2. Action for conscious consumption, including reducing the amount of food thrown away.
  - 6.1.3. Eco-advisors for business - advisory support for entrepreneurs interested in implementing modern technologies in the field of environmental protection and implementation of GOZ principles.
  - 6.1.4. Promoting good practices and model solutions for GOZ in public administration.
- 6.2. Personnel for the implementation of GOZ principles:
  - 6.2.1. Action aimed at training human resources in the field of GOZ.
  - 6.2.2. Action for the implementation of GOZ principles, including eco-design, in research and development departments as well as design and construction offices of companies.
- 6.3. Efficient use of products, raw materials and waste:
  - 6.3.1. Actions to improve the quality of collected secondary raw materials obtained through separate collection at source.
  - 6.3.2. Increase recycling of packaging waste.
  - 6.3.3. Creating an efficient market for waste recovery and the use of secondary raw materials according to the "my waste, your raw material" principle.
  - 6.3.4. Measures for the reuse of industrial water, wastewater and sewage sludge in the economy.
  - 6.3.5. Implementing technologies that extend the life of products, through repair and remanufacturing etc.
  - 6.3.6. Creating repair and reuse points for products.
  - 6.3.7. Developing facilities for the recycling and recovery of raw materials from waste and, particularly, recovering the energy fraction.
- 6.4. Regulatory solutions for GOZ:
  - 6.4.1. An effective system of integrated permits.
  - 6.4.2. Sealing the waste management system (register of entities introducing products, packaged products and waste management).
  - 6.4.3. Promoting green public procurement, reducing environmental damage.



## MAIN DEVELOPMENT POLICIES:



LIMITING  
CLIMATE  
CHANGE



WATER  
MANAGEMENT



BIODIVERSITY  
AND LANDSCAPE



ENVIRONMENTAL  
EDUCATION

# AREA III: CLIMATE AND ENVIRONMENT

Specific objective:

**High environmental quality  
and striving for climate neutrality**

### STRATEGIC UNDERTAKINGS

- Climate neutral schools in the Małopolskie voivodship
- Climate-friendly public buildings
- Ekocentres - a network of environmental education centres
- LIFE Eco-Malopolska - Climate Action
- Eco-advisor in each municipality
- Lesser Poland Rainwater



## **SPECIFIC OBJECTIVE FOR "CLIMATE AND ENVIRONMENT" AREA**

The key idea in the field of environmental policy is to manage the resources of the natural environment in such a way that they can also be used by future generations.

A responsible development policy, parallel to the implementation of programmes focused on economic and social development, must take action to improve the quality of life and living space, of which a good state of particular environmental components is an inseparable element. Despite the undeniable need for many further improvements to local infrastructure, environmental issues are currently becoming the key challenge for Małopolska.

The basis of all action taken for the benefit of the environment is raising awareness of residents and gaining their co-operation. Therefore, apart from the important role of educating the society on the condition and functions of the natural environment and the influence of human activity on it, both positive and negative, the key strategic issues in the field of Małopolska's natural environment are:

- › continuing to intensify and take new measures to improve air quality, with a view to achieving climate neutrality, including the development of "green energy" in support of the drive towards an energy-efficient economy and the development of energy generation based on alternative energy sources,
- › taking comprehensive measures to reduce energy consumption, water consumption and waste generation,
- › climate change adaptation, mitigation (partly related to rational water management in the region, green and blue infrastructure, etc.),
- › intensifying action to protect and shape the biodiversity of Małopolska's natural environment and landscape as a key asset as well as an important factor for economic development.

The issue of improving the resilience of the environment to climate change will be reflected in the course of action in all sub-areas of intervention: air, water, energy, waste and biodiversity, nature and landscape protection. Progressive climate change needs to be addressed in two ways: by limiting climate change and by adapting to it. In terms of mitigation, key issues include: reduction of greenhouse gas emissions, including carbon dioxide, transition to renewable energy sources, rational energy management, development of low-carbon and energy-efficient transport, and last but not least, afforestation and forestation. In terms of adaptation, key issues include: improving liquid retention, especially on-site rainwater retention, increasing green areas and any measures to improve aerosanitary conditions. It is worth mentioning that some of these measures, such as afforestation, green areas and increased humidity resulting from improved liquid retention, have both adaptation and climate change mitigation roles.

Sustainable development, including adaptation to climate change, will become a key paradigm in shaping the Region's development policies and improving the quality of life of its residents. These activities will include the promotion of Małopolska as a region actively involved in improving the quality of the natural environment and landscape and educating people on climate issues and protection of water resources, as well as providing support and advice to local government and other entities on pro-environmental activities, some of which are particularly innovative.

With this in mind, the strategic objective for the CLIMATE AND ENVIRONMENT area is as follows:

**HIGH ENVIRONMENTAL QUALITY  
AND STRIVING FOR CLIMATE NEUTRALITY.**

# MAIN DEVELOPMENT POLICIES:

## 1. LIMITING CLIMATE CHANGE

### HANDLING STRATEGY

Improving air quality is one of the key actions involved in the idea of sustainable development for the Region. Implementation of the requirements of anti-smog resolutions for Małopolska and Krakow will be carried out through gradual withdrawal of old, out-of-date, conventional generation units (solid fuel-fired furnaces) which do not meet the environmental requirements governing pollutant emissions, with solutions based on biofuels, district heating and heat pumps and, where possible, also through connection to the geothermal network. Regardless of the reduction in particulate pollution, the problem is still the significant emission of carbon dioxide - one of the main so-called greenhouse gases. It should be noted, however, that not only coal-fired households and large industrial plants and power stations are responsible for its emissions, but also transport, waste management, agriculture and land use. With a view to mitigating climate change, there is a need for coal mining and coal-fired power generation areas, as well as energy-intensive industries – steel, paper, chemicals and cement – to be transformed.

Long-term comprehensive measures to build a new pattern of urban development, favouring development inside invested areas and inhibiting the process of suburban sprawl and thus reducing commuting, will therefore be an important issue. This consists of a number of urban planning issues, such as mixed housing, services and employment functions, or housing development near major public transport stops. In addition, urban areas should not be overlooked for the provision of green spaces, water and recreation areas, which have a positive impact on the city's climate and quality of life. As part of improving air quality, afforestation and tree planting programmes should also be developed. It is necessary to identify ventilation corridors and not to build or limit development within them.

As regards low-emission transport, action aimed at reducing private car traffic should be intensified by building "Park&Ride" type car parks near major transport nodes, as well as extending and/or creating railway connections, and new stops, especially in urban areas. The key element of sustainable mobility policy is low-emission public collective transport. Extension of the rail transport system using the existing rail network in cities is a fundamental measure to ensure that this means of transport is available to a larger number of inhabitants. One important factor affecting sustainable

mobility is the development and promotion of zero- and low-emission car transport. One solution is the creation of low-emission traffic zones, which aim to restrict vehicles with combustion engines in city centres. Sustainable mobility is possible through the use of alternative modes of transport, which include walking and cycling. In urban areas in particular, various incentives should be created to encourage people to choose these forms of transport. One measure supporting a low-carbon transport policy will be the development of a system of bicycle paths, as a tool not only for improving recreational values but also for encouraging more people to actively use this mode of transport as a form of commuting to work, school or other service facilities. It is also worth initiating a wider campaign promoting the health benefits of cycling and walking as an alternative form of transport in urban areas, spa areas, and also in rural areas. Comprehensive development of a network of bicycle paths and a system of renting bicycles and other personal transport devices (skateboards, scooters, etc.) may provide an alternative for short distance travel. Changes in local inhabitants' transport habits and preferences will make an important contribution to an overall improvement in the health of society and the state of the environment.

Małopolska's economic development is connected to an increase in the production and



LIMITING  
CLIMATE  
CHANGE

use of energy, which contributes not only to an increase in air pollution but also higher costs borne by the economy and society. Significant emissions of "greenhouse" gases exacerbate climate change, especially its negative effects. In order to achieve climate neutrality, it will be necessary to transform the entire economy, especially the heat and power generation sector, towards reducing greenhouse gas emissions. The development of energy based on renewable energy sources (RES) is also becoming indispensable. In Małopolska, this mainly involves the use of geothermal energy, solar energy and biomass. Due to the diversity of the lie of the land and a large number of rivers with steep gradients, especially in the mountains, it is worth initiating a programme for the development of "small hydropower". It is equally important to improve electricity infrastructure and modernise power units and also develop smart grid mechanisms in the field of monitoring and taking organisational, legal and technical action for transforming the present power grid into a smart grid.

clean heating and renewable energy sources. Moreover, it is also essential to give residents appropriate advice and provide support for people affected by energy poverty.

A comprehensive spatial planning system, including the development of green and water infrastructure, can also be used to introduce energy saving policies and reduce the impact of climate change.

**MAIN LINES OF ACTION:**

- 1.1. Intensified action to reduce emission of pollutants by switching to the so-called ecological fuels and system heat, including continuation of the replacement of low-efficiency boilers for solid fuels etc.
- 1.2. Increase in the use of technologies based on renewable energy sources for the production of heating and cooling, cogeneration and electricity:
  - 1.2.1. Generating energy based on geothermal, small hydropower, photovoltaic and other alternative energy sources, taking into account regional specifics.

In the field of energy, it is also important to adapt industrial sources of pollutant emissions to the requirements of the law, including IED, MCP, NEC Directives and international conventions, and to develop co-generation (simultaneous generation of energy and heat). In addition to the share of renewable energy in the production of electricity and heat, an important task will be to create regulations conducive to the development of local sustainable energy areas within energy clusters or cooperatives.

It is also necessary to support measures to reduce low-emission pollution by helping municipalities to implement low-emission management plans. Action to promote RES should be one of the key elements for the efficient implementation of strategies to improve air quality at regional and local level. Counselling and using financial incentives, combined with raising awareness, are key challenges for improving air quality.

It is also important to develop and expand the district heating network by connecting new and existing buildings to the central heating source. It is invariably important to take wider action in the field of energy efficiency, by promoting the development of energy-efficient construction and energy efficiency etc. Reducing energy consumption in buildings is possible by supporting actions related to thermo-modernisation, using

- 1.2.2. Disseminating information and educating people on the transition to energy from clean environmental sources.
- 1.2.3. Developing renewable energy production and distribution infrastructure, with particular emphasis on public buildings.
- 1.3. Developing low- and zero-emission public transport:
  - 1.3.1. Building bus and tram fleets and developing infrastructure for electric and hybrid vehicles (vehicle charging stations, etc.).
  - 1.3.2. Developing infrastructure to serve travellers using public transport in cities and their functional areas.
  - 1.3.3. Support for the construction and modernisation of railway and tram lines and traffic organisation, facilitating the efficient operation of public transport.
  - 1.3.4. Promoting the use of public transport.







- 1.3.5. Promoting cycling and personal transport facilities and developing the cycle path system.
- 1.3.6. Promoting pedestrian movement and developing a system of attractive public spaces with streets and squares designed to encourage pedestrian movement.
- 1.4. Building roads and ring roads to reduce air and noise pollution by moving traffic out of the centres of villages.
- 1.5. Developing urban and non-urban greening programmes, including spa areas, to reduce air pollution:
  - 1.5.1. Creating a coherent system of public green areas in the form of parks, squares, and attractive greenery along transport routes (including high greenery and strips of shrubs).
- 1.5.2. Planting trees in towns and rural areas.
- 1.5.3. Protecting corridors and aeration wedges in urban areas.
- 1.6. Improving energy efficiency in the public sector and housing:
  - 1.6.1. Modernising energy supply for buildings.
  - 1.6.2. Increasing energy efficiency in the construction sector.
- 1.7. Increasing energy efficiency of businesses.

## 2. WATER MANAGEMENT



### WATER MANAGEMENT

#### HANDLING STRATEGY

Water is an essential component of life on Earth, and providing society and the economy with access to clean water is fundamental. One of the most important steps towards sustainable development and increasing resistance to the negative effects of climate change is a comprehensive system for improving the liquid retention of the Region's river basins; not only does this improve hydrological and climatic conditions but also the landscape as well as the quality of life for residents. An increase in liquid retention, in addition to improving the resistance of the environment to climate change, mitigates the adverse effects of these changes. One effect of these changes are more and more frequent droughts. Therefore, it will be important to develop and implement a comprehensive system of liquid retention and water management, including water efficiency. Here, an extremely important role is to be played by "small" and "micro" retention, which is most needed in urbanised areas as well as areas of intensive agricultural use.

One effect of climate change is increasingly frequent heavy downpours, which often have adverse effects in the form of localised flooding, also due to the small amount of open land that can absorb rainwater. The practice of rainwater harvesting and its use should be widely implemented in order to reduce the consumption of drinking water resources. Hence, a comprehensive approach to urban and rural space planning, using tools related to creating green areas, increased tree planting and developing "blue infrastructure" such as

rain gardens, various types of basins, street ditches and grass moguls is an important element. As far as urban areas are concerned, an increase in water and green areas as well as liquid retention of urbanised catchment areas will contribute to improved aerosanitary conditions due to increased humidity and decreased differences in temperature between different parts of cities, which will have a positive effect the quality of living space. In turn, the creation of "green infrastructure" such as street greenery in urban space and other



green areas, mitigates the effects of climate change and improves retention, air quality and quality of life.

Detailed principles of flood protection based on Flood Risk Management Plans and the principles of water management in the Vistula and

High quality of water and its large resources are a favourable factor for the development of any function adopted in the region's development concept. Their deficit poses great limitations to development, therefore one of the key issues is to improve the quality of surface and underground waters by, among other things, limiting the pollutants leaking into them or establishing protection zones of water intakes and protection areas of main underground water reservoirs. These actions serve the purpose of ensuring appropriate quality of water abstracted for supplying the population with water intended for consumption and supplying establishments requiring water of high quality, as well as protecting its resources.

Water pollution with chemicals like nitrogen and phosphorus or untreated household sewage is a significant problem. One necessary element of the ecological infrastructure along watercourses should be the use of a buffer zone in the form of extensively used meadows with high species diversity. This is a very good method of purifying polluted waters. At the same time, as part of sustainable water management, the structure of crops should be adapted to climate change using crops that require less water and are more resistant to high temperatures.

In Małopolska, there is still an urgent need to expand the water supply and sewage system, especially in the southern part of the Region and in areas covered by forms of nature protection. Ensuring good quality water for residents is crucial to the sustainable development of the Region and for improving the quality of life.

It is also important to manage flood-prone areas appropriately, by limiting development in floodplains and by building and rebuilding flood-protection infrastructure etc. Equally, it will be essential to adapt the management of flood-prone areas to climate change. This includes the use of blue infrastructure, flood protection infrastructure, as well as road and other technical infrastructure. As far as flood protection is concerned, early warning systems against flooding must be introduced. It is necessary to run a flood prevention system based largely on non-technical solutions (rational spatial planning in line with the principles of sustainable development and spatial order), and a landslide prevention system using sodding, bushes and afforestation, drainage channels and drains etc. and limiting development on landslide slopes.

Danube basins are quoted in the diagnosis of the strategy as formal and legal conditions in the section entitled: Environment - Climate change and extreme weather events.

Areas threatened by hydrological drought should be managed by introducing small retention and mid-field afforestation and shrubbery improving climatic and hydrological conditions.

**MAIN LINES OF ACTION:**

- 2.1. Development of green and blue infrastructure as elements to improve retention and aerosanitary air conditions and enhance quality of life:
  - 2.1.1. Introducing rainwater harvesting systems and removing obstructions or soil sealing.
  - 2.1.2. Creating a coherent system of green areas, especially in urban areas, based on both areas of organised greenery (e.g. parks, squares, street greenery) and natural and semi-natural greenery (e.g. forests, meadows, areas along watercourses).
  - 2.1.3. Restoring the natural liquid retention of river valleys, increasing biodiversity and landscape and tourism attractiveness.
  - 2.1.4. Development of small forms of retention and micro-retention as well as mid-field woodlots and bushes and other forms of increasing retention.
  - 2.1.5. Preserving and restoring riparian vegetation along watercourses and ditches to reduce the inflow of chemical pollution.
- 2.2. Development of a flood and landslide protection system:
  - 2.2.1. Building multi-purpose retention reservoirs as well as constructing and extending flood embankments and hydrotechnical facilities for flood protection.
  - 2.2.2. Measures to limit the potential for new development and development in flood



- risk areas, "100-year water" (Q 1%), as well as supporting measures to gradually eliminate existing development in these areas.
- 2.2.3. Constructing and upgrading engineering structures along roads for carrying flood waters.
  - 2.2.4. Preventing mass movements by stabilising land and limiting or excluding development on cliffs or in areas at risk of landslides.
  - 2.3. Expanding the water supply system and optimising water consumption.
  - 2.4. Promoting and supporting closed water cycle technologies in production, services and agriculture.
  - 2.5. Developing the sewerage and wastewater treatment system, especially in areas of the Region covered by forms of nature protection as well as areas with complicated soil and water conditions.
  - 2.6. Support for activities related to the rational use of thermal and mineral waters.
  - 2.7. Adapting crop structures to climate change and supporting measures to reduce agricultural losses from late frost and drought.

### 3. BIODIVERSITY AND LANDSCAPE

#### HANDLING STRATEGY

The rich natural resources of Małopolska are an asset affecting not only the quality of life of the inhabitants of Małopolska, but also the development of the economy, including in particular tourism and recreation. Maintaining and increasing the biodiversity of the natural environment, one of the key factors for increasing the resistance of the environment, economy and society to the effects of negative climate change, will be of key importance. This will require the expansion of the Region's green area, not only on the basis of area-based forms of nature protection, such as national and landscape parks or Natura 2000 areas, but also through the development of a network of core ecological corridors connecting these areas. Another element of increased biodiversity will be a process of river valley renaturalisation, especially for the Vistula River and its larger tributaries in Małopolska. These projects will be implemented by developing green and blue infrastructure, both on a local scale, by forming a group of green areas as well as increased afforestation and tree planting, and all over Małopolska, especially as far as protected areas and ecological corridors are concerned. In municipalities covered by areas of nature protection, such as national and landscape parks and Natura 2000 areas, it will be important to support qualified tourist programmes and develop water supply and sewage infrastructure and other measures conducive to improving the quality of the natural environment. However, irrespective of the above measures, preparation of further protection plans for landscape parks will be continued.

Within the framework of biodiversity protection, in accordance with the recommendations of the State Environmental Monitoring, the following measures should be prioritised. (1) In non-forest habitats: extensive agricultural management, primarily mowing grass and non-intensive grazing of cattle and sheep, and removing or thinning the undergrowth and/or tree layer; (2) In peatland and spring habitats: preventing water reclamation or artificially retaining water in habitats and the resulting disruption to drainage of peatland areas and adjacent areas; (3) In forest habitats: leaving dead wood and limiting the spread of alien species; (4) In aquatic habitats: limiting the progress of eutrophication of waters, silting of reservoirs and their overgrowth, as well as taking measures to arrange unregulated municipal management, promoting good agricultural practices and controlling fishery management.

In terms of forest areas, an important element is to strive for the development of multi-species forest habitats and the conversion of coniferous forest monocultures in areas predisposed by natural conditions, by introducing deciduous species usually more resistant to adverse climatic conditions. Moreover, to enrich biodiversity even further, afforestation and tree planting programmes should be developed, especially in urban areas and on agricultural land.

Landscape is an important issue; it is a synthesis of elements and links between the natural and cultural environment. Developing a landscape audit and identifying Małopolska's most valuable landscapes should contribute to the appropriate landscape protection and development policy. Another issue is the problem of "littering" with advertisements, especially along attractive roads and historical areas of towns in Małopolska.



The good practice initiated by the Małopolska Region in the form of the "I can see the mountains" action and the inclusion of subsequent municipalities in this initiative should be continued. Maintaining and increasing the attractiveness of the Małopolska landscape should be a permanent feature of the Region's economic development policy.

related not only to protection of landscape values, but also to health is a system of monitoring the impact of electromagnetic radiation.

**MAIN LINES OF ACTION:**

3.1. Protection of nature and biodiversity by shaping the natural system:

In terms of recovering post-mining and post-industrial areas, it is necessary to transform former pits into attractive recreational space, which may involve creating water reservoirs for recreational purposes. A more complex approach will be required for the zinc and lead ore mining area around Olkusz. Once mining ceases, there will be an urgent need for reclamation activities and appropriate management of these areas.

One important aspect of maintaining biodiversity is the protection of land surface, including soil, against water erosion, wind erosion and other morphogenetic processes degrading soil cover, including that of the highest level for agricultural production - classes I-III. The renewal of the humus layer of soil is a very slow process, taking hundreds of years, hence their protection is crucial in order to preserve them for future generations as the basic element for maintaining the agricultural productivity of soil. In turn, the protection of the earth's surface aims not only to reduce the harmful effects of human activities on the environment, but to renaturalise damaged areas and restore their natural functions.

For optimum environmental conditions, it is necessary to take corrective action in the field of acoustic protection. The most troublesome sources of noise emission are widely used forms of transport. The basic tools in the fight against emission of noise to the environment include spatial planning instruments and environmental protection instruments (noise barriers, well-designed and constructed roads, railways and airports as well as plans and programmes of environmental protection against noise). The issue of protecting the population from noise involves protecting transport routes by reducing the related nuisance. It is a common solution, which at the same time gives measurable effects. However, the issues of protection of scenic values should be taken into account, with preference for creation of green belts where possible. This should serve as a form of acoustic protection and noise reduction through the use of so-called quiet surfaces. One more important element,

- 3.1.1. Active protection of ecosystems, habitats and species of plants, animals and fungi, especially in areas covered by some form of nature protection.
- 3.1.2. Creation of new landscape parks in accordance with the Spatial Development Plan of the Małopolska Region.
- 3.1.3. Including all landscape parks in the Małopolska Region into protection plans in order to actively protect existing and disappearing ecosystems etc.
- 3.1.4. Shaping sustainable spatial development policies in nodal areas and ecological corridors.
- 3.1.5. Protecting soils from erosion as part of maintaining biodiversity and protecting high-quality soil for agricultural production.
- 3.1.6. Maintaining the biodiversity of meadows and mountain pastures through pastoral management.
- 3.1.7. Taking measures to protect forests and increase the percentage of Małopolska's area covered by forest and to adapt local species to climate change.
- 3.1.8. Sustainable development of river valleys as key ecological corridors, including renaturalisation measures.
- 3.2. Shaping and protecting the landscape of Małopolska:
  - 3.2.1. Drawing up a landscape audit, monitoring changes in land use and helping municipalities to implement policies, plans and programmes for the protection and creation of priority landscapes identified in the audit.
  - 3.2.2. Protection of scenic values along scenically attractive traffic routes with appropriate regulations on advertising and





the introduction of "green road enclosures" or green screens or the location of appropriate infrastructure related to viewpoints etc.

- 3.2.3. Protection of public spaces in historic city centres with appropriate regulation of advertising, signs and small architecture.
- 3.2.4. Adapting post-mining and post-industrial areas for economic and recreational

purposes, by creating water bodies for recreational purposes, with due consideration of nature and education-related issues.

- 3.2.5. Constructing road routes in compliance with the principles of protecting the provincial landscape.

## 4. ENVIRONMENTAL EDUCATION

### HANDLING STRATEGY

The need to protect all elements of the natural environment and landscape as a common good must become one of the key features of education, in view of the fact that the conscious co-operation of the region's inhabitants is essential for such action to be effective. A wide range of nature education, fostering responsible consumption and an environmentally-friendly lifestyle regardless of age, will be included in the scheme to create the appropriate attitude to sustainable development. A congenial natural environment improves the quality of the living space and thus the quality of life for inhabitants, but is also directly dependent on them.

As part of regional educational campaigns, good practices will be disseminated through multifaceted information and education campaigns on environmental protection, installation of renewable energy sources, improving the energy efficiency of buildings and energy-efficient construction, developing appropriate consumer attitudes (reducing energy and

water consumption) and promoting innovative ways of preventing waste generation. Activities involved in the fight to improve air quality by increasing pressure for buildings with environmentally-friendly heating will be continued. These will be carried out as part of the integrated LIFE project "Implementation of the Air Protection Programme for the Małopolska



ENVIRONMENTAL  
EDUCATION



Region - Malopolska in a healthy atmosphere, the LIFE IP EcoMalopolska project for the "Implementation of the Regional Action Plan for Climate and Energy" and the EcoMalopolska Project. If the measures planned are to be socially accepted, with sufficient social involvement in implementing the projects, then local inhabitants' awareness of environmental issues must be increased.

- › pro-environmental education in schools at all levels, promoting responsible consumption and the importance of proper waste selection and generation.
- 4.2. Developing an advisory system for organic measures, including innovative measures for entrepreneurs and farmers.
- 4.3. Promotional campaigns:
  - › increasing the use of local renewable

One pre-requisite for reducing disproportions in territorial development is to ensure a high level of involvement of local government and other entities in pro-environmental measures, some of which are particularly innovative. Activities in the field of counselling for inhabitants and business will be continued, with a view to introducing modern, environmentally-friendly solutions and providing substantial assistance in improving the state of the environment. Moreover, it is necessary to increase safety and improve the quality of life for inhabitants in changing climatic conditions.

**MAIN LINES OF ACTION:**

4.1. Education and information on:

- › the human impact on the natural environment, including the climate, and on measures designed to adapt to climate change and to neutralise or limit its negative effects,
- › introducing renewable energy sources, improved energy efficiency in buildings and energy-efficient construction,
- › saving energy and water and minimising waste generation, especially in households,
- › reducing dust and greenhouse gas emissions,
- › rational use of energy and water,
- › adapt agriculture to climate change,

energy potential, improving energy efficiency and low-carbon construction.

- › prevention or reduction of waste generation and treatment, in the form of events organised in local communities as part of local celebrations or separate waste management events,
- › low-carbon forms of transport,
- › a change in lifestyle towards energy and water efficiency.
- 4.4. Ensuring effective control of the enforcement of environmental regulations, including those related to the protection of the population against the impact of electromagnetic fields by introducing measures such as monitoring in this area.
- 4.5. Promoting the principles of sharing goods and services.

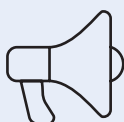
## MAIN DEVELOPMENT POLICIES:



STRATEGIC  
DEVELOPMENT  
MANAGEMENT  
SYSTEM



COOPERATION  
AND PARTNERSHIP



PROMOTION  
OF MALOPOLSKA



# AREA IV: STRATEGIC DEVELOPMENT MANAGEMENT

Specific objective:

**A strategic development management system adapted to the challenges of the 2020-2030 decade**

### STRATEGIC UNDERTAKINGS

- Malopolska Regional Development Observatory
- Citizens' Budget of Małopolskie Voivodeship
- Programme of cooperation with the Polish Community and Poles
- Centre for Regional Cooperation

## SPECIFIC OBJECTIVE FOR “STRATEGIC DEVELOPMENT MANAGEMENT” AREA

Strategic development management, from the point of view of the governing authorities of the Region, can be defined as a complex, multithreaded and cyclical process in which the Region, with the participation of interacting entities and partners, formulates targeted strategies, policies, programmes, strategic projects and procedures and methods of conduct. Then, it implements, coordinates and monitors them, evaluating their effects and, depending on the results of the evaluation and changes to the environment, revises their objectives or implementation processes as necessary.

According to the document adopted by the Government of the Republic of Poland (2018) entitled System of managing the development of Poland, the Government of the Region uses this system to “perform an initiating-integrating-coordinating function with regard to the development of the region. It is responsible to programme development-related activities in the region by building a network of cooperation at regional level, coordinating pro-development activities for the Region and overseeing the course of regional policy implementation processes using the appropriate monitoring and evaluation mechanisms. The Government of the Region also co-ordinates actions and investments planned in the region of supra-local importance, including those in functional areas”.

In view of the huge amount of responsibility borne by the Region’s authorities and the changeability of social and economic processes in the environment, the key issue is to make the strategic management system competent and adaptable enough to satisfy the Region’s emerging needs in terms of development.

In the coming decade, it will be crucial for the Region to improve its system of strategic development management according to the tasks and structures of its local government, and to shift the emphasis from its supposed role as a dispenser of funds to becoming an initiator, moderator and participant in development projects. Accordingly, the Government of the Region will be more active in obtaining external resources, not only from sources allocated for its own use, and will take on the role of a partner in multi-level projects for the whole Region or, where applicable, areas of the Region in particularly serious need of development.

Amongst other things, this indicates a need to remodel co-operation between the Government of the Region and its partners in the region, and also to assist in building the capacity of potential partners to participate in such far-reaching development policy.

With this in mind, the specific objective for the STRATEGIC DEVELOPMENT MANAGEMENT area is as follows:

### STRATEGIC DEVELOPMENT MANAGEMENT SYSTEM TAILORED TO THE CHALLENGES OF THE 2020-2030 DECADE

# MAIN DEVELOPMENT POLICIES:

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## 1. STRATEGIC DEVELOPMENT MANAGEMENT SYSTEM

### HANDLING STRATEGY

The system of strategic development management is a sphere of direct competence and responsibility of the Region. It will be progressively developed into a complete, coherent learning and dialogue-open system. The key to success in this field is providing assistance for developing regional and local competencies in management, multidimensional partnerships and flexibility.





In its current form, this system features a well-developed subsystem of strategic programming, programming and project implementation from EU funds, monitoring the socio-economic situation of the Region and performing tasks included in the Małopolska Investment Plan for 2015-2023, while the remaining components of the system require supplementation,

zonal mega-programmes will be embedded in the Strategy as "subsystems" of management, with a separate set of monitoring indicators and a specific method of evaluating their effects, a responsible co-ordinator and human, financial and organisational resources allocated as necessary. Adopting this coherent model will mean re-structuring strategic programmes.

The system of monitoring, reporting and evaluating the strategy, including strategic and multi-annual programmes, spatial development plans, as well as strategies and plans proposed by organisational units of the Region will be made coherent so that these documents form a uniform and internally logical matrix of objectives, principles, indicators and expected results.

partial or entire. These include: systematic monitoring and evaluation of strategic programmes and other development policy instruments; mechanisms for strategic orientation and co-ordination of non-investment policies and activities; ensuring direct coherence between all programmes and policies implemented with SRWM 2030; facilitating the process of monitoring the effects of and amendments to the development policy in response to changes to the requirements of regional stakeholders, changes to external conditions or delays identified; integrated material and financial monitoring, reported according to the objectives of SRWM 2030, as well as tools for rapid communication and co-ordinated co-operation with project partners and consultation with local inhabitants.

At the same time, the capacity to learn, test new solutions and benefit from ones own experience, as well as external experience, will be developed. Existing strategic management tools will be maintained, developed, partly modified and integrated, while additional tools will be introduced as needed.

In order to improve and strengthen the impact of dialogue with partners, measures will be taken to strengthen the role of dialogue, public debates and social consultations in the process of conducting development policy.

Support will be provided for the development of competencies of local government staff, including those from small towns and rural areas, with a view to establishing co-operation and implementing joint undertakings.

Strategic programmes in a modified formula, also covering the obligatory statutory programmes as well as the components of hori-

Existing methods of monitoring and evaluating will be complemented and consolidated so as to create a coherent system of monitoring and evaluating strategies, programmes, policies (including those enshrined in the Region Spatial Development Plan) and strategic projects implemented by the Region, which will provide decision-makers for development policy in the region with comprehensive information on the progress of implementation and effects of the Strategy.

#### MAIN LINES OF ACTION:

- 1.1. A coherent and comprehensive system for planning and monitoring the implementation of SRWM 2030 and related measures:
  - 1.1.1. Developing an architecture of WM programming documents, mutually coherent and complementary.
  - 1.1.2. Setting the standard for strategic programming, monitoring and reporting.
  - 1.1.3. Introducing a minimum standard for public consultation in planning and evaluating actions resulting from SRWM 2030, including open sharing and use of results.
  - 1.1.4. Introducing widespread evaluation of the effects of policies and programmes and promoting it as an important element of a culture of open learning.
- 1.2. Co-ordinating development-related activities in the province:
  - 1.2.1. Monitoring and co-ordinating actions as part of various sectoral policies.
  - 1.2.2. Preparing, negotiating and implementing, at regional level, agreements on joint development projects, e.g. programme contracts, sectoral contracts, territorial agreements.
- 1.3. Developing Małopolskie Obserwatorium Rozwoju Regionalnego (the Małopolska

Regional Development Observatory) as a competence centre for monitoring and evaluating projects as well as transferring knowledge of development processes in the region.

- 1.4. Continuous training of local government staff, including those involved in planning and implementing development policies in the Region, designed to improve information and communication skills etc.
- 1.5. Strategic orientation and development of interregional co-operation within the Region in the field of development policy:
  - 1.5.1. Strengthening interregional co-operation using Interreg programmes and international cooperation networks etc.
  - 1.5.2. Strengthening co-operation with neighbouring regions, including joint strategic undertakings with interregional impact, for neighbouring areas with similar development challenges,

1.5.3. Analysing key competences, requirements and experiences of co-operating regions in Poland and abroad for their use in development activities in the Region.

1.5.4. Inspiring, developing and implementing national and international interregional projects that can benefit from access to knowledge, know-how and concrete solutions.

1.5.5. Promoting, within the framework of interregional cooperation, Małopolska's achievements in the field of development policy and other public policies in order to increase the involvement of the relevant regional parties in international knowledge-sharing and cooperation networks.

1.5.6. Introducing a fund for international co-operation projects for entities from Małopolska, with preference given to entities acting as project leaders as well as projects involving several partners from the region.







COOPERATION  
AND PARTNERSHIP

## 2. COOPERATION AND PARTNERSHIP

### HANDLING STRATEGY

In search of ways to improve the quality of management of common issues, the public administration uses the idea of new public co-governance. This works on the assumption that, since it is not able to meet all social needs of the 21st century on its own, the key to good governance is intersectoral partnership and social dialogue, and great importance is ascribed to co-operation based on mutual trust. Co-operation, partnership and co-responsibility of public entities, business and citizens in the implementation of public policies is one of the principles of the Strategy for Responsible Development for 2020 (with an outlook towards 2030) adopted by the Polish Government. The document indicates, amongst other things, that social capital is pre-requisite for the development of a modern economy and effective co-operation. Not only do various entities become co-participants in development activities, but also co-create them, and what is particularly important for the effectiveness of development policy is the involvement and creativity of local governments. Co-operation and partnership involve co-responsibility and consensual co-operation between the Region and other entities – those responsible for development policy in the region. The key success factors in this field are institutional potential, the potential for cooperation and the ability to use them to design and implement actions.

In Małopolska, the system of strategic development management is, to a large extent,

groups, organisations gathering entrepreneurs and NGO federations etc.

Non-governmental organisations are a particularly valuable development resource for Małopolska - they can be an excellent source of ideas, inspiration, innovations and a partner (usually non-financial) in joint projects, and can also take responsibility for quality control of public activities. In order to exploit this potential to the full, tools and mechanisms will be introduced with a view to strengthening institutions, including financial ones, to increase the extent of partnership between local government and non-government organisations.

formed in dialogue or in response to needs reported by stakeholders in regional development policy, or otherwise diagnosed at various stages of development policy formulation, and this approach will be continued. Development-related undertakings will be implemented in co-operation with entities acting either as beneficiaries, contractors, clients or co-workers and partners, on the assumption that the number of various forms of co-operation and partnership will significantly increase and become a desirable and well-promoted model.

Internally, this applies primarily to co-operating with local government in municipalities and districts, as well as enterprises, non-governmental organisations, universities and other public entities. Important development partners for the Region's government include supra-local government coalitions (associations, unions of local government authorities including the ZIT type etc.), intersectoral associations, such as local action

All partners will be systematically and openly involved in pro-development processes and undertakings in the Region, and, if necessary, the potential participants of supra-local joint undertakings of a supra-local will receive substantive, organisational and/or institutional support in this respect, provided this is done in accordance with the principle of subsidiarity. As a result of this, partners, especially local government, will create more development schemes by initiating new, innovative undertakings, supra-local scale influence, serving not only to ensure an adequate number of basic services for local inhabitants, but also to develop the local economy, which means ensuring adequate public services in the future.

The expected effect will be a gradual shift of focus from the efficient absorption of funds to the creation of diversified development projects and financing mechanisms, greater pooling of development resources from different sources and sectors, the use

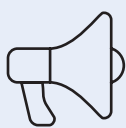


of public-social and public-private partnership formulas. This requires initiative, networking, capital of trust, competence and entrepreneurship.

Another important element of co-operation is strengthening ties with Poles as well as Polish communities abroad. A particularly important role is assigned to supporting Polish communities in the East. Assistance for them serves primarily to stimulate and support activities in the spheres of education and culture, as well as to disseminate knowledge concerning self-governance and support for economic development, etc. Examples of initiatives in this area include cultural co-operation and exchange, organising summer leisure activities for children and young people, charitable assistance for those most in need, and projects for the exchange of knowledge and experience.

#### **GŁÓWNE KIERUNKI DZIAŁAŃ:**

- 2.1. Supporting the Region's partners in strategic development management:
  - 2.1.1. Initiating activities to improve the skills of local government leaders.
  - 2.1.2. Advisory support for local authorities.
  - 2.1.3. Analysing and promoting regional examples of good practice of projects implemented in partnership, initiating their use by new entities.
  - 2.1.4. Promoting the practices of the Region's government, among development policy partners, related to methods of using debates and social consultation to shape and evaluate development activities.
  - 2.1.5. Supporting activities, strategies and programmes based on a diverse spectrum of co-operation.
  - 2.1.6. Inspiring and supporting the creation and activities of supra-local government coalitions.
  - 2.1.7. Developing open, systematic cooperation with the scientific and advisory community to improve the quality of development policy.
  - 2.1.8. Implementing a tool for remote, comprehensive communication between development policy partners in the region (with information, data collection, research, consultation functions, etc.).
- 2.2. Developing multi-level and multi-sectoral partnerships, e.g. with public institutions, social organisations, entrepreneurs and their associations and other territorial units:
  - 2.2.1. Strengthening existing partnerships and cooperation platforms developed by the Government of the Region as well as involving new partners and active participants in existing cooperation initiatives.
  - 2.2.2. Supporting and organising intersectoral co-operation (e.g.: universities - business - public institutions - NGOs and intergovernmental organisations) and introducing public-public and intersectoral partnership mechanisms into the strategic management process.
  - 2.2.3. Initiating, animating and supporting cooperation and partnership in areas of functional links (ensuring balanced partnership with a strong core centre and municipalities on the periphery), including the metropolitan area.
  - 2.2.4. Developing and deepening intra-regional co-operation between local government and other partners acting for the benefit of the region by involving them in the process of programming and implementing regional policy at regional level.
  - 2.2.5. Preference for policies, programmes and projects involving the local community and implemented in partnerships.
- 2.3. Development of the social capital of the Region by strengthening non-governmental organisations and raising local inhabitants' awareness of civic issues:
  - 2.3.1. Broadening the scope of cooperation with NGOs in various fields.
  - 2.3.2. Developing Citizens' Budgets.
  - 2.3.3. Developing an NGO forum, including co-operation with sectoral and area federations of organisations.
  - 2.3.4. Initiating and activating partnerships, coalitions, joint development projects in which NGOs are an equal partner of local government, contributing complementary (not necessarily financial) resources.
  - 2.3.5. Establishing a regional mechanism for strengthening the potential of NGOs in Małopolska.
- 2.4. Developing, activating and supporting co-operation and partnership with Poles as well as the Polish Diaspora abroad.



PROMOTION  
OF MALOPOLSKA

### 3. PROMOTION OF MALOPOLSKA

#### HANDLING STRATEGY

Promoting Małopolska is one of the most important tools for supporting the social and economic development of the region. A strong brand helps to create a competitive edge, distinguishing Małopolska from other regions, attracting residents, tourists and investors, and it is a significant source of aid for innovation processes. Małopolska enjoys a positive and recognisable image, both in tourist, social and economic terms, which is a good starting point for strengthening the material development potential of the Region.

In the continuous and conscious process of building up the region's image, it is fundamental to ensure coherence between the identification and presentation of the Małopolska brand and its identity rooted in tradition and innovation. Planning activities and appropriate communication of the brand among recipients ultimately results in people making specific associations with a given place, which enhances the positive image of Małopolska. This is undoubtedly one of the directions of the region's development which should be continued and developed. The Małopolska Region has made many efforts to ensure that the region is associated with both tradition and modernity. The Małopolska graphic symbol has been changed, regional, national and international events have been held, and partnership projects involving cooperation on many levels between various stakeholders have been implemented using the latest trends in marketing communication.

The extraordinary natural complexity of Małopolska goes hand in hand with the diversity and multiculturalism that has developed over the centuries, creating a valuable national and regional heritage. The uniqueness of Małopolska sets the region apart from other places both at home and abroad. Marketing communication should continue to refer to the wealth of the region through the promotion of Małopolska's heritage in its broadest sense (culture, tradition, nature, cuisine, historical monuments, design). Examples of building the Małopolska brand based on the wealth of the region include events that take place cyclically, such as the Małopolska Festival of Taste, Festival of Cuisine, historic monuments, and design: Małopolska Taste Festival, Jewish Culture Festival in Kraków, International Festival of Mountain Folklore in Zakopane, Ski Jumping World Cup and many others.

A number of sectors, including tourism, sports or culture, require various forms of support to rebuild their current position weakened by the effects of COVID-19 restrictions. The social campaign under the slogan "The good is in Małopolska. Stop the Coronavirus!" and the promotion of the Małopolska Anti-Crisis

Shield were the first examples of marketing activities in response to the needs of residents, entrepreneurs and tourists, involving integrating promotional elements for different audiences, sectors and individuals.

The world around us is also evolving through digitisation. Strengthening communication activities online in connection with the redirection of communication and functioning to the sphere of e-solutions has become particularly important, and the COVID-19 pandemic has forced even more rapid changes in this area. The promotion of Małopolska must move towards e-solutions to make it easier for residents, tourists and entrepreneurs to gain access to many events, both cultural and social.

One of the key tools for promoting the Małopolska brand is the Małopolska Brand Coordination System, in which nearly 100 entities are involved, including the departments of the Marshal's Office, the Organisational Units of the Region, selected regional legal entities, capital companies and associations, including the Małopolska Tourist Organisation. Promotion of the Małopolska Region should continue to be based on coordinating marketing activities, especially strategic projects requiring greater concentration in the area of promotion.

The image of the Małopolska brand is formed on many levels. One significant task for the Małopolska Region is to integrate and co-ordinate coherent promotional activities, as well as cooperation involving more stakeholders and other partners in the Małopolska Brand Coordination System. Increased co-operation in the region with the participation of many entities from government, non-governmental and business sectors etc., including those representing local communities, is conducive to building supra-local links as well as strengthening regional awareness and multi-level integration in the region. Co-operation and its effects have a strong impact on the development of Małopolska. The region's communication strategy should strongly emphasise the needs of individual target groups, and the Małopolska brand itself should become a tool for marketing support for regional product brands and for

facilitating the introduction of new, specific products to the market, directly increasing their recognisability. The most important task in this area will be to present the benefits of co-operation. An example of anticipated involvement and co-operation may be projects referring to tradition (e.g. harvest festivals, fairs, local holidays) and spirituality of places (e.g. pilgrimage centres, festivals). The cooperation of various entities, institutions and local government will contribute to the fast growth of the Małopolska Region, and consequently improve the quality of life for its inhabitants.

Promoting the region in public spaces using elements of visual identification of the Region is a modern form of promoting the region, allowing viewers to make positive associations with a given place, object, and hence with Małopolska. Activities in this area will be continued.

The next step in developing the region's brand is to build positive associations with Małopolska among key target groups, i.e. residents, tourists and entrepreneurs. In order to achieve this goal, it is necessary to implement regional, national and international promotional campaigns to create a competitive edge for Małopolska, based on the region's natural, cultural, tourist and scientific assets. Undoubtedly, a great development opportunity for Małopolska will be to attract large events on a domestic and international scale, with significant potential for promotion, such

as The Economic Forum in Krynica-Zdrój or the European Games in 2023.

An important project aimed at creating a network of co-operation between the Region's government and its residents and partners by promoting local activities is the initiative to award a label confirming the special value of Małopolska's businesses, places, facilities, initiatives, or the exceptional quality of products from our region. Not only does this venture provide an opportunity to support the Region by promoting its products and services, but also to build positive associations of particular brands with their place of origin in the minds of Małopolska residents and tourists. This initiative is a continuation of the Made in Małopolska project, which will contribute to the balanced development of the region through promotional support for various areas.

Another extremely important element in the promotion of the region will be the expansion of social dialogue, based on an exchange of views, ideas and experiences regarding the development of the Małopolska brand. Joint involvement of the self-government authorities, residents, entrepreneurs and various institutions in Małopolska will contribute to a greater sense of responsibility for the development and image of the region. The actual strengthening of two-way action and influence between the Government of the Region and local communities should be an effective form of promoting the Małopolska Region.





Examples of this type of dialogue may be events, forums, meetings and idea banks. The Małopolska Region has gained experience in this field by organising such events as: the Economic Forum in Krynica-Zdrój, the Małopolska Brand Congress, the InNOWAcja, ProMOCja. Małopolska industrial conferences and others.

Undoubtedly, one of the key aspects of developing the Małopolska brand is monitoring and periodic research of activities involved in promoting the region's brand, and this will be continued.

the Małopolska Brand Coordination System:

- 3.2.1. Co-ordination and promotional support for strategic projects in the region.
- 3.2.2. Engaging and building partnerships with local government units, associations and NGOs to increase Małopolska's competitive edge.
- 3.2.3. Promoting the region in public spaces using elements of visual identification of the Region.
- 3.3. Promotional activities designed to support the sustainable development of the region:

Increasing the recognisability of Małopolska in the international arena will be possible thanks to the activity of the Representation of the Małopolska Region in Brussels and strategically targeted co-operation with partner regions in Poland and abroad. It is Brussels that is the centre of European Union management, a meeting place and crossroads of influence for individual European states. The presence of the Representation of the Małopolska Region in Brussels contributes to increased recognition of the region in the capital of the European Union, and thus in the whole of Europe.

**MAIN LINES OF ACTION:**

- 3.1. Building the Małopolska brand based on its identity, combining tradition and innovation, taking into account current trends in marketing communication.
  - 3.1.1. Referring to the richness of the region in the undertaken activities through the promotion of the broadly understood Małopolska heritage (culture, tradition, nature, cuisine, monuments, design).
  - 3.1.2. Strengthening the image of Małopolska as a centre of knowledge, competence and entrepreneurship.
  - 3.1.3. Promoting region based on a wide tourist package.
  - 3.1.4. Combining promotional elements for different audiences, sectors and entities.
  - 3.1.5. Strengthening online activities for the re-direction of communication and functioning towards e-solutions.
- 3.2. Developing an integrated system of promoting the region based on
  - 3.3.1. Implementing regional, national and international promotional campaigns.
  - 3.3.2. Initiating and supporting key partnership projects, including activities aimed at attracting major national and international events with significant promotional potential for Małopolska.
  - 3.3.3. Creating a network of co-operation between the Government of the Voivodeship, local inhabitants and regional partners by promoting local activities.
  - 3.3.4. Developing a common platform for social dialogue on promoting the region.
  - 3.3.5. Strengthening the positive image of the region with the involvement of the Representation of the Małopolska Region in Brussels and in co-operation with partner regions at home and abroad.
- 3.4. Monitoring and periodic research of the region's brand regarding the effectiveness of activities involved in its promotion.



## MAIN DEVELOPMENT POLICIES:



SPATIAL  
ORDER



SUPPORT  
FOR CITIES



RURAL  
DEVELOPMENT



INTRA-REGIONAL COHESION  
AND ACCESSIBILITY

# AREA V: TERRITORIALY BALANCED DEVELOPMENT

Specific objective:

**Sustainable and balanced development  
based on endogenous potentials**

### AREAS OF STRATEGIC INTERVENTION

- Medium-sized towns losing socio-economic functions
- Urban Functional Areas (MOF)
- Energy transformation area - Western Małopolska
- Marginalized municipalities (including areas threatened by permanent marginalization)
- Spa towns
- Legally protected areas

## SPECIFIC OBJECTIVE FOR „TERRITORIALLY BALANCED DEVELOPMENT” AREA

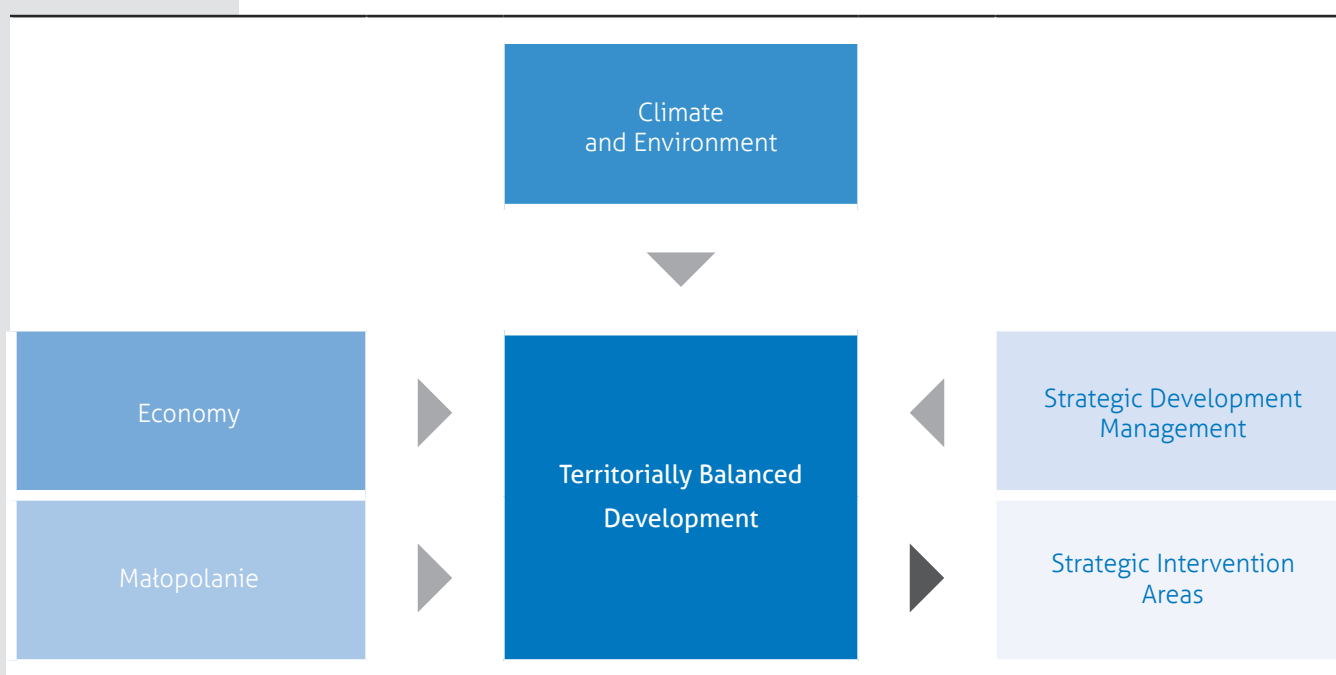
Given the assumptions underlying European and national regional development policies, it is to be expected that public interventions undertaken at central and regional level will have to be more targeted towards specific areas of the Region. There is particular emphasis on the need for greater territorial concentration in national strategic documents. In the Strategy for Responsible Growth for 2020 (with an outlook towards 2030), place-based interventions correspond entirely to Objective II Socially sensitive and territorially balanced development. In turn, the National Strategy for Regional Development 2030 indicates that the basis for a new territorial approach of the development policy will be a better identification of the characteristics of individual areas of the country by identifying their endogenous resources as well as challenges or barriers to development.

In line with the principle of territorially sustainable development, the priority of action taken by Government of the Małopolska Region in this respect will be providing support for the improvement of the quality of life of Małopolska's residents, building an attractive and competitive regional economy and taking care of the protection and resources of the cultural and environmental heritage of the region. To achieve this, sectoral policies must be territorially oriented. Therefore, this section aims to introduce the interventions outlined in the Regional Development Strategy "Małopolska 2030" in a more systematic manner and direct them towards the appropriate areas of the Region.

Interventions indicated in individual areas of the Regional Development Strategy "Małopolska 2030" are interconnected and also dependent on many factors. Action taken in one area will, to a greater or lesser extent, affect others. The intervention indicated in the section Territorially balanced development, therefore, relates to the previously presented thematic areas which, in a sense, involve directing action presented in them towards specific areas of the Region. The extent and intensity of this action will depend on the situation in individual municipalities, in view of the intra-regional disparities that still remain as well as the objective of improving social, economic, environmental and spatial cohesion.

With this in mind, the specific objective for the area of TERRITORIAL SUSTAINABLE DEVELOPMENT is as follows:

### SUSTAINABLE AND BALANCED DEVELOPMENT BASED ON ENDOGENOUS POTENTIAL





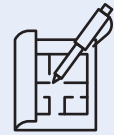
# MAIN DEVELOPMENT POLICIES:

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## 1. SPATIAL ORDER

### HANDLING STRATEGY

Action taken should be seen to be geared towards ensuring that the principle of sustainable spatial development principle is followed, and this should be seen as particularly advantageous. In view of the anticipated challenges to creating spatial order in the Region, one important task will be to strengthen the sense of responsibility amongst municipal administrators for the spatial integration of their localities. Another key priority will be instil in Małopolska's residents a desire to change their surroundings for the better and pay attention to appropriate utilisation of the local area without detriment to its appearance. This will not succeed without the active involvement of local government authorities, which will be supported by adopting local spatial development plans developed in view of demographic forecasts and the real economic needs of the municipality, with the equally active participation of residents assisted by reliable and committed experts. Action taken to improve the quality and accessibility of public spaces, condition of buildings and their surroundings, quality of greenery, and safety in public spaces should be taken in a comprehensive and multidimensional manner. It will also be necessary to take appropriate measures, highlighted in local development plans, to increase the amount of care given to common space, create unambiguous visual and informational communication, combat billboards and banners that disfigure the landscape, adopt „landscape” resolutions and, ultimately, make investments in revitalisation, thermo-modernisation of buildings and eliminate vacant buildings.



SPATIAL ORDER

For these actions to be effective, they must become a priority not only at municipal level, but also at regional level. With this in mind, it will be important to implement the directions of spatial policy set out in the Spatial Development Plan for the Małopolska Region.

villages are losing their original agricultural character, becoming suburban settlements, and the demand for new services in these areas is growing. This is why it is very important to support the creation of new jobs in rural areas and to strive to make them as

Moreover, special attention should be paid to increased accessibility and functionality of space. Public space needs substantial redevelopment to serve all its users on an equal basis. There is a need to increase the quality and independence of life for people with permanent or temporary mobility or perception difficulties, including the elderly. This will be achieved by making public spaces more accessible, including architecture and transport infrastructure, as well as making public goods and services more readily available, on a large scale.

The process of suburbanisation observed in recent years has resulted in increasing spatial chaos, rising investment costs and more barriers to new projects. Uncontrolled urban sprawl into rural areas means that

well connected as possible with larger urban centres, so that local inhabitants are not forced to move abroad or to other regions in search of new employment. Particular attention should also be paid to the develop-

ment of open and naturally valuable areas, as uncontrolled urbanisation in these areas may pose a threat to their special values. With this in mind, it will be very important to stop spontaneous urban sprawl and prevent dispersal of buildings by raising the quality and importance of spatial planning, developing co-operation in urban functional areas and educating people in this field.

**MAIN LINES OF ACTION:**

- 1.1. Preserving the spatial order, accessibility and aesthetics of the Region.
  - 1.1.1. Supporting municipalities in their spatial planning processes, by providing information on the risks associated with the lack of a sustainable spatial policy etc.
  - 1.1.2. Conducting educational and promotional activities aimed at instilling in the inhabitants of Małopolska a desire to change their surroundings and pay attention to the appearance of their locality.
  - 1.1.3. Supporting the creation of new, attractive and accessible public spaces and strengthening activities aimed at improving the quality of existing public spaces, particularly in compact inner-city districts.
  - 1.1.4. Creation of cultural parks, especially in historic urban areas.
- 1.1.5. Adopting a balanced spatial policy in favour of creating a coherent system of green areas supporting biodiversity, based not only on areas of organised greenery, but also on both natural and semi-natural greenery.
- 1.1.6. Promoting actions aimed at improving the quality, safety and accessibility of public spaces, the condition of buildings and their surroundings, the quality of landscaping, and identifying and disseminating good practices through public education.
- 1.1.7. Improving the knowledge, competences and skills of professionals creating and modernising public spaces in terms of their accessibility.
- 1.2. Countering uncontrolled suburbanisation and dispersal of development:
  - 1.2.1. Implementation of the concept of compact settlements and sustainable urban and rural development, in order to limit uncontrolled settlement in rural areas.
  - 1.2.2. Counteracting uncontrolled suburbanisation in open spaces and areas attractive for the landscape and tourism.
  - 1.2.3. A coherent spatial policy that goes beyond the administrative borders of municipalities.
  - 1.2.4. Restoring the functions of historic town centres to make them a better place to live for their residents.

## 2. SUPPORT FOR CITIES

### HANDLING STRATEGY

Providing appropriate support for the cities of Lesser Poland requires a broad look at their role in the socio-economic development of the region and an analysis of the functions provided for the benefit of their inhabitants and the surrounding areas. It is necessary to use the development opportunities offered by the cities of Lesser Poland and to disperse them to various parts of the region, making it possible to release the effects of synergy and transfer development to other areas. Action taken to support the cities of Małopolska will help to make them good places to live.



The development of larger cities, such as Krakow, Tarnów and Nowy Sącz, which perform metropolitan and regional functions, will be based on digitisation and automation as well as introducing innovative solutions for city management, such as Intelligent city management systems. It will be very important to strengthen the economy of the regional capital by creating a convincing investment package or the developing entrepreneurship and research and development to make it a significant hub of knowledge and innovation at European level. Due to the important role of larger cities in the settlement hierarchy of the region, their development should be shaped in a multi-sectoral way. In other words, these cities should serve as

powerful centres of supra-regional services, attractive in spatial and economic terms, and performing various functions at national level (Tarnów and Nowy Sącz) and international level (Krakow), in the field of education, science, culture or business etc. The metropolitan and regional development of these cities should therefore be based, above all, on improving higher-order services, making them adequate for the position they occupy in the settlement hierarchy, e.g. in the field of scientific, cultural or sport and congress infrastructure. Furthermore, one must not forget about the promotion of ecological attitudes and solutions, through environmental education, closed cycle economy, biotechnology or electromobility etc., thanks

to which the cities of the region will free themselves from environmental problems and better serve their inhabitants.

As regards development of medium towns (county towns, i.e. supra-local centres at primary and secondary level), a fundamental challenge will be to stop the increasing trend of depopulation, including outflow of mainly younger inhabitants to bigger towns, which usually have more to offer in terms of potential employment possibilities of improving competencies and qualifications. Striving to develop and retain high quality human and social capital, mainly by strengthening regional and supra-local functions of these cities and investments in infrastructure of education, science and business environment, will contribute to increasing their competitive edge and maximum use of their

Depending on diverse development needs, it will be very important to support the quality and accessibility of public services in cities, making them better and better places to live. Interventions in the field of public services will be adjusted to the functions of a given city and diversified depending on the status of different cities. In Krakow, this will apply to services at metropolitan level; in Nowy Sącz and Tarnów, higher level services will be provided at regional level, whereas in medium-sized towns efforts will be made to enhance public services and turn these towns into supra-local centres of growth. Equipment used in small towns is very diverse, and in their case it is difficult to provide equal access to services. Therefore, in these towns there should be extra support for services to help them satisfy the basic needs of their inhabitants.

Particular attention should be paid to problems occurring in cities, such as their "spilling over", "shrinking", "depopulation", "ageing" or problems related to environmental protection. One response to growing negative trends will be measures aimed at improving development opportunities, as well as encouraging municipalities to implement existing concepts of city development according to their endogenic potential and external factors affecting their development.

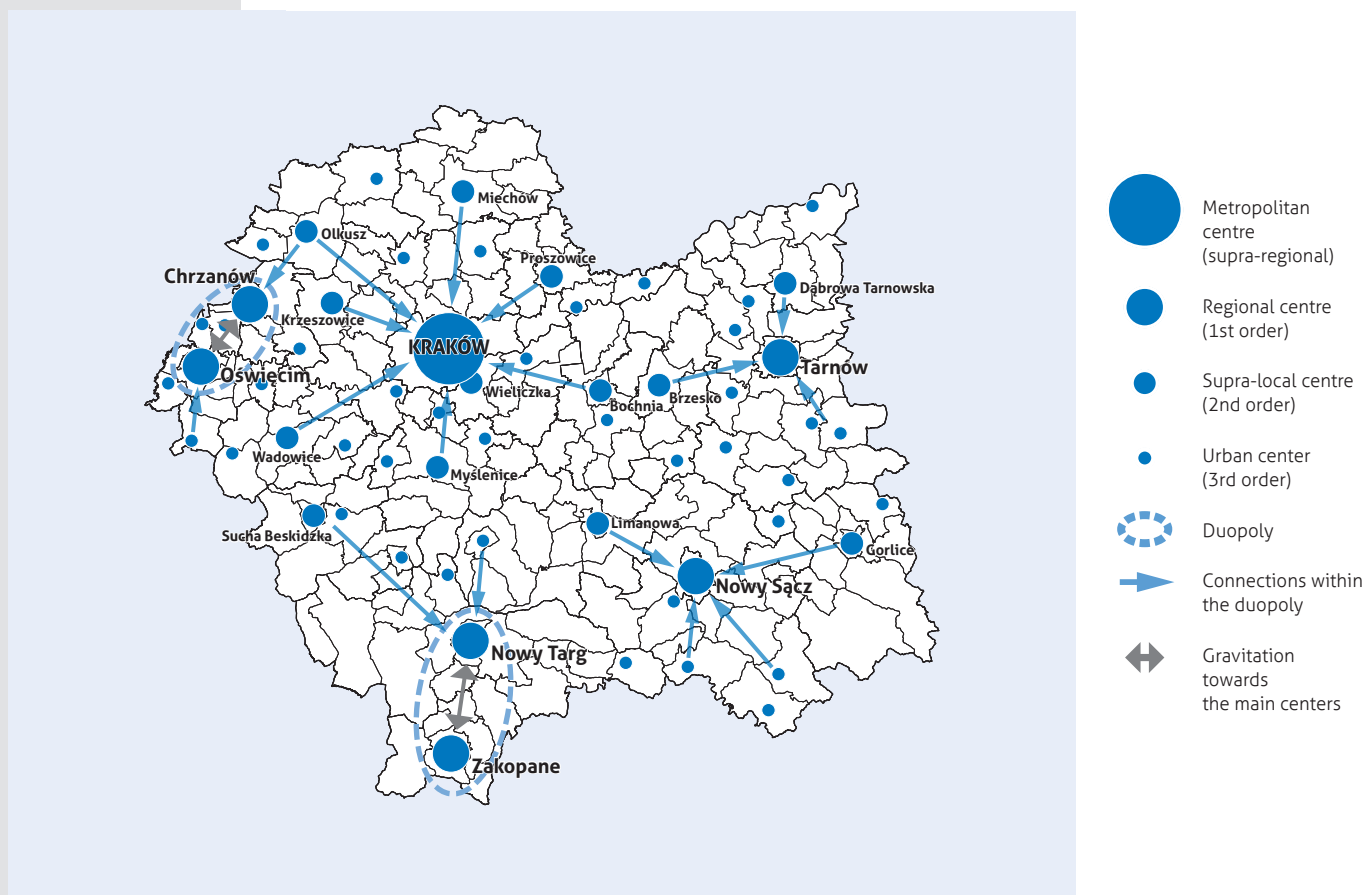
potential. The role of the Region's local government will be to create conditions for the best possible development of medium-sized towns, in particular those recognised as problematic or in danger of losing their status, so that they become attractive places to live.

A key action for the development of smaller towns will be to create conditions making them a driving force for the development of their potential as well as that of nearby rural areas. This will necessitate measures aimed at constantly improving the quality of public services, especially education, and supporting economic diversification in these towns. It will also be necessary to formulate mechanisms to enhance the specific character and uniqueness of small centres. For example, this may involve assisting small towns in mountain areas or areas with special tourist potential, as well as spa towns, whose development is important for their natural values and heritage to be promoted and the loss of their cultural identity to be avoided.

One tool for leading rundown parts of cities out of crisis will be the revitalisation processes. Support in this area will emphasise the complexity of interventions planned, with particular emphasis on activities in the social sphere and involvement of the local community, as these are the main factors that determine the effectiveness of the whole process. It is considered particularly important to use the endogenous potential of a given area to lead it out of crisis. There will also be particular emphasis on the quality, safety and accessibility of public space, as well as improving the state of the natural environment, especially in post-industrial areas (reclamation, universal design, energy efficiency, green areas, small retention, etc.). It will also be crucial to develop and implement effective mechanisms to integrate the activities of various entities, including private ones, in preparing and implementing complex revitalisation processes. On the other hand, in view of the increasingly frequent occurrence of the process of gentrification in larger cities, and as a result of revitalisation already implemented or measures aimed at densifying buildings, special attention



Map 1. Structure diagram of service centres



Source: Spatial Development Plan for the Malopolska Region, Volume II, Krakow 2018

should be paid to limiting its negative social effects.

In view of the common attraction to urban centres, the level of, and factors influencing their development, should be considered in line with processes occurring in the surrounding rural areas. This is why the Government of the Małopolska Region will provide particular support for integrated, complementary and partnership-led projects, whose implementation will be based on co-operation between urban centres and the surrounding municipalities. This applies to relations between the city and its area of influence, especially with regard to strengthening and shaping local labour markets, creating efficient public transport, increasing accessibility to public services and technical infrastructure as well as taking action for environmental protection or sustainable development of space beyond administrative boundaries.

**MAIN LINES OF ACTION:**

2.1. Improving development opportunities in Lesser Poland's cities:

- 2.1.1. Improving the capacity of cities to create development and economic growth, including pro-investment and employment policies.
- 2.1.2. Strengthening the economic base of cities to improve their competitiveness.
- 2.1.3. Supporting the sustainable and intelligent development of cities as nodes in a network of national and international links.
- 2.1.4. Building the capacity of cities to make them good places to live.
- 2.2. Strengthening functional links between cities and their surrounding functional areas, including support for entities implementing trans-local, partnership, integrated and multifunctional projects.
- 2.3. Strengthening the functions performed by cities:
  - 2.3.1. Supporting the metropolitan development of Krakow.
  - 2.3.2. Supporting the regional development of Tarnów and Nowy Sącz.
  - 2.3.3. Supporting the development of medium-sized cities, with particular attention to cities at risk of losing their socio-economic functions.

- 2.3.4. Increasing the capacity of small towns to make them local centres of growth.
- 2.3.5. Exploiting the endogenous economic potential of cities by creating conditions for fuller utilisation of economic activity zones and extending the range of business support institutions in cities.
- 2.3.6. Implementing intelligent city management systems.
- 2.4. Supporting and promoting the concept of sustainable urban development, including the idea of "smart city", compact city and vital city in Małopolska.
- 2.5. Supporting comprehensive revitalisation of rundown parts of cities, aimed primarily at overcoming the social crisis in these areas and launching sustainable mechanisms for their development.

### 3. RURAL DEVELOPMENT

#### HANDLING STRATEGY

The main participants in rural policy are local inhabitants, with their traditions, culture and social capital. The greatest development opportunities for rural areas should be found in local initiatives. This is why it is necessary to support all social and civic activity and the activities of local non-governmental organisations, and to involve local inhabitants in the decision-making processes concerning the directions and forms of development of their place of residence. There is also a clear need for rural policy to support economic and employment diversification, which will improve the quality of life for rural residents. In addition, improved urban-rural connections can bring greater socio-economic growth and mutual benefits. The revitalisation of smaller towns through reinforced regeneration and revitalisation processes will also provide an opportunity to accelerate rural development.

Despite the fact that, in recent times, radical transformations have been observed in rural areas (including a reduction in the share of agricultural production in functions performed by rural areas in the region), they are still the main suppliers of food and materials for particular sectors of economy. Depending on their location, (distance from major cities, main roads or tourist attractions etc.), the nature of the local economy, natural resources and external conditions, they also perform other consumption functions. Hence, the key measure for the development of rural areas will be to provide support for modern and innovative agriculture, based on local and natural products, especially in areas with agricultural potential (e.g. in the northern parts of the Region) and also in mountain areas.

Skills and competencies of local inhabitants are of key importance for the development of rural areas. Therefore, one of the priorities will be to develop the skills of adults in rural areas and increase their participation in education, through complementarily implemented (under the policy direction Education ) activities in the field of promoting the benefits of lifelong learning, as well as developing educational and vocational counselling and a flexible and accessible range of lifelong learning activities.

One very important element determining the development of rural areas is the protection of cultural and natural heritage. The biggest challenge will be to balance the needs

of the environment, economy and inhabitants, which are often in conflict with each other. Protection of natural values introduces restrictions related to residential, economic, agricultural and forestry use of these areas. It should therefore be borne in mind that economic processes in protected areas should be carried out in accordance with the concept of sustainable tourism and ecological agrotourism. With this in mind, it will also be very important to support the development of health resorts, in particular the creation of social, communication, tourist and recreational infrastructure, and to support activities to improve air, soil and water quality, shorten local food supply chains and strengthen revitalisation and renewal processes in these centres.

Mountain areas which, in the case of the Małopolska Region, overlap with border areas, are areas which favour the development of tourism and free time industries. In order to fully exploit their potential, it is necessary to eliminate the problems that exist there, including poor accessibility to transport, shortages in the water supply and sewerage system, unfavourable conditions for agricultural development etc. The role of the Małopolska Region's Government will be to create opportunities for the development of these areas, so that they strengthen the competitive edge of the Region.

The Government of the Małopolska Region will support the interventions indicated



in the measures below, directed at the development of rural areas. They will be complementary to actions taken at national level and coherent with governmental Strategy of sustainable development of rural areas, agriculture and fisheries 2030.

**MAIN LINES OF ACTION:**

- 3.1. Development of rural areas based on endogenous potential, including but not limited to:
  - 3.1.1. Strengthening infrastructural cohesion of rural areas of Małopolska and generational, professional and cultural integration of rural communities.
  - 3.1.2. Caring for local traditions and maintaining cultural identity in rural areas.
  - 3.1.3. Protecting cultural and natural heritage in rural areas.
  - 3.1.4. Reinvigorating the potential of local communities through cultural initiatives, particularly in peripheral areas.
- 3.2. Social and economic activation of rural areas and small towns, in particular:
  - 3.2.1. Reducing social exclusion of inhabitants of rural areas.
  - 3.2.2. Developing entrepreneurship in rural areas, including promotion of entrepreneurial attitudes and support for SMEs.
  - 3.2.3. Creating conditions for the creation of new jobs in rural areas.
  - 3.2.4. Support for and implementation of modern technologies and innovations in rural areas.
  - 3.2.5. Support for quality regional products.
  - 3.2.6. Promoting regional products to enhance the attractiveness of rural areas
- and to develop agri-tourism and rural tourism.
- 3.2.7. Improving the standard of and access to high quality public services, particularly in rural areas with the lowest accessibility.
- 3.2.8. Developing linear technical infrastructure in rural areas.
- 3.3. Strengthening supralocal cooperation, including support for the activities of non-governmental organisations, including Local Action Groups in rural areas.
- 3.4. Improving the area structure of farms through land consolidation.
- 3.5. Support for village renewal and revitalisation, including measures to solve social problems in rural areas and their physical regeneration.
- 3.6. Development of mountain areas based on endogenous potential:
  - 3.6.1. Strengthening and appropriate use of natural resources and landscape values of mountain areas.
  - 3.6.2. Sustainable development of infrastructure in mountain areas.
  - 3.6.3. Harnessing community capital and promoting cultural heritage in mountain areas.
  - 3.6.4. Developing a safe and modern economy in mountain areas, including support and promotion of sustainable agriculture.
  - 3.6.5. Preserving and promoting pastoral culture.
- 3.7. Strengthening integration processes in border areas.

## 4. INTRA-REGIONAL COHESION AND ACCESSIBILITY

### HANDLING STRATEGY

Despite economic growth in Małopolska, which has been maintained for many years, one can still notice the process of growing inequalities in development between some parts of the Region. The deepening disproportions in the level of development of different parts of the Region make it necessary to change the existing policy model and to focus more attention on counteracting these disproportions.

The aim of action taken for this purpose is to reduce regional disproportions in spatial accessibility between different parts of the Region and accessibility to services. This is directly related to making Małopolska more and more attractive a place for its residents to live. The best way to achieve balanced and sustainable development in the Region is to create an internally coherent region. Action for cohesion will aim to guarantee the best quality of life for its inhabitants in various aspects of life: social, economic, environmental, functional and spatial.

It will be crucial to ensure free access to goods, products, services and opportunities to participate in social and public life. With this in mind, the quality and accessibility of basic public services is very important, particularly for inhabitants with permanent or temporary mobility or perception limitations. It should be noted that this group is not only limited to people with motor, sensory and intellectual disabilities, but also includes the elderly, people using prams or travelling with heavy luggage.



INTRA-REGIONAL  
COHESION  
AND ACCESSIBILITY



The level of accessibility to particular services depends both on their physical provision in specific cities and on the transport network. Therefore, not only is the notion of accessibility connected with access to top quality services, but also with time and spatial accessibility to the centres where these services are provided. In Małopolska, the most accessible areas are concentrated around towns, and the impact of a town is usually dependent on its size. The poorest level of accessibility is found in border and mountain municipalities, located in the south-eastern parts of the Region. It is therefore necessary to take all possible measures, including lobbying for transport investments of key importance to sustainable development in Małopolska, so that these areas do not become increasingly peripheral. In particular, the Nowy Sącz needs improved transport connections to make it more accessible; as a regional city performing various regional level functions, it should first and foremost be given good transport connections both with the southern areas of Małopolska and with the regional capital.

In view of this, for the development of cities and rural areas and increased spatial integration in Małopolska, strengthening transport connections to various parts of the Region will also play a very important role. Without an appropriate system of communication links and infrastructure tailored to the needs of local inhabitants and the economy, it is not possible to make the Region the efficiently running system that it should be. Developing transport infrastructure will involve gradually modernising its existing elements as well as creating new ones, which have already been described in more detail in the area of Economy (Transport). Appropriate infrastructure and transport networks are also tools for levelling out differences in development between individual parts of the Region. The Małopolska Region's Government will strive to improve the situation in the least developed regions. This will be possible not only through investment in the construction

and modernisation of regional roads, but also by consistently supporting the expansion of local and bicycle routes and the creation of new high-speed rail connections. For full and balanced development in Małopolska, it is necessary to create a complementary road-rail transport system in the Region, enabling fast access (using public transport) to the capital of the Region and other larger cities, as well as to areas with the lowest level of transport accessibility, eliminating the Region's "transport black spots". The key will be to take action aimed at supporting sustainable and efficient operations in the transport sector.

#### **MAIN LINES OF ACTION:**

- 4.1. Support for areas threatened by permanent marginalisation and for medium-sized towns in danger of losing their socio-economic functions, in order to ensure coherent development in the entire Region.
- 4.2. Reducing disparities between different areas of the Region by increasing the quality and accessibility of public services:
  - 4.2.1. Investing in social infrastructure, particularly in deficit areas.
  - 4.2.2. Investing in technical infrastructure (e.g. sewerage and water supply networks), particularly in mountainous areas.
  - 4.2.3. Eliminating architectural and communication barriers in public buildings.
  - 4.2.4. Ensuring that complementary service is provided in different areas of the province.
- 4.3. Continuously improving transport accessibility in Małopolska:
  - 4.3.1. A coherent and sustainable transport system.
  - 4.3.2. Striving to eliminate transport bottlenecks and black spots.
  - 4.3.3. Investment in transport infrastructure to create fast connections between Małopolska's main cities: Kraków, Tarnów and Nowy Sącz.

# TERRITORIAL ORIENTATION OF THE REGIONAL DEVELOPMENT STRATEGY "MAŁOPOLSKA 2030"

Interventions designed to address territorial issues showed that there was a need to identify specific areas which, due to their specific nature and the problems observed there, require additional support, going beyond the measures envisaged for the whole Region. Separation of these areas, referred to as areas of strategic intervention (OSI), is intended to direct support primarily to those areas of the Region that need it most or, because of their specific nature and endogenous potential, make it necessary to increase the factors that may cause sustainable development in these areas.

However, it should be clearly emphasised that the actions of the Government of the Region will not be targeted solely at OSI. The directions for interventions proposed in the Regional Development Strategy "Małopolska 2030" will be aimed at providing support to all, even the smallest units in the region, but special attention will be focused on the most needy and remote areas, making development in the Region sustainable. This is required to maintain intra-regional cohesion and to change the territorial concept and approach, abandoning the assumption that development radiates from one growth centre to other areas. Therefore, the measures for territorially sensitive and responsible development indicated in the Strategy for Responsible Development for 2020 (with an outlook towards 2030) will be implemented.

## AREAS OF STRATEGIC INTERVENTION – DEFINITION

Pursuant to the definition contained in the Act on the principles of development policy, an area of strategic intervention is an area which is the subject of concentration of territorially oriented development policy measures. Implementing this strategic intervention is, on the one hand, related to providing equal opportunities for marginalised areas to balance the standard of living of local inhabitants and to ensure cohesion in the economy, and, on the other hand, to support already developed areas and make them more competitive and effective, which means that, in reality, territorially balanced development is achieved.

The new approach to regional policy anticipates a transition from supporting the whole

country or region in a uniform way to greater differentiation of interventions depending on the problems and potential of particular areas. This approach translates into more precisely demarking the OSI according to development policy priorities, as well as the creating territorial instruments tailored to their specific development needs. OSI designated and supported at regional level will perform an additional function in relation to OSI indicated at national level.

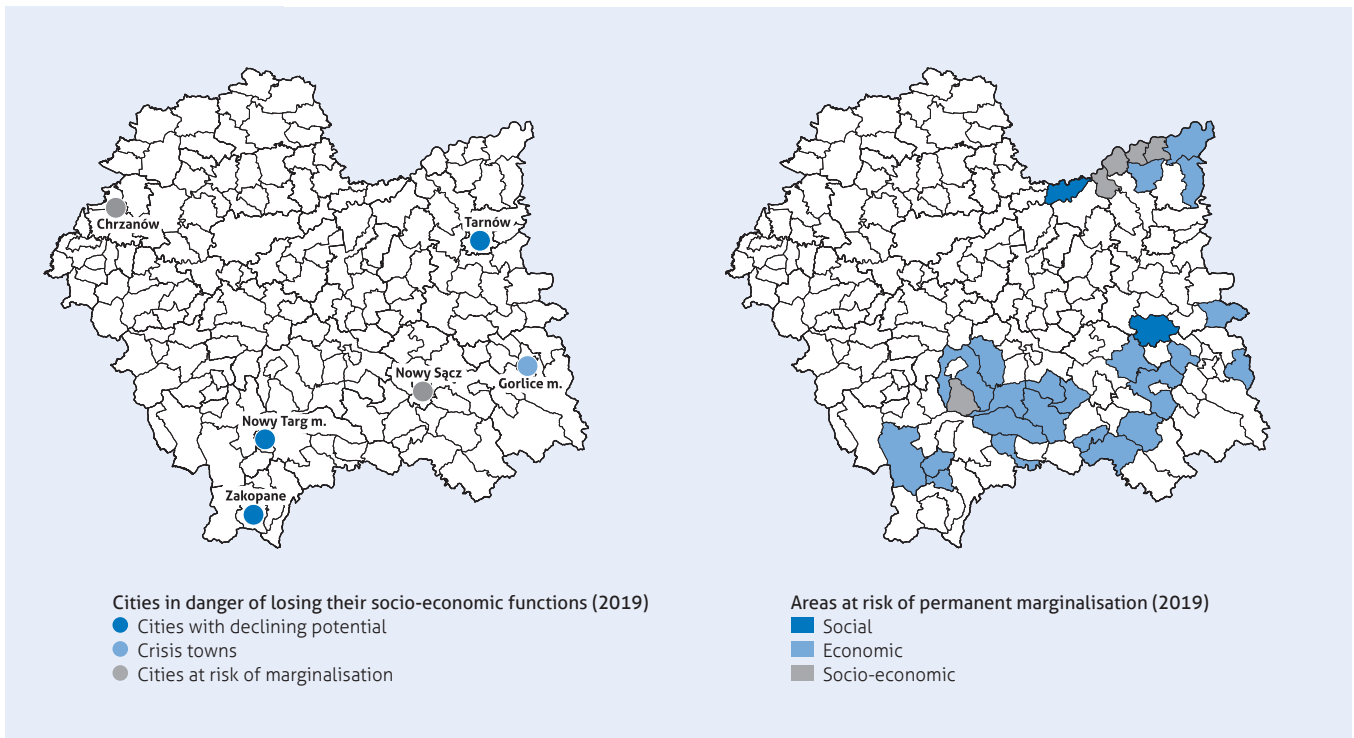
## NATIONAL STRATEGIC INTERVENTION AREAS

In accordance with the proposed provisions concerning areas of strategic intervention in the National Strategy for Regional Development 2030, one area of strategic intervention is defined as "an area indicated in the development strategy with identified or potential functional links or with specific social, economic or spatial conditions, determining the existence of barriers to development or permanent, activable development potential, to which public intervention is directed combining investments financed from various sources, including in particular economic, infrastructural and human resources investments or regulatory solutions".

At national level, two main types of territories have been designated as areas of strategic state intervention:

- › medium-sized towns in danger of losing socio-economic functions,
- › areas at risk of permanent marginalisation.

Map 2. National strategic intervention areas



Source: own elaboration based on government documents: „Strategy for Responsible Development until 2020 (with an outlook until 2030)” (2017) and „National Strategy for Regional Development 2030” (2019) and studies commissioned by the Ministry of Funds and Regional Policy: „Updated delimitation of problem areas for 2018” (Śleszyński P., Bański J., Degórski M., Komornicki T. et al., Institute of Geography and Spatial Planning of the Polish Academy of Sciences, Warsaw, 2019) and „Update of delimitation of medium-sized cities losing socio-economic functions (widening development gap)” (Śleszyński P., Institute of Geography and Spatial Planning, Polish Academy of Sciences, Warsaw, 2019).

These areas will be supported at national and regional level using specially dedicated tools. At regional level, it is envisaged that the national DSI indicated will be covered by additional intervention, e.g. in the form of special preference or bonus criteria for selecting projects in ROP WM 2021-2027. Details of the scope of support will be proposed in the Programme.

The SOR shows that six medium-sized cities in danger of losing their socio-economic functions were identified in the Małopolska Region: Chrzanów, Gorlice, Nowy Sącz, Nowy Targ, Tarnów, Zakopane. On the other hand, 29 municipalities were classified as marginalised areas<sup>1</sup>, most of which had preva-

1 In the Strategy for Responsible Development until 2020 (with an outlook until 2030) and in the National Regional Development Strategy 2030 in Małopolska 26 marginalised municipalities were specified. By decision of the Ministry of Funds and Regional Policy, on the basis of a letter dated 18 February 2020, as a result of the updated delimitation of problem areas, it was decided to extend the catalogue of communes

lent economic problems. It is possible that these areas will change even further when the Government decides to update the demarcation of problem areas.

## REGIONAL AREAS OF STRATEGIC INTERVENTION

Apart from the previously mentioned national DSIs (medium-sized cities in danger of losing socio-economic functions and areas at risk of permanent marginalisation), the Government of the Małopolska Region has decided to indicate (or, in the case of marginalised areas, to supplement) an additional catalogue of regional DSIs. The areas of strategic intervention at regional level will include both problem areas and growth areas.

with new diagnosed areas threatened with permanent marginalisation and medium-sized towns losing socio-economic functions, while retaining the existing list. In the case of Lesser Poland Region the catalogue was extended by 3 gminas: Szczucin, Wietrzychowice and Piwniczna - Zdrój.



### URBAN FUNCTIONAL AREAS (MOF)

Cities and their surrounding areas should be considered as growth areas with exceptional development opportunities. In view of the evident drawdowns to urban centres, the level and factors affecting their development should be considered along with various processes occurring in surrounding areas. Co-operation within urban functional areas, which crosses administrative boundaries, is very important for more effective co-ordination of development processes and increasing the efficiency of the system used to provide public services. This is why it is important to direct special support to areas which establish such co-operation.

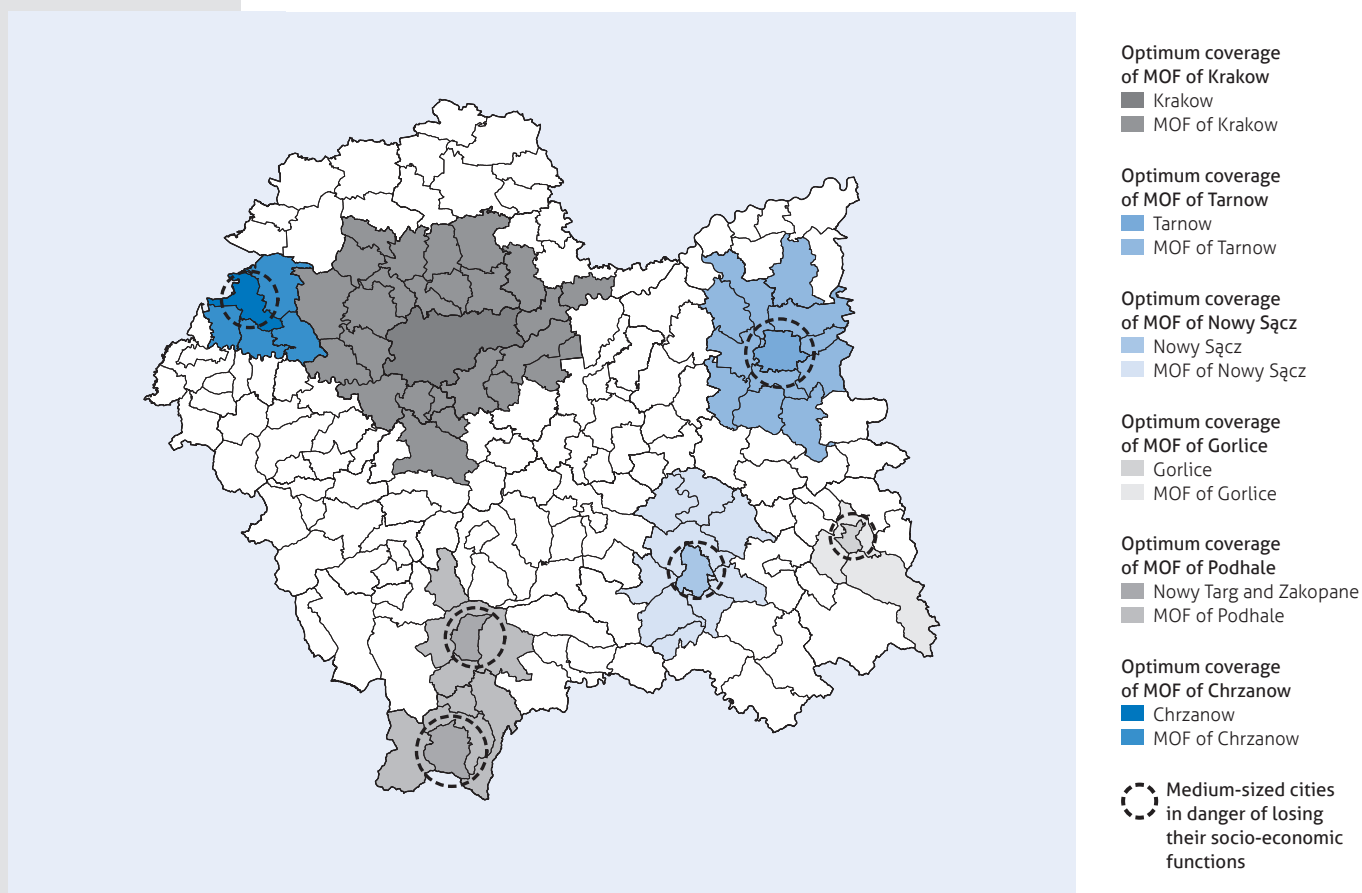
In view of the necessity to indicate in the Strategy the areas where such co-operation would be recommended, an analysis was conducted concerning the demarcation of the optimum ranges of MOFs in Małopolska, for implementation of integrated territorial investments between 2021 and 2027, for the capital of the region and six medium-sized towns in danger of losing their socio-economic function. The analysis was based on eight basic indices relating to dependencies showing attractiveness to the cities – cores of the MOF – and potential of the municipalities in the closest vicinity of the selected

cities etc. On the basis of the principles used to determine the optimal ranges of MOFs as well as the synthetic indicator<sup>2</sup>, and in view of the postulates made during social consultations of the draft Strategy, six urban functional areas were identified in Małopolska. In view of the overlapping areas of influence of Nowy Targ and Zakopane, it was decided to establish one common MOF in the Podhale area.

The Małopolska Region will support all municipalities co-operating within the MOF. Over the next few years, in addition to the existing Krakow Metropolitan Association, bringing together Krakow and surrounding municipalities, it will also be important to establish similar associations implementing projects under the integrated territorial investment formula for Tarnów and Nowy Sącz. The benefits of creating partnerships may also be seen for the remaining

- 2 The baseline indicators were standardised with respect to the mean and standard deviation for the given analysis area. Then, on the basis of the weighted average, a synthetic indicator was obtained, showing the relationship of a given municipality to the MOF core. It was assumed that the optimum MOF coverage would include municipalities with an indicator figure above 0.5.

Map 3. Delimitation of urban functional areas in Małopolska - proposed optimal MOFs



Indicators used for demarkation of optimal MOF ranges in Małopolska:

Type of indicators	Baseline indicators
I. Functional indicators (3 points)	<ol style="list-style-type: none"> <li>1. Number of outgoing workers to the MOF core per 1.000 inhabitants (2016)</li> <li>2. Number of urban registrations per 1.000 inhabitants (2018)</li> <li>3. Number of pupils commuting to secondary (post-primary) schools in the 2017/18 school year in relation to the population aged 16-19 (2018)</li> </ol>
II. Socio-economic indicators (1 point)	<ol style="list-style-type: none"> <li>1. Own income of municipalities per capita (2018)</li> <li>2. Number of business entities per 1.000 inhabitants (2018)</li> <li>3. Share of businesses classified in tertiary services (sections J-R) in relation to all businesses (2018)</li> </ol>
III. Morphological indicators (2 points)	<ol style="list-style-type: none"> <li>1. Population density - number of people per 1 km<sup>2</sup> (2018)</li> <li>2. Number of dwellings completed per 1.000 inhabitants (2010-2018)</li> </ol>

Source: own elaboration

identified MOFs. However, willingness to carry out joint projects should be expected to start from the bottom up, not only because of incentives and benefits offered for establishing partnerships. Action should favour the process of development and be an example of partnership-led co-operation to satisfy common needs. The nature of MOF support at Regional level will depend on the real needs of municipalities in these areas.

The optimal areas of MOFs indicated in the Strategy are the starting point for discussions on the possible implementation of the ZIT tool in the area of selected MOFs. Therefore, these areas should not be treated as a closed catalogue. On the contrary, in the case of a grassroots initiative taken by the communes that would like to engage in formal co-operation (these communes will be obliged to establish formal co-operation, e.g. in the form of union or association) and implement projects within ZIT, such discussions will be held and the final decision on the scope and territorial range of a given ZIT will be made at the level of ROP WM 2021-2027 and in the documents complementing it.

Only selected MOFs indicated in the Regional Development Strategy "Małopolska 2030" will be able to implement the ZIT tool.

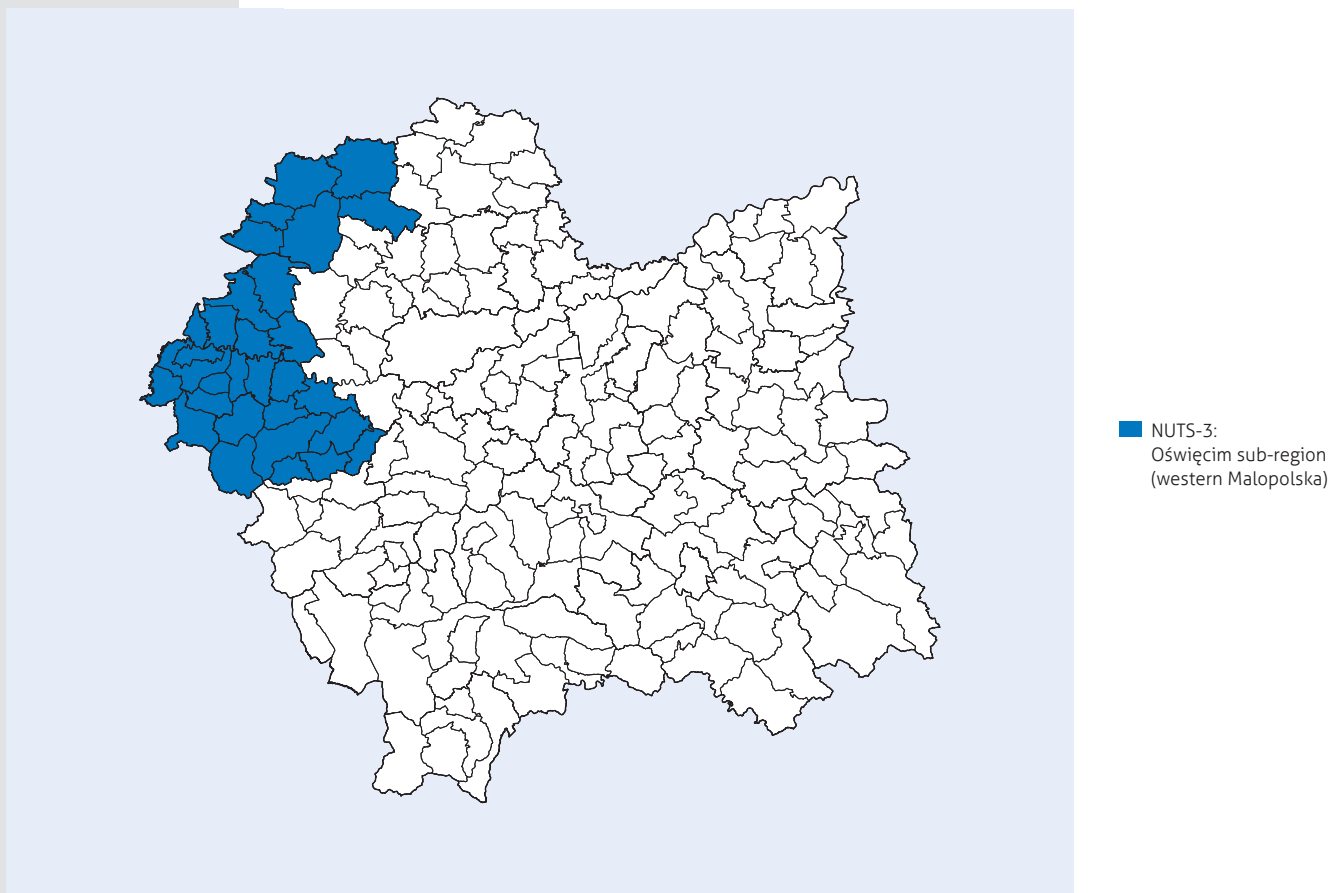
#### **ENERGY TRANSFORMATION AREA – WESTERN MAŁOPOLSKA**

In the next few years Małopolska, as well as other regions in the country, will face new socio-economic challenges related to the process of transforming the economy towards climate neutrality. One of the conditions for achieving this goal is transformation of regions economically dependent on coal. This energy transformation will require additional efforts to support those areas that will be most affected by its effects. In Małopolska, these are undoubtedly western areas of the Region.

The Oświęcim sub-region is a compact area covering four districts: Chrzanów, Olkusz, Oświęcim and Wadowice. Due to its specific features and high population concentration, it is the most urbanised part of the Region. The economy in this area is largely based on large factories connected with heavy industry and mining activities. Economic connections with the neighbouring Silesian province are clearly visible. In Oświęcim and Chrzanów Counties there are hard coal mines (at Brzeszcze and Libiąż).

Western Małopolska is an area recommended for support under the Just Transition Fund, dedicated to industrial, coal and energy-intensive regions (at NUTS-3 level) which are undergoing a significant transformation. The use of these funds in the new EU financial perspective 2021-2027 will require a Territorial Plan for Just Transition. This is to serve as a purposeful

Map 4. Energy transformation area - Western Małopolska



Source: own elaboration

plan for managing economic, social and environmental change in a given territory, involving reducing the economic importance of fossil fuels, especially coal, and supporting the development of a low-carbon economy. For West Małopolska, the plan should become a tool for co-ordinating various activities undertaken by different partners: both cushioning the adverse social effects of the transition away from a coal-based economy and accelerating the creation of new jobs by developing low-emission commercial and municipal enterprises, as well as reducing environmental pollution.

#### MARGINALISED MUNICIPALITIES

The identification of potential problem areas was developed on the basis of a synthetic indicator, composed of selected measures representing social, economic and environmental<sup>3</sup>

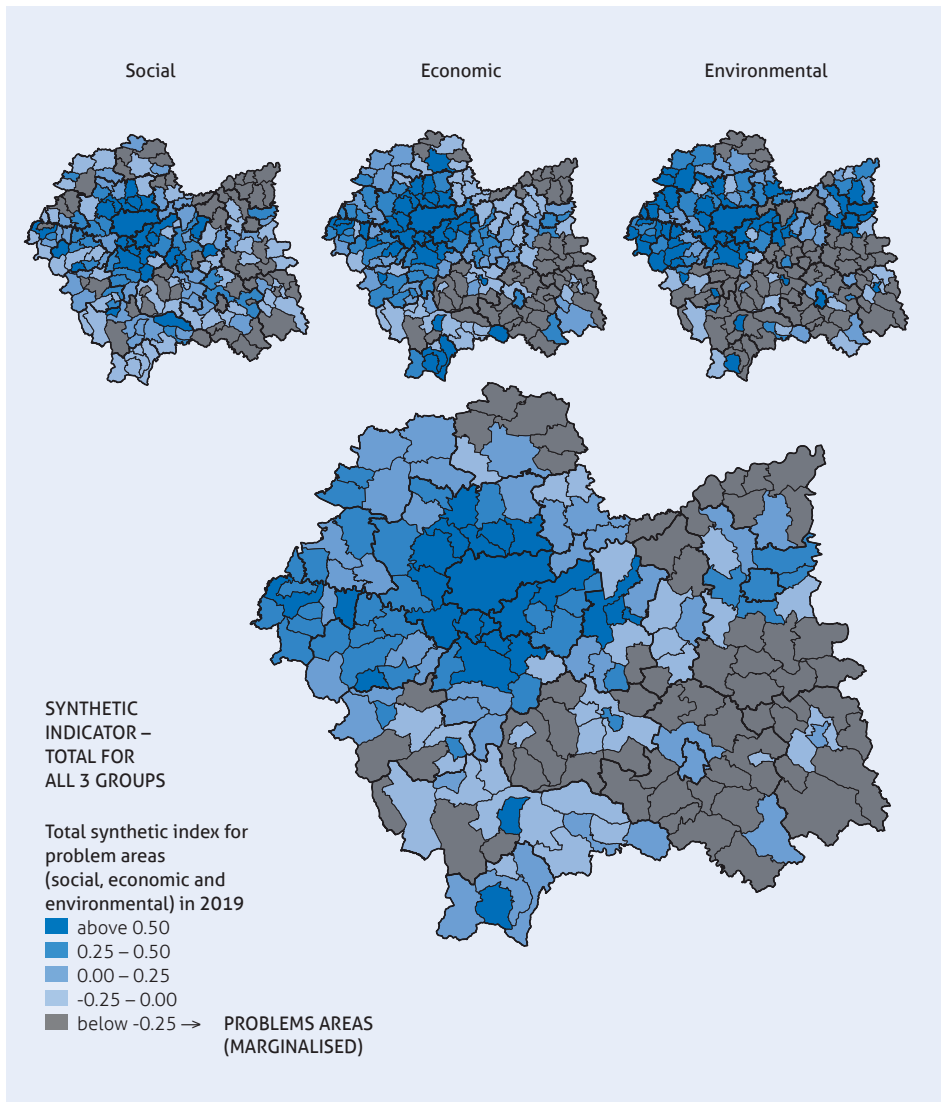
3 Methodology: The figures for individual component indicators for the municipalities were included in three groups: social indicators, economic indicators and environmental indicators (15 indicators in total). Individual figures for baseline indicators were standardised with respect to the arithmetic mean and standard deviation. Then the values in each group were summed

issues, presented on the map below. The results of the analysis made it possible to indicate the units that perform the worst in the Region (with figures for the synthetic indicator below -0.25), which makes it necessary to direct special support to them to give them equal development opportunities.

up (in the case of indicators which are destimulants – the figure was subtracted) and averaged so that it was possible to represent the average value for particular groups of indicators. The indicator reflecting the problem areas (social, economic and environmental) in the Region was calculated by averaging the individual synthetic indicators for the social, economic and environmental area. Baseline figures have been taken mainly from the CSO LDB, in relation to education - from OKE Kraków, while the indicator for transport accessibility has been taken from the following publications: R. Guzik, A. Kotoś, Ł. Fiedeń, A. Kocaj, K. Wiedermann, *Analiza relacji funkcjonalno-przestrzennych między ośrodkami miejskimi i ich otoczeniem. Component 3 Spatial relations and transport accessibility. Małopolska Region, IGiPZ PAN, Institute of Geography and Spatial Management Jagiellonian University, Krakow 2019.*



Map 5. Social, economic and environmental problem areas in Małopolska



**BASE INDICATORS**

**Social:**

1. Percentage of people of post-working age in the total population (2018).
2. Registering and de-registration of residence in the municipality for 1 thousand inhabitants (2018).
3. Percentage of people receiving social assistance according to the relevant income criterion (2018).
4. Average test results in primary schools (2019)
5. Members of circles, clubs, sections and artistic groups per 1,000 inhabitants (2018).
6. Turnout in elections to regional assemblies (2018).

**Economic:**

7. Persons conducting business activities per 1 thousand inhabitants (2018).
8. Number of registered unemployed per 100 people of working age (2018).
9. Usable area of dwellings completed per 1,000 inhabitants (2018).
10. Own income of municipalities per 1 inhabitant (2018).
11. Number of business entities entered in Section "I" of the PKD per 1 thousand inhabitants (2018).
12. Synthetic index for road accessibility to the municipalities of the Małopolskie Region (2019).

**Environmental:**

13. Percentage of users of the water supply system in the total population (2018).
14. Percentage of sewerage users in the total population (2018).
15. Percentage of legally protected areas in the total area of the municipality (2018).

Source: own elaboration

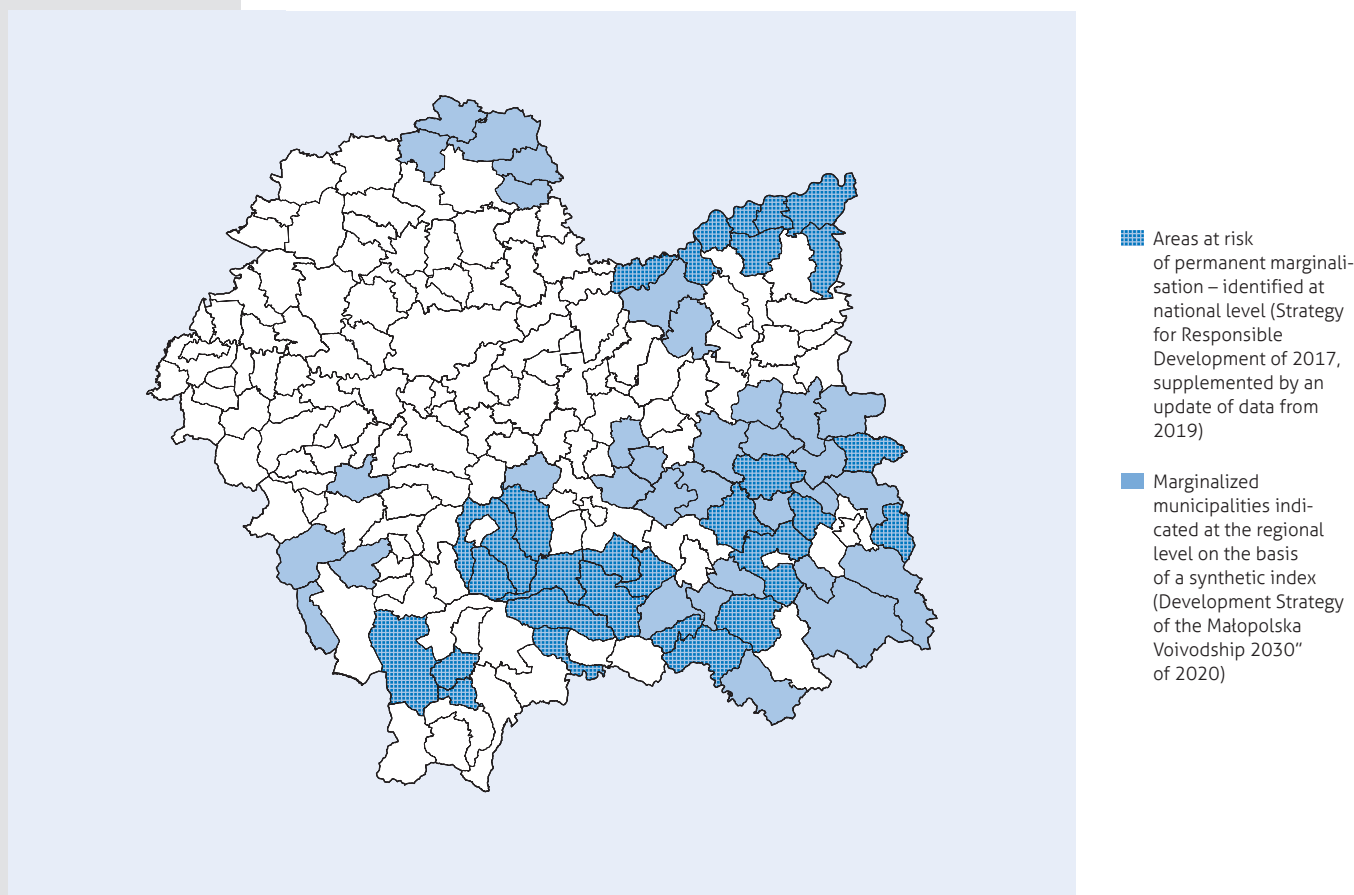
When analysing the territorial distribution of problem areas by three groups, it should be noted that social problems are not highly concentrated, but they appear to be slightly more concentrated in the south-eastern and northern parts of the region. As far as economic problems are concerned, the highest concentration of low figures for the indicator is in Dąbrowa County and in the belt of municipalities in the south of Małopolska. On the other hand, a particularly high concentration of low values for environmental indicators was also observed in the southern part of the Region. Having studied the above issues, it was possible to identify units in which all types of problem areas occur. Consequently, it was possible to identify areas of particular concentration of negative developments, which were mainly in the south-eastern part of Małopolska (the municipalities of Gorlice, Nowy Sąd, Tarnów and

Limanowa and the northern part of the Region (the municipalities of Dąbrowa and Miechów).

Therefore, these social, economic and environmental problem areas, showing the lowest figures for the synthetic indicator illustrated jointly for all three groups, should be viewed as marginalised areas identified at regional level. Ultimately, 62 municipalities were identified<sup>4</sup> as marginalised areas in Małopolska, locat-

4 Areas in which the total figure for the synthetic indicator for all three topic groups was lower than -0.25 (62 municipalities) were designated as marginalised municipalities. In addition, marginalised areas include municipalities indicated at national level in the SOR (following the 2019 indicator update, this changed to 29 municipalities), completely overlapping with the TSUs indicated at regional level.

Map 6. Regional and national marginalised areas in Małopolska



Source: own elaboration

ed mainly in the southern and eastern part of the Region, but also in the north of the Region.

The crisis situation of the above areas is further exacerbated by the fact that they are the poorest areas in relation to the provincial average. In 2018, most of the municipalities indicated obtained own income per capita at less than one thousand PLN, which means that these municipalities did not even reach 50% of the average for Małopolska.

These municipalities will thus be able to count on additional support from public funds for implementation of tasks aimed at leading them out of crisis. Additionally, intervention directed at marginalised areas as indicated at national and regional level should involve guaranteeing additional preference in obtaining funds for investments increasing development potential in municipalities, especially in the social, economic and environmental sphere<sup>5</sup>.

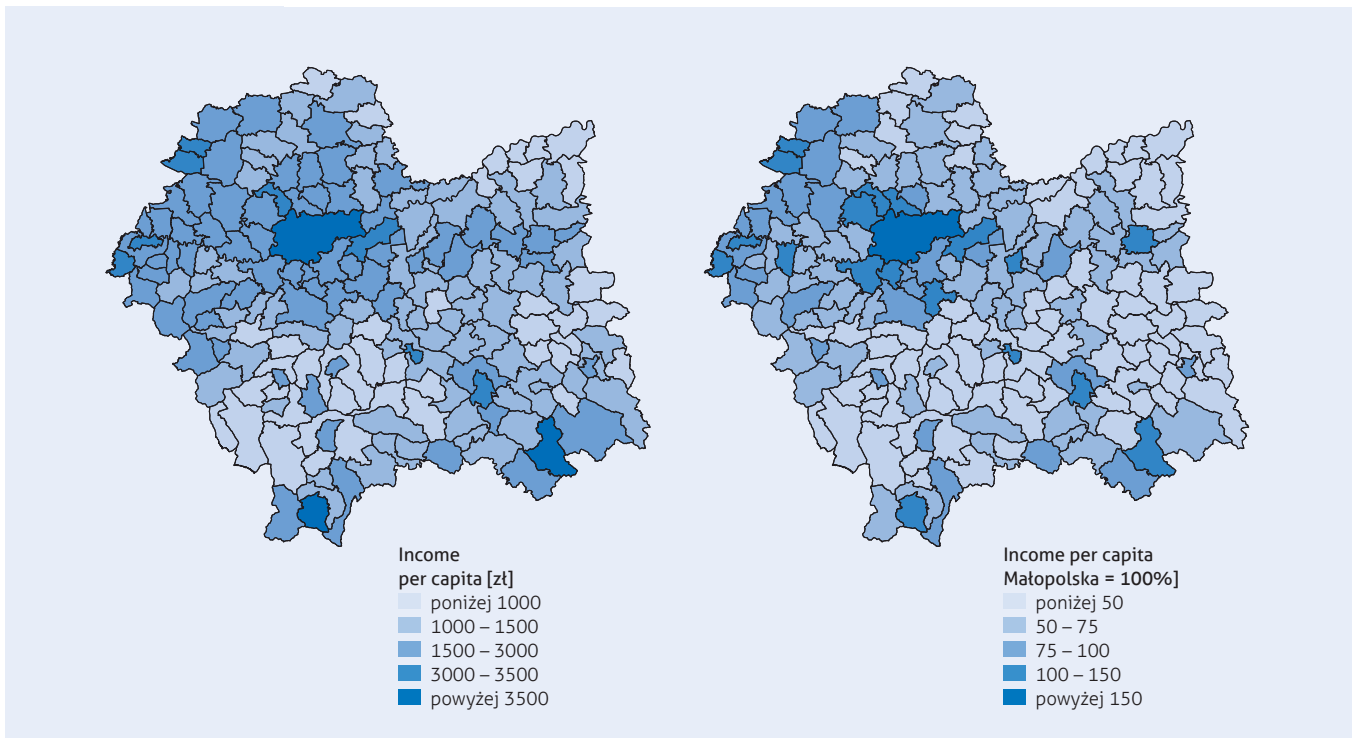
5 The detailed scope and rules of support for marginalised municipalities, indicated at national and regional level, and cities in danger of losing their socio-economic

### SPA TOWNS

Due to the specific nature of the Region, it is also very important for intervention to be directed at areas with special values and potential, and these should undoubtedly be regarded as spa resorts. Małopolska is, next to Lower Silesia, the second leading spa region in Poland, whose spa towns have a recognised tradition and rich history. These are mostly historic resorts, which are the Region's trademark, often with historic architecture and an excellent location due to climatic, natural and tourist values. Tourist destinations are located mainly in mountain areas, which, as indicated earlier, are areas with difficult transport access and limited opportunities for industrial development. In view of the significant importance of the development of the spa industry and high concentration of this valuable form of health treatment in the Region, support for present and future health resorts as well as

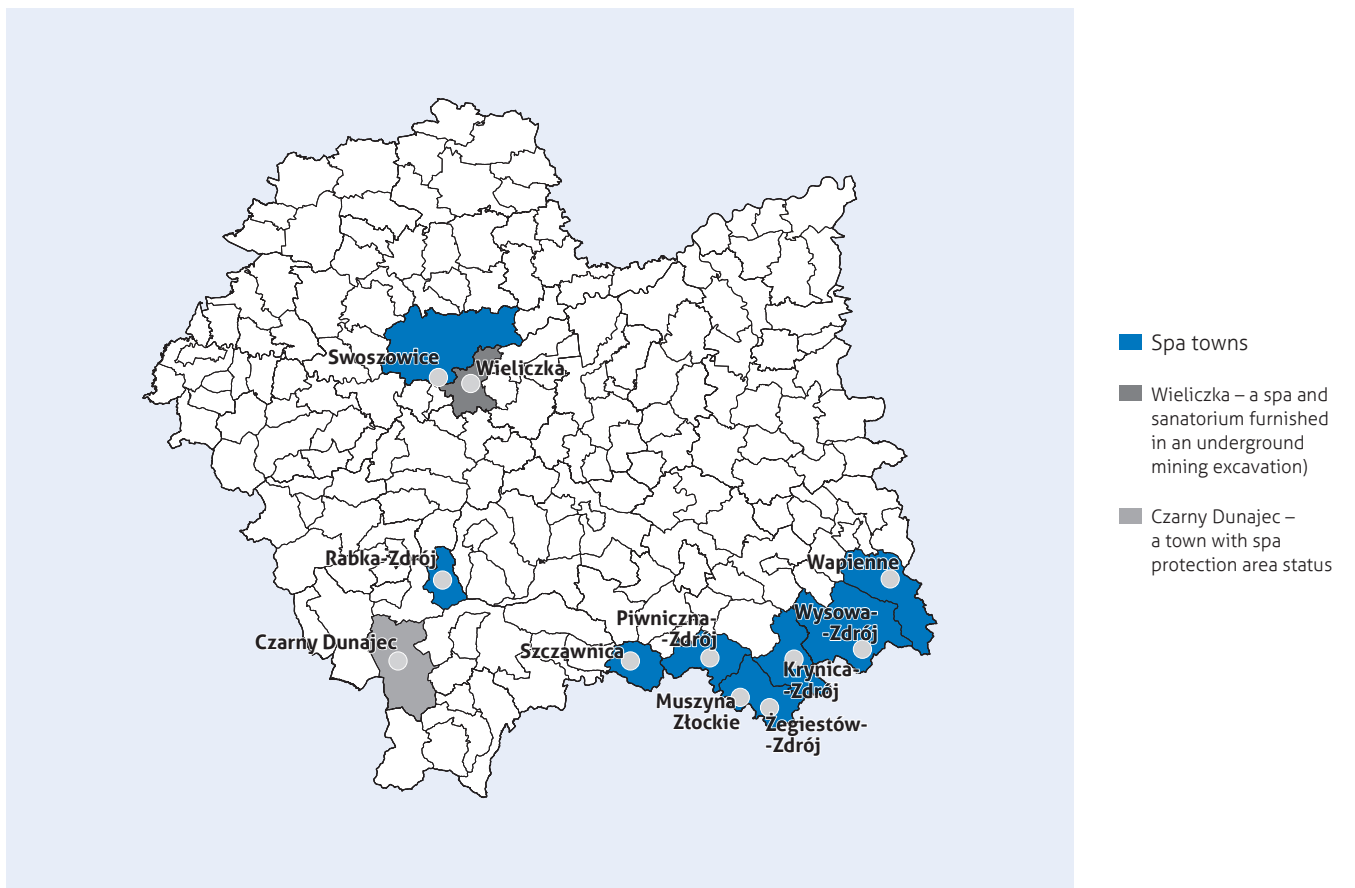
functions, will be defined in the Regional Operational Programme for the Małopolska Region for the years 2021-2027 and in other specific documents.

Map 7. Own income per capita by municipality in Małopolska in 2018



Source: own elaboration

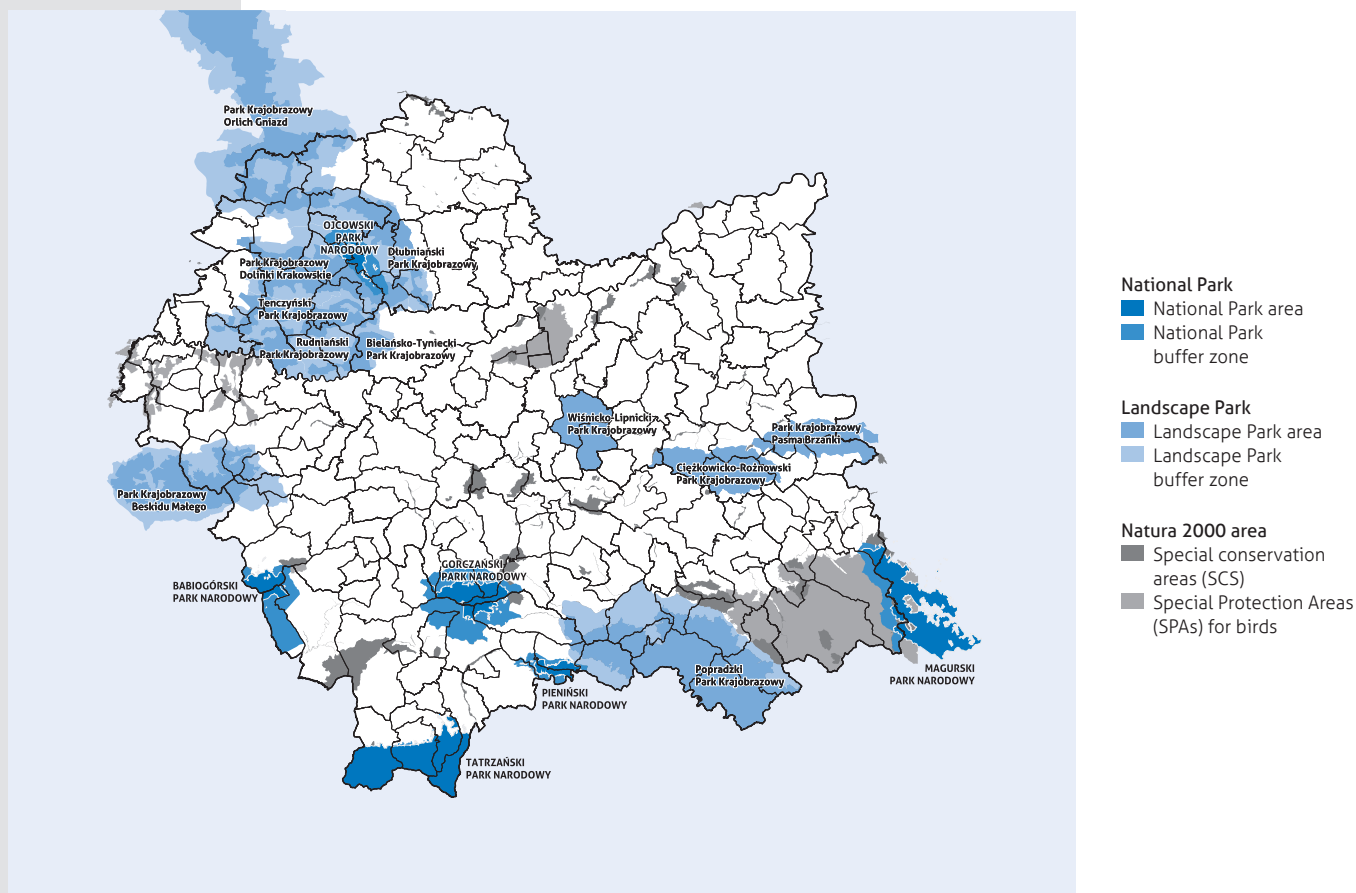
Map 8. Spa towns in Małopolska



Source: own elaboration



Map 9. Areas of natural significance



Source: own elaboration based on geospatial data provided by GDOŚ, accessed 20 May 2020.

health protection areas should be maintained over the coming years.

#### LEGALLY PROTECTED AREAS

Special support should also be given to legally protected areas, such as e.g. national parks, landscape parks or Natura 2000 areas. On the one hand, these areas are particularly valuable in terms of nature, which undoubtedly requires additional protection and support at regional level. On the other hand, their presence in a given area imposes certain limitations on residential, economic, agricultural and forest use of these and surrounding areas. This is why, apart from existing support for environmental protection, special intervention at regional level should be directed at municipalities where legally protected areas are located, as compensation for the barriers caused by the previously mentioned environmental restrictions.

In addition, the Małopolska Region will distinguish municipalities active in the field of environmental protection. They will be given preferential treatment in competition

programmes financed by the regional budget and in competitions supported by RPO WM 2021-2027.

#### AREAS OF STRATEGIC INTERVENTION IN MAŁOPOLSKA

Due to the specific nature of the Region, which is considered a region with a huge cultural, tourist and natural potential, it is very difficult to indicate specific areas to which the special intervention should be addressed. With no possibility of designating OSI on a territorial basis, it was decided that a special support mechanism should be provided for projects in these areas at the level of the WM ROP 2021-2027. This mechanism will be based on building partnerships for implementing joint and comprehensive projects in areas including protection of cultural heritage, maintenance of local traditions, tourism and promotion of the region, construction of cycle paths or revitalisation of cities and renewal of villages.

Moreover, with a view to building the potential of the region, based on its endogenous and specific features, it is foreseen that the support at regional or national level (e.g. in the Rural Development Programme 2021-2027) may cover the activity of local government bodies or business entities within the scope of action for increasing the Region's competitive edge, particularly co-operation in the field of production or provision of services referring to the local traditions and specific conditions of a given area.

Finally, six types of areas were identified in the Małopolska Region as OSI according to the provisions of the National Regional Development Strategy 2030: three types of problem areas (this category includes both national OSI and regional OSI), two types of areas with exceptional potential and one type of growth area. All areas recommended for special support were presented on a summary map.

It should be considered that the areas of strategic intervention in Małopolska should be:

- › Medium cities in danger of losing socio-economic functions - 6 cities indicated in SOR / KSRR 2030;
- › Cities and municipalities co-operating within urban functional areas (on the condition that this co-operation is formally established);
- › Energy transition area - Western Małopolska;
- › Marginalised municipalities – taken from the SOR / KSRR 2030 or the extended regional analysis (62 municipalities in total);
- › Spa towns;
- › Municipalities in which a legally protected area (national park, landscape park or Natura 2000 area) is located.



## IMPLEMENTATION AND MONITORING SYSTEM

The quality of public administration determines performance in all areas of public policy, and improving the quality of institutions is one of the constant factors underlying both economic growth, social development and resilience to crises. Research shows that the higher the level of development of a territory, the more important the effectiveness of governance is for economic competitiveness and the life satisfaction of its inhabitants (there is a strong correlation between these factors)

In Europe and in Poland the quality of governance varies a lot, so it becomes another important, non-programme, factor of competitiveness of the region. Good quality of governance is a prerequisite for successful implementation and delivery of any planned actions, and thus of the whole Strategy.

From this stems the key importance of the proper design of the implementation system of the Strategy. This refers to its

translation into both strategic and everyday activities in a way that on one hand ensures consistency at each stage of the management cycle (programming - implementation - execution - monitoring - evaluation - correction or update - implementation, etc.), and on the other hand allows the release of additional positive effects in the form of synergies of activities through coherent cooperation of own units.





## IMPLEMENTATION SYSTEM AND TOOLS

The implementation system for the Regional Development Strategy "Małopolska 2030" consists of a set of management and co-ordination, programming, financial and organisational solutions and tools, as well as horizontal principles which will be applied cross-sectionally at all levels of the Strategy's implementation.

The catalogue of horizontal principles that will be reflected directly in the implementation, monitoring and evaluation system for the Strategy will include principles established by the Sejmik of the Małopolska Region with regard to principles and procedures of work on updating the Development Strategy for the Małopolska Region for 2011-2020:

- › THE PRINCIPLE OF SOCIALLY RESPONSIVE DEVELOPMENT, according to which the main beneficiaries of development will be all residents of Małopolska, and its priority will be to guarantee the best possible quality of life for Małopolska families. Public intervention described in the Strategy should not lead to an increase in social disproportions; it should focus on equalising them.
- › THE PRINCIPLE OF TERRITORIAL BALANCED DEVELOPMENT, according to which the entire Małopolska area will be the point of refer-

ence for the development policy enshrined by regional government. Territorially balanced policy assumes harmonious development all over Małopolska by using territorial potential and eliminating development barriers in particular areas. Accordingly, it will be possible to plan effective public intervention which, in view of intra-regional diversification, will contribute to the social and economic development of the entire Małopolska Region.

- › THE PRINCIPLE OF AN INTEGRATED APPROACH involving a comprehensive public intervention combining diverse types of infrastructural and „soft“ activities and mobilising regional partners of the Government of the Region (local government units, entrepreneurs, government administration, universities, non-governmental organisations) to take joint action for the development of Małopolska, while taking into account the spatial aspect of intervention described in the development strategy. This will enable more effective use of Małopolska's unique potential and help to address development problems in its individual territories.
- › THE PARTNERSHIP PRINCIPLE, a way to define and agree on a vision and the objectives of regional development within the framework of an open public debate, with active co-operation between the Government of the Region and equally treated entities representing a variety of environments and institutions involved in activities supporting the development of the region, in its various aspects. When formulating the regional development strategy and implementing its development policy, the Government of the Region, in accordance with the principle of multi-level management, co-operates in particular with local government bodies in the Region, as well as economic and professional organisations, local government, government administration, non-governmental organisations, universities and scientific and research institutions, and other regions. Co-operation with the partners of the Government of the Region will be established on the basis of established forms and mechanisms of conduct, particularly by providing opportunities to formulate postulates, conclusions and opinions within the framework of conferences, workshops and meetings etc., organised with the participation of representatives of the above groups. Councillors of the Małopolska Region will play a key role in this process.
- › THE PRINCIPLE OF COHERENCE WITH THE OBJECTIVES OF THE EUROPEAN AND NATIONAL DEVELOPMENT POLICY, INCLUDING REGIONAL POLICY, pursuant to which the development policy will take into account development objectives contained in strategic documents

at national and European level. In relation to national level, particular attention will be focused on the effects of the work on the Strategy for Responsible Growth for 2020 (with an outlook for 2030) and the National Strategy for Regional Development 2030. In turn, in the case of the European level, the arrangements concerning the principles and budget of the cohesion policy after 2020 will be analysed. This principle does not mean that the development objectives defined at national and European level override the objectives resulting from specific development potential and needs identified at regional level, but their mutual complementarity and inconsistency.

- › THE PRINCIPLE OF PROGRAMMING AUTONOMY of the regional development strategy, understood as concentrating on defining the regional development objectives crucial to the regional community and their optimum connection with specific regional needs, internal potential and areas of competitive advantage for the Region. This principle means that the regional development strategy is primarily an expression of aspirations and aims of the regional government community to implement development objectives to suit the specific character of Małopolska.
- › THE PRINCIPLE OF DEFINING THE LONG-TERM OBJECTIVES OF THE DEVELOPMENT POLICY FOR THE REGION, meaning that public intervention described in the regional development strategy will be directed towards achieving development objectives in a long-term perspective, ensuring stable and permanent social and economic development in Małopolska.
- › THE PRINCIPLE OF PROGRAMMING AND PROVIDING DEVELOPMENT POLICY BASED ON EVIDENCE, which means an approach to strategic planning based on the conviction that designing activities in the public sphere should be preceded by an assessment of the impact of these activities on regional development from a social, economic, spatial and environmental point of view. Therefore, above all, decisions on the type of public intervention introduced as part of regional development policy should be based on thorough and objective analyses.
- › THE OPERATIONAL PRINCIPLE OF THE DEVELOPMENT STRATEGY OF THE REGION, which states that work on formulating each policy should be accompanied by a description of tools used to implement. This will enable a smooth transition from the planning phase to the implementation phase.

The process of implementing the Strategy will be co-ordinated using two basic management and co-ordination documents: The Strategy Management Plan, with its monitoring and

evaluation system, and the Małopolska Investment Plan, ultimately covering the entire implementation system for the Strategy and all its tools in a synthetic and integrated manner, thereby supporting and facilitating the Board of the Region and other stakeholders with a strategic management of all relevant issues.

The main challenge will be to link the Regional Development Strategy with the Region's budget more closely, as well as the financial plans of units, funds and capital companies in whose operations the Region is involved. Although undoubtedly difficult and very demanding during the planning and introduction phase, this solution will enable an integrated ongoing assessment, during the implementation phase, as to whether, and to what extent, the priorities established in the Strategy are reflected in the budget expenditures of the office, units and related entities.

Analytical, forecasting and strategic functions in the Marshall's Office will be intensified, including proactive co-ordination of planned and implemented activities.

In order to increase the ability of the Region's local government structures to participate in strategic management and efficient implementation of the Strategy, the departments of the Marshall's Office and other units involved will be strengthened as centres of knowledge and competence in the assigned areas, through planned upgrading of competencies, appreciation of teams of internal experts and possibly extensive use of their opinions etc.

## MANAGEMENT OF THE STRATEGY

The architecture of the envisaged basic solutions and tools for effective implementation of the Strategy will be determined in the Strategy Management Plan adopted by the Board of the Region in 2021 - in line with statutory requirements, based on the arrangements set out in the Strategy document, with conclusions resulting from past experience and the recommendations of the assessors.

The basic tools for the implementation of the Strategy are:

- › STRATEGIC PROGRAMMES AND PLANS - defining bundles of activities planned for implementing either individual detailed objectives of the Strategy under respective policies and/or lines of action, or of horizontal nature, i.e. integrating activities under different policies and/or lines of action, with a designated coordinator, an indicative map of partners and a financial plan as well as specific indi-

cators and an operational method of monitoring, evaluation and correction.

- › DIRECTIONAL DOCUMENTS – similar in nature to policies, and therefore describing, in more detail than the Strategy, the approach to a given issue, area or social group, the principles and methods of operation, without operationalisation. This group may include certain obligatory documents (statutory or national), as well as programmes adopted on the initiative of the Government of the Region or its partners. The directional arrangements contained in the policies should be operationalised within the framework of strategic programmes.
- › REGIONAL OPERATIONAL PROGRAMME FOR THE MAŁOPOLSKA REGION FOR 2021-2027 and Territorial Plan for Fair Transformation - as a source of financing for projects selected or eligible for support and action outlined within the Strategy.
- › MULTIANNUAL FINANCIAL FORECAST FOR THE REGION.
- › PROVINCIAL BUDGET.
- › PLAN FOR OBTAINING EXTERNAL FUNDING FOR THE IMPLEMENTATION OF THE STRATEGY.

Multi-annual investment projects will be co-ordinated and monitored according to the Malopolska Investment Plan, a document covering action taken by the Government of the Region. Detailed rules for the formu-

lating the new MPI and its final form will be defined in the Strategy Management Plan.

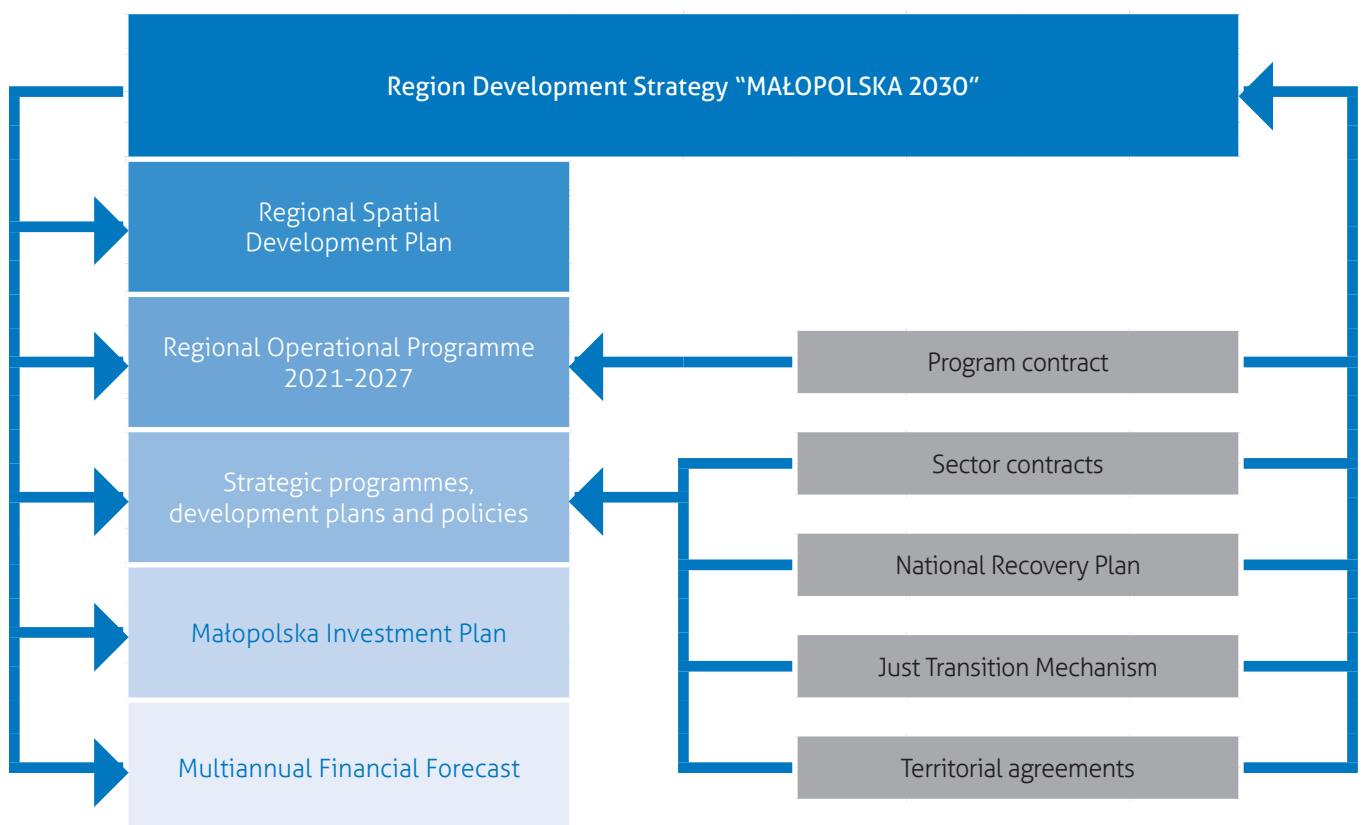
It is anticipated that, in the programming layer, one of the most important tools for implementing the objectives of the Strategy will be strategic programmes. This will include both mandatory documents (on European, statutory or national conditions), as well as programs adopted on the initiative of the Government of the Region or its partners. It is envisaged that strategic programmes will be formulated in areas including innovation, transport, senior citizen policy, family support, closed-loop economy etc.

The regional development policy management system is presented in the diagram below:

### FUNDING (SOURCES AND FINANCIAL FRAMEWORK)

Not only does the broad scope and comprehensiveness of the measures described in SRWM 2030 require a significant pool of funds to be invested in its implementation; above all, the sources of these funds must be diversified. Among potential sources of financing, as well as the most important measures to be taken, are:

- › Budgets of TSU, including the Małopolska Region;





- › The state budget;
- › European Cohesion Policy and policies, programmes and instruments including the Instrument for Reconstruction and Enhanced Resilience, the Fair Transition Mechanism;
- › The EU's Common Agricultural Policy;
- › Funds withdrawn from financial engineering instruments for the years 2007-2013 and from financial instruments and repayable assistance for the years 2014-2020, subject to reuse;
- › Other sources:
  - Foreign sources, including funds distributed through programmes and instruments managed centrally by the European Commission and coming from the Norwegian Financial Mechanism;
  - National sources.
- › Private sources (e.g. corporate budgets).

At the current stage of work on the SRWM 2030, it is not possible to indicate the precise amount of funds that will be committed to the implementation of the objectives described in that document by 2030. Not only does this state of affairs result from the ongoing work on the shape of the national development policy, but also from the ongoing negotiations of the Multiannual Financial Framework of the European Union for 2021-2027, including the budget and rules for the implementation of the cohesion policy. Nevertheless, three sources are expected to be crucial for financing the development policy enforced on the basis of the provisions of the Regional Development Strategy "Małopolska 2030":

- › cohesion policy measures for 2021-2027 and the reconstruction instrument,
- › funds from the state budget,
- › funds coming from the budgets of Małopolska local government units. Multiannual Financial Framework for the years 2021-2027

According to the published draft legislative package of the Multiannual Financial Framework for 2021-2027, Poland is to remain a major beneficiary of European funds for both cohesion policy (at approx 20%) and agricultural policy as well as developing rural areas and now financial instruments. However, at the current stage of budget negotiations and implementation of rules, it is difficult to determine in an unambiguous and conclusive manner the amount of funds that will be made available to Poland and Małopolska in the years 2021-2027. The amount allocated to the whole of Poland under the Cohesion Policy will be around EUR 66.4 billion, while under the Common Agricultural Policy, EUR 21.6 billion is expected to be made available for direct payments and EUR 9.5 billion for

rural development. Taking into account historical data and assuming a similar national structure of allocation of cohesion policy funds as in the years 2014-2020, the volume of European funds allocated to the Małopolska Region in the EU financial perspective for 2021-2027 may possibly be estimated at around EUR 2 billion (approx. 4% of cohesion policy funds allocated to Poland), and the total volume of European funds that could be spent on implementing projects in the Małopolska Region may amount to around EUR 4.9 billion (approx. 7.4% of total expenditure on projects, including central investments and projects financed from national programmes).

Ultimately, the possibility and scope of support for projects implemented on the basis of the provisions of the Regional Development Strategy "Małopolska 2030" from cohesion policy funds allocated to the Region for the years 2021-2027 will be determined not only by the amount allocated but primarily by the programmatic consistency of regional development policy with the five objectives of EU cohesion policy and the general priorities of the EU development policy (including the European Green Deal, digitalization, emphasis on smart specialization), as well as the principles on the basis of which their implementation will take place.

#### RECONSTRUCTION PLAN

Anticipating the medium and long-term negative effects of the COVID-19 pandemic crisis, European Union Member States have agreed on a Housing Plan for Europe - a new, additional package of measures for socio-economic recovery and increasing the resilience of member states to crises. Central to the plan is a new Recovery and Resilience Facility (RRF - €672 billion, including €312.5 billion in grants and €360 billion in loans) as well as an update of the EU's Multiannual Financial Framework for the years 2021-27, totalling over €1,074 billion.

It is envisaged that the Instrument for Reconstruction and Increasing Resilience for Poland will allocate approximately EUR 23.1 billion in the form of non-repayable funds (grants) and approximately EUR 34.2 billion in the form of loans, with 70% of non-repayable funds to be contracted in the years 2021-22, and the remaining 30% by the end of 2023. These funds are planned to be used within the framework of the National Reconstruction Plan, which is also likely to include projects submitted at regional level.

#### FUNDING LEVEL

It is important to take into account the need for greater flexibility and the fact that more

national resources, including own resources, are expected to be involved than hitherto. The level of co-financing for projects with EU funds will depend on final decisions made at EU level, with flexibility upwards or downwards depending on regional and national conditions and requirements.

**INVESTMENT POTENTIAL OF MAŁOPOLSKA'S LOCAL GOVERNMENT BUDGETS**

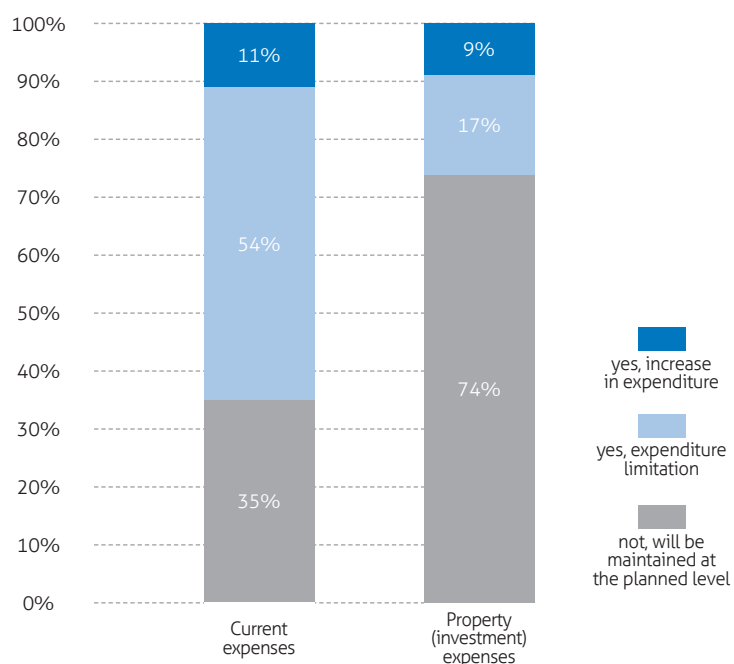
The key partners in the regional development policy pursued by the Government of the Małopolska Region has been its municipalities, and this is most likely to remain the case in the future. Municipalities, in practice, have no competence to conduct development policy, and neither do they have competence in the sphere of spatial policy. Nevertheless, with regard to strategic management of the Region's development, and especially in view of the need to build a climate for co-operation, municipalities should be a platform for consolidation of local government environments and a potential agent for organising certain grass-roots initiatives.

Financial forecasts indicate that it is the municipalities that will have the largest financial resources for development purposes in Małopolska in the public sector for 2030. According to forecasts made before 2020, it is estimated that, to finance new development tasks including new programmes and pro-

jects co-financed from EU funds, Małopolska's local government authorities will be able to spend a total of around PLN 38 billion of their own funds (excluding those used to finance projects started before 1 January 2018 as well as foreign funds) and around PLN 8 billion of external funds obtained in the form of loans, credits and bonds. The total investment potential for local government bodies in the Region for the years 2018-2030 can be estimated at around PLN 46.8 billion. The largest investment potential for 2030 is found in county towns (Tarnów and Nowy Sącz - approximately PLN 10.5 billion), the city of Krakow (PLN 9.3 billion) and urban-rural municipalities (PLN 9.9 billion). This amount is subject to change as a result of the medium- and long-term effects of the Covid-19 pandemic on the budgets of local government entities in 2020, which will be possible after sufficient forecasting premises have emerged.

In order to identify the first effects of the pandemic on the budgets of local self-government bodies, in the third quarter of 2020, the Małopolska Regional Development Observatory conducted a survey of representatives of Małopolska's municipalities. The responses received from more than ¾ of the municipalities in Małopolska indicate that in 2020, compared to the previous year, 65% of respondents expect a decline in total budget revenues, and as much as 70%

Figure 1: Percentage of municipalities declaring changes in spending due to the pandemic in 2020



Source: own work

expect a decline in their own revenues, with the largest decline expected in revenues from personal income tax (PIT). In 93% of responses these declines are associated in whole or in part with the Covid-19 pandemic. The forecast for 2021 is similarly pessimistic: 70% of municipal representatives fear that there will be a decline in their income, 17% expect a reduction in investment expenditures, while as many as 54% foresee a reduction in current expenditure.

Furthermore, it should be stressed that, irrespective of the size of projected investment potential funds, only part of them will be able to be invested in strategic projects (larger scale, multi-year, partnership, supported by EU funds, etc.). A large part of them will be absorbed by various routine property expenditure. From previous experience, strategic expenditure at municipal level is expected to use at most 50% of their entire investment potential; at district level, this figure will be significantly lower.

An important addition to public funds in financing projects implementing the objectives of SRWM 2030 will be investment outlay incurred by enterprises. Historically, between 2010 and 2018, they matched the scale of total investments made by the public sector

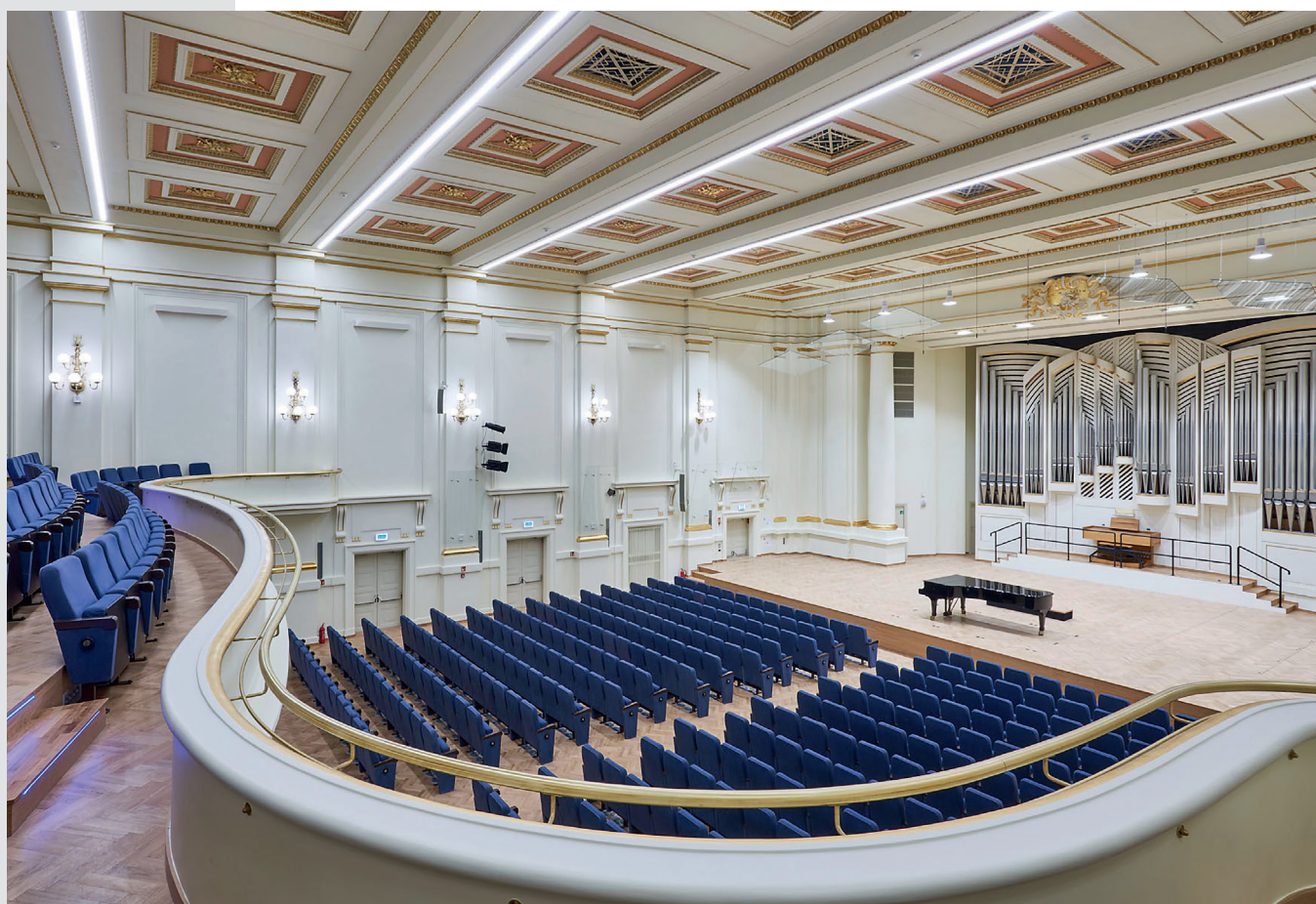
(national, regional, local level) and at the same time were about twice as high as investment outlay from public institutions in the region.

According to forecasts made before the 2020 pandemic, assuming – optimistically – that the rate of economic growth, and thus the level of business investment, is maintained in the long term at a level similar to that for the years 2015-2018, the scale of potential business investment for 2030 may amount to around PLN 8.2 billion annually.

## MONITORING AND EVALUATION OF IMPLEMENTATION EFFECTS

The basis for the effective implementation and realisation of any strategy, and achieving its objectives, is the availability of up-to-date and reliable knowledge on the progress of implemented actions and their effects and impact. This must be accompanied by the ability to use this knowledge and react in response to emerging deviations from the planned path - either by making corrections to projects implemented or updating strategic provisions (strategies, programmes, policies, long-term projects).

The basic instruments used to evaluate the implementation of SRWM 2030 will





be: Report on the state of the Region for a given year, presented to the Sejmik by the Regional Board in accordance with Article 34a(4) and (9) of the Act of 5 June 1998 on the Government of the Region, and periodic evaluation of the regional development strategy. Monitoring strategic undertakings included in SRWM 2030 will be carried out on the basis of annual reports on the implementation of the Malopolska Investment Plan.

Evaluation (qualitative evaluation) of the implementation process and effects and impact of the regional development strategy will be carried out as required. Its role will be to make a more detailed examination and qualitative evaluation of action taken and the effects achieved as well as determining whether the provisions of the strategy adopted are up-to-date, the action planned is implemented and still needed or whether it needs updating in whole or in part.

Detailed rules for monitoring and evaluating the effects of implementing the Strategy will be set out in the Regional Development Strategy Management Plan adopted by the Board of the Malopolska Region.

## **PARTNER PARTICIPATION AND MUTUAL LEARNING**

According to the findings in the area of strategic management of regional development, co-operation and partnership will be the prevalent model of action during the implementation phase of the Strategy.

In accordance with the principle of partnership, the specific scope, forms, methods of co-operation and involvement of partners during the implementation phase of the Strategy will be developed in the form of a public debate and in the process of dialogue and consultation with potential partners, within the framework allowed by the law and rules established in national and EU development policy.

The most important instruments for implementing the regional development strategy in co-operation with partners outside the sphere of direct influence of the Government of the Region will be:

- › Regional "soft" partnerships and co-operation networks with the participation of representatives/units of the Malopolska Region

acting as a vehicle for transferring know-how, strengthening the position of the region within the network of intra-regional and interregional connections and mobilising partners for joint projects and innovation;

- › Regional partnership projects involving the Region and its local government bodies as projects implementing the Strategy (inspired by the both Government of the Region and its partners);
- › Interregional partnership projects, including international ones, as an increasingly important potential source of complementary know-how and funding;
- › Territorial agreements with local government partners as tools for managing supra-local development programmes, especially in areas of strategic intervention;
- › Instruments of the integrated territorial investment type (IIT);
- › Other instruments using multi-sectoral local partnerships as catalysts for local development, fulfilling the role of local development agencies in topic areas by implementing the objectives and directives of the regional development strategy.

In order to benefit as much as possible from the scientific and research potential of academia, co-operation with universities will be pursued.

In order to ensure the appropriate quality of staff involved in tasks related to strategic development management in the Region, a system will be introduced, at regional level, to increase competencies among the employees of the Region's Government and partners from various sectors – including training, internships, apprenticeships, scholarships, exchanges – in the field of development.

## **INDICATORS OF ACHIEVEMENT OF THE MAIN OBJECTIVE AND SPECIFIC OBJECTIVES**

A catalogue of indicators, together with the projected development trend, is presented below. This shows the degree to which the main objective of the Strategy as well as its more specific objectives. It is assumed that the trend will be achieved in the horizon of 2030. Due to the anticipated strong impact of the COVID-19 pandemic on the socio-economic situation in the region in the short term (over the next two to three years), some indicators may deviate from the trends expected.

Table 2. Indicators of achievement of the main objective and specific objectives

Lp.	Indicator name	Unit	Base value (base year)	Trend expected by 2030	Data source
<b>Main Objective</b>					
1.	Total Gross Domestic Product	PLN million	148 103 (2016)	↗	CSO
2.	Variation in the level of development in Małopolska's municipalities based on the synthetic indicator 1	one.	2.18 (2019)	↘	UMWM's own study on the basis of data from CSO, OKE, PKW.
<b>Małopolsans (Residents of Małopolska)</b>					
3.	Relative poverty risk	%	22.2 (2018)	↘	CSO
4.	Life expectancy	years	79.0 (2019)	↗	CSO
5.	Average number of days of sickness absence (due to own illness) per employee	days	13.1 (2019)	↘	ZUS, GUS
6.	Visitors to museums and branches per 10,000 inhabitants	persons	30 931 (2018)	↗	CSO
7.	Percentage of persons aged 25-64 participating in education and training in the total population in the same age group (up to four weeks before the survey)	%	5.4 (2019)	↗	CSO
8.	Percentage inactive due to family and household responsibilities	%	14.8 (2019)	↘	CSO
9.	Employment rate for persons aged 20-64	%	72.9 (2019)	↗	CSO
<b>Economy</b>					
10.	Place in the Regional Innovation Scoreboard	position	155. (2019)	↗	Regional Innovation Scoreboard - RIS <a href="http://www.ec.europa.eu">www.ec.europa.eu</a>

- 1 The synthetic indicator was developed on the basis of 15 features defining problems from a social, economic and environmental angle (a detailed catalogue of figures was provided in part II: Strategy, Area V: Territorially balanced development - Territorial determinants of the Regional Development Strategy „Małopolska 2030” (map 5). The diversity of the level of development among municipalities was presented as the difference between the highest and the lowest figure for the synthetic indicator for a given unit.

Table 2. Indicators of achievement of the main objective and specific objectives

Lp.	Indicator name	Unit	Base value (base year)	Trend expected by 2030	Data source
11.	Expenditure on innovative activities	PLN billion	3.77 (2018)	↗	CSO
12.	Internal expenditure on R&D (BERD)	PLN billion	3.69 (2018)	↗	CSO
13.	Value of investments in the region within the Polish Investment Zone	PLN billion	2.47 (2019)	↗	KPT
14.	Number of entities registered in the REGON register: per 1,000 inhabitants, including in rural areas.	pcs. pcs.	115 (2018) 82 (2018)	↗	CSO
15.	Certified organic farms - share of agricultural area in total agricultural area	%	1.34 (2018)	↗	CSO
16.	Total overnight stays per 10,000 population	accommodation	43 630 (2019)	↗	CSO
17.	Number of passengers transported on regional trains	million people	11.3 (2018)	↗	UMWM, POLREGIO
18.	Length of newly constructed sections of motorways and expressways	km	4.5 (2017)	↗	GDDKiA
19.	Percentage of roads in good condition: (a) national (b) regional	%	a) 51.6 b) 55 (2017)	↗	GDDKiA, ZDW
20.	Percentage of residents using the Internet in contacts with public administration	%	37.8 (2018)	↗	CSO
21.	Percentage of companies in Małopolska (a) those placing orders via the Internet (b) those receiving orders via the Internet	%	a) 35.1 b) 15.6 (2017)	↗	CSO
22.	Expenditure on waste recycling and utilisation	PLN million	24.7 (2015-2017 average)	↗	CSO
<b>Climate and Environment</b>					
23.	(a) Average annual concentration of PM 2,5: Krakow Nowy Sącz Tarnów Trzebinia (b) CO2 emissions from particularly onerous establishments	(a) µg/m <sup>3</sup> (b) Mg/year	(a) PM 2.5: Krakow: 29 Nowy Sącz: 31 Tarnów: 25 Trzebinia: 24 (2018) (b) 10 484 (2018)	↘	1. WIOŚ 2 CSO



Table 2. Indicators of achievement of the main objective and specific objectives

Lp.	Indicator name	Unit	Base value (base year)	Trend expected by 2030	Data source
24.	Forest areas	ha	435 thousand. (2018)	↗	CSO
25.	Public green areas	ha	3 958 (2018)	↗	CSO
26.	Percentage of separately collected municipal waste in relation to the total amount collected	%	32.5 (2018)	↗	CSO
27.	Percentage of population using water supply and sewerage systems, including rural areas	%	WATER SUPPLY: 81.7 Rural: 68.9 SEWAGE SYSTEM: 63.3 Rural: 39.8 (2018)	↗	CSO
28.	Percentage of surface water bodies of good status	%	1.7 (2018)	↗	WIOŚ
29.	Share of renewable energy in total electricity production	%	7.0 (2018)	↗	CSO
<b>Strategic Development Management</b>					
30.	The volume of local government's own income in Małopolska, averaged annually over the last 3 years	PLN million	10 051.78 (2017–2019)	↗	CSO-BDL
31.	Capital investment expenditure of local government in Małopolska, averaged over the last 3 years	PLN million	3 582.98 (2017–2019)	↗	CSO-BDL
32.	Share of investment expenditures of government in Małopolska in total expenditures	%	16.6 (2019)	↗	CSO-BDL
33.	Size of inflows to Małopolska Public Benefit Organisations from 1% personal income tax, averaged annually in the last 3 years	PLN million	43.9 (2016–2018)	↗	Statistical Office in Kraków
34.	Final voter turnout in the last local elections (first round)	%	52.2% (2018)	↗	PKW

Table 2. Indicators of achievement of the main objective and specific objectives

Lp.	Indicator name	Unit	Base value (base year)	Trend expected by 2030	Data source
<b>Territorially Balanced Development</b>					
35.	Share of area covered by valid local spatial development plans in total area	%	67.7 (2018)	↗	CSO
36.	Urbanisation rate (calculated as the share of urban population in the total population)	%	48.2 (2018)	→	CSO
37.	Investment outlay in cities in danger of losing their socio-economic functions within the Polish Investment Zone	PLN million	187.9 (2018)	↗	KPT
38.	Differences in municipalities' own income per inhabitant (ratio of the highest income to the lowest income)	one.	7.15 (2018)	↘	CSO

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# ANNEX 1

## LIST OF STRATEGIC PROJECTS

The list of strategic undertakings contains a selection of projects planned for implementation by regional government and its partners, including projects whose implementation goes beyond the borders of Małopolska. The projects are an element of solving the most important development problems in the region and a form of inspiration and invitation to additional complementary activities for all entities operating in Małopolska.

Table 1. Małopolskies

Name of the project	Project description
Family At The Centre	Increasing accessibility of services of competitive interventions implemented locally in the field of social inclusion and social services in the following areas: daytime support for children and youth; support for children with disabilities or at risk of disability and non-harmonious development; support for persons with limited independence due to age, illness or disability; social and professional activation of persons threatened by social exclusion, support for persons/families in problems and crises. Incubation of social innovations.
Małopolska Tele-Angel 2.0	Support for persons with reduced independence due to age, illness or disability, through the development of care and neighbourhood services at the recipient's place of residence and the development of services using information and communication technologies (telecare, telemedicine); support for families in caring for dependent persons.
Digital Assistant	Digitalisation, computerisation and digital transformation of social services through competence support in the use of digital technologies for employees and clients of social services, investment in digital infrastructure of social services, development of know-how.

Table 1. Malopolskies

Name of the project	Project description
Development Of The Health Care System And Preventive Measures	Development of health services in the region, in particular through the purchase of specialist equipment for medical entities and infrastructural solutions increasing the scope and quality of services provided (e.g. the development of Oncology Centres in Provincial Medical Entities, the Centre for Rare Diseases of the Circulatory System) as well as sanitary and epidemiological safety. One important element of the project is the development of community services provided on the basis of the infrastructural base and human resource potential of medical entities (e.g. Małopolska Centre of Addiction Treatment and Mental Health for Children and Youth), as well as health education, prophylactic activities to popularise diagnostic tests and networking of medical entities to build a common, comprehensive range, especially in areas with deficits in access to high-quality health services (e.g. Network of Pro-Health Education Centres based on rehabilitation centres in the region).
Safe Malopolska	Supporting security, public order and rescue services by retrofitting them with specialised rescue and training equipment, improving their premises and continuously updating their knowledge and skills.
III European Games	Organising a high-level multinational sporting event on a global scale, dedicated to Europe's best athletes and promoting the most valuable values of sport and the Olympic movement.
Music Centre In Krakow	Construction of a facility to ensure appropriate working conditions and development prospects for artistic ensembles in Malopolska, including, above all, the Krakow Philharmonic. The Music Centre will also be used to fulfil the "social function of art". It will be a venue for spectacular concerts and festivals as well as other intensive cultural and educational activities and a place to relax.
House Museums	Protection and care of national heritage in the Małopolska region, held in house museums after identifying collections of supra-local importance, creating an inventory of collections as well as disseminating and developing forms of cooperation between collection holders and professional museums.
Manors, Castles And Chateaux Of Malopolska - "Green" Restoration And Reconstruction Of Historic Buildings And Their Adaptation For New Socio-Economic Functions	Protection and care of national heritage by carrying out comprehensive conservation, restoration and construction works on: - manor buildings and complexes, - castles, - strongholds together with their surroundings, using solutions conducive to environmental protection.
Virtual Museums Of Matopolska	Digitising the collections of museums and institutions etc., especially collections not accessible to the public on a daily basis, and the disseminating resources already digitised on a web portal.
Małopolska Centre Of Science Cogiteon	Supporting education by creating a creative space to arise interest in science, build an attitude of openness, activity and curiosity about the world, and teach independent, creative and critical thinking. One important task will be to release the potential resulting from co-operation between representatives of different fields: science, art, education, entrepreneurship and social activity. It is planned to create a permanent interactive exhibition and temporary exhibition space, as well as specialised laboratories and rooms for scientific demonstrations.
Małopolska Knowledge Laboratory	Supporting the ability of schools and educational institutions to develop universal competences by facilitating access to modern forms of education (measures aimed at building and implementing an innovative educational package included in curricula in particular fields of education and informational activities designed to standardise and disseminate it), as well as methodological advisory support for the development of teachers', psychologists' and school teaching trainers' competencies, with a view to forming universal competences.

Table 1. Malopolskies

Name of the project	Project description
Professional Malopolska	Supporting education of personnel for the regional economy, in particular through increased co-operation between schools and employers, support for education in deficit occupations, developing Regional Sectoral Councils and Vocational Competence Centres, investing in infrastructure and technical and teaching equipment, strengthening competences of staff, promoting vocational education, educational and vocational counselling and lifelong learning.
Małopolska House Of Technology	Digital education for public sector employees (e.g. administration, health care, culture) as well as entrepreneurs and SME employees, including the establishment of a regional digital competence development centre to coordinate these activities in terms of content and organisation at regional level (Małopolski Dom Technologii).
Małopolska Train To Career	Support for lifelong learning processes through the development of vocational guidance, funding of training and building the value of work among young people (continuation of the "Career Direction" and "Career Direction" projects).
Working People - The Best Investment For Małopolska	Comprehensive support for Małopolska's residents, irrespective of their professional and life situation or financial capacity, for increased employment and improved quality of life, by developing solutions in the field of knowledge management, age management, health prevention, reconciliation of professional and private life and implementing them in Małopolska's companies.

Table 2. Management

Name of the project	Project description
Innovation Bridge For Małopolska	Systemic support for the development of company innovation, implementation of R&D projects and commercialisation of modern technologies developed in areas of smart specialisation.
Spin - Małopolska's Centres Of Knowledge Transfer	More intense co-operation and integration of the environment, with a view to transferring knowledge from university to business by promoting a regional scientific and R&D package.
Business Centre In Małopolska	Undertaking wide-ranging activities with the involvement of regional business support institutions for the purchase and scale-up of land for investment in Małopolska, which will increase the level of investment as well as the competitiveness of the regional economy.
Entrepreneurial Małopolska	Creating entrepreneurial attitudes among Małopolska's citizens and supporting companies from the region at every stage of their development, as well as strengthening the industrial potential of companies, clusters and scientific and R&D units, especially those operating in the areas of Małopolska smart specialisation.
Małopolska Agricultural Exchange	Creating a modern facility for wholesale trade in agricultural products will help to make agricultural production in the region more attractive, increase the importance of trade in agricultural products, promote domestic producers and shorten the supply chain from the farmer to the consumer's table.
Construction Of An Integrated Cycling Route Network In The Małopolska Region	Building an integrated network of main cycling routes will make Małopolska a more competitive tourist destination and will increase tourist accessibility to the region by providing safe, convenient and accessible cycling routes for all users, connecting the biggest tourist attractions of Małopolska. The construction of the VeloMałopolska network will help to popularise cycling as a means of transport as well as a form of active leisure, and will also aid sustainable development in the Region with its positive effect on the protection of biodiversity, cultural and natural heritage.



Table 2. Management

Name of the project	Project description
Małopolska Leisure Time Arena	Creating and implementing innovative products, systems and programmes for sales management and inbound tourist services, combined with integrated promotion on foreign markets and transformation in the quality management of tourist facilities.
Małopolska - Centre For Sustainable Tourism	Developing modern tourist and recreation centres and infrastructure facilitating accessibility to tourist sites in the Region (e.g. mountain shelters and tourist hostels) based on strategic products of mountain, cycling, water, agro, eco and enotourism.
Provincial Roads Adapted To Eu Requirements	Expanding and reconstructing (modernising) road routes with increased load capacity for vehicle traffic with a single axle load up to 11.5 tonnes (including transport routes connecting regional and sub-regional centres), construction of bypasses for towns with heavy traffic and transport nuisance, construction of road junctions to improve traffic safety and increase throughput, reconstruction of bridge facilities with adjustment to motor vehicle load according to class I (class A) for facilities located in the course of a G or GP class road.
Construction Of A Coherent Network Of Agglomeration And Regional Rail Connections „Ska i Mkr”	Developing service standards for individual segments of rail transport (SKA, MKR, inter-regional transport), purchase of rolling stock for service in these segments.
Environmentally Friendly Road Investments	Environmentally friendly road investments, including: building new bypasses to reduce pollutant emissions, improving water retention by constructing new or modernising existing road drainage systems with treatment systems, stabilising landslides, constructing and/or modernising roads with minimum detriment to biodiversity, developing roadside greenery along roads outside village centres.
Development Of Małopolska E-Health System	Developing and integrating the regional e-health system by establishing a Regional Centre for e-Health, which will include developing the Małopolska Medical Information System as well as regional e-health services.
Digitisation In Administration	Adapting administrative offices and units to the requirements of technological progress, as well as the changing social situation and changes resulting from unforeseen events. Ensuring a higher level of ICT security, building a unified communication system as well as modernising and expanding network and server infrastructure.
GOZ For The Entrepreneur	Support for entrepreneurs in the transition to a closed loop economy. The project involves creating the positions of eco-advisers for business, whose tasks will include assisting Małopolska's companies in finding solutions for implementing LFOS, identifying sources of financing for LFOS projects, as well as arranging training and workshops on LFOS. One element of the project is to launch an Internet portal with an electronic map showing the potential of existing GOZ enterprises using good practices etc.

Table 3. Climate And Environment

Name of the project	Project description
Climate Neutral Schools In The Małopolska Region	Reducing energy consumption by: improving energy efficiency (using deep thermo-modernisation), replacing heating sources and installing RES installations, water management (including rainwater management), waste segregation and recycling, creating green areas in 182 Małopolska schools. The measure also includes educational and information programmes as well as organisational activities. The aim of the measure is to achieve climate neutrality in Małopolska schools.
Climate-Friendly Public Buildings	Increasing the energy efficiency of public buildings, leading to a reduction in CO2 emissions and lowering the environmental impact and financial cost of their operation. The project includes energy modernisation in various types of public buildings, involving insulating and installing efficient heat sources in place of inefficient ones, modernising the central heating system and applying new technologies and solutions. The project also involves activities related to rainwater harvesting and developing blue-green infrastructure.
EcoCentres - A Network Of Environmental Education Centres	Creating a network of regional ecological and nature education centres (EcoCentres), providing access to the programme package for local inhabitants concerning nature and landscape protection, as well as providing education in other areas of environmental protection. The scope of the project includes modernising the existing base and constructing new facilities to strengthen the network and implementing a series of accompanying activities. The centres will be equipped with environmentally friendly technologies.
Life Eco-Małopolska - Climate Action	Implementing the Regional Climate and Energy Action Plan and working towards the EU's climate neutrality targets. The project will work with the Coal Regions in the Transition Platform to prepare activities and projects in support of the region's low-carbon transition. These projects can be financed from the Fair Transition Fund. The project also involves providing support for the low-carbon transformation of heating-equipment manufacturers and installers, producing a map showing RES potential, creating a network of climate and energy advisors (within district structures), and implementing large-scale information and educational activities.
Ecodoradca In Each Municipality	Creating a network of Eco-advisors in 182 municipalities, who will reliably inform local inhabitants of subsidy programmes available, provide advice in the selection of appropriate heating equipment and knowledge of modern technologies available on the market, especially in the field of RES. The availability of qualified specialists in each municipality is intended to accelerate the implementation of the Air Protection Programme for the Małopolska Region as well as municipal investment programmes in the field of energy efficiency, renewable energy and reduction of CO2 emissions.
Małopolska Rainwater	Rainwater harvesting, involving activities such as adapting buildings to environmentally neutral standards, modernising systems draining water from car parks and streets directly into final receptacles, constructing, expanding or renovating rainwater reservoirs with accompanying infrastructure and creating "green" and "blue infrastructure" etc., all of which will contribute to increased air humidity and improved liquid retention. The project aims to adapt to climate change by implementing large, small and universal micro-retention measures. It is one of the elements of sustainable human functioning in the ecosystem.

Table 4. Strategic Development Management

Name of the project	Project description
Malopolska Regional Development Observatory	Preparing studies and analyses in the field of regional development and socio-economic issues (economy, education, culture, social policy, labour market, social opinion polls). Gathering and disseminating on the results of research, analyses and expertise. Malopolskie Obserwatorium Rozwoju Regionalnego (the Małopolska Regional Development Observatory) provides analytical support for regional authorities.
Centre For Regional Cooperation	Increased development potential for local government in Małopolska within the scope of strategic management, preparing and implementing complex undertakings for local and supra-local development, as well as reducing inequalities in the institutional potential of certain local government bodies.
Citizens' Budget Of The Małopolska Region	Implementing of projects in the form of tasks indicated by the inhabitants of the region, which allows the people of Małopolska to shape their immediate environment, makes it possible to identify and satisfy their needs and gives them the opportunity to express what is particularly important to them.
Programme Of Cooperation With The Polish Community And Poles Abroad	Preparing and implementing of the Programme of Co-operation with the Polish Community and Poles Abroad, supporting the presence of Małopolska in Polish communities abroad and establishing contacts with the Polish Community and Poles abroad.



# ANNEX 2

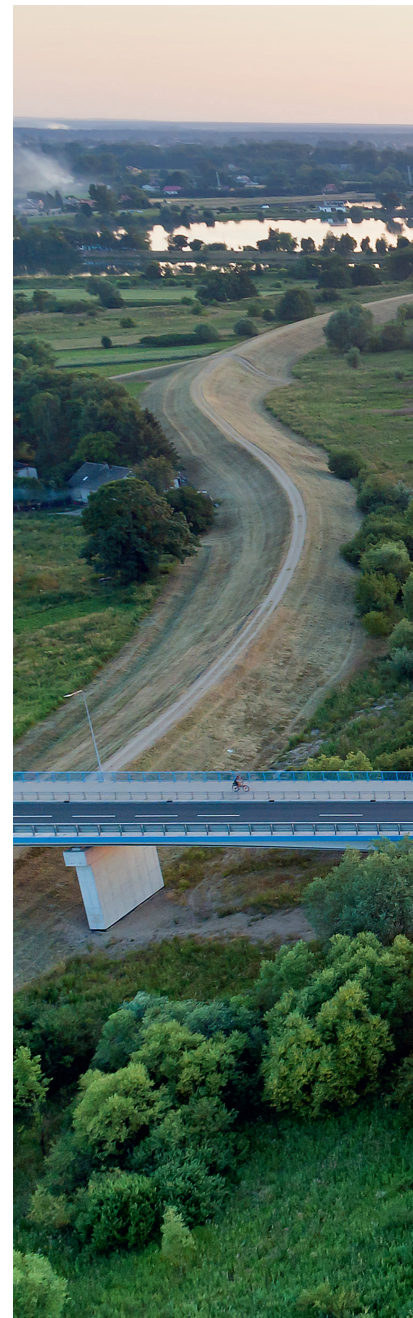
## LIST OF PUBLIC TEACHER IN-SERVICE TRAINING ESTABLISHMENTS, PEDAGOGICAL LIBRARIES AND SCHOOLS AND ESTABLISHMENTS

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List of public teacher in-service training establishments, teacher-training libraries, schools and establishments in accordance with Article 8(25) of the Act of 14 December 2016. Education Law (i.e. Dz.U. of 2020, item 910 as amended) - state as of 1 January 2020:

- 1 Stanisława Leszczyńska Krakow Medical Post-secondary School No. 1 in Kraków, ul. Zamojskiego 58, 30-523 Kraków,
- 2 Complex of Educational Units of the Małopolska Region in Krakow, os. Teatralne 4a, 31-945 Kraków,
- 3 Małopolska Police Massage School No. 2 with Integration Classes in Krakow, 86 Królewska Street, 30-079 Kraków,
- 4 Zespół Szkół - Małopolska Szkoła Gościnności im Tytus Chałubińskiego w Myślenicach, ul. Zdrojowa 18, 32-400 Myślenice,
- 5 Jadwiga Wolska Police School of Medical and Social Service Workers in Nowy Sącz, 45 Jagiellońska Street, 33-300 Nowy Sącz,
- 6 Complex of Educational Units of the Małopolska Region in Gorlice, 2 Jagielly Street, 38-300 Gorlice,
- 7 Special School and Educational Centre in Myślenice, ul. 3 maja 97B, 32-400 Myślenice,
- 8 Zespół Szkół Uzdrowiskowych in Rabka, ul. Słowackiego 10, 34-700 Rabka,

- 9 The Complex of Special Schools at the University Orthopaedic and Rehabilitation Hospital in Zakopane, 15 Balzera Street, 34-500 Zakopane,
- 10 Hugon Kołłątaj Pedagogical Provincial Library in Krakow, 39 Focha Avenue, 31-119 Kraków,
- 11 Pedagogical Provincial Library in Nowy Sącz, ul. Jagiellońska 61, 33-300 Nowy Sącz,
- 12 Pedagogical Library in Tarnów, ul. Nowy Świat 30, 33-100 Tarnów,
- 13 Zespół Placówki Edukacyjno-Opiekuńczo-Wychowawczych w Wielkich Drogi, Wielkie Drogi 192, 32-050 Wielkie Drogi,
- 14 Zespół Placówki Oświatowych im. Prof. Józef Tischnera przy Małopolskim Centrum Rehabilitacji Dzieci „Solidarność” w Radziszowie, 173 Podlesie Street, 32-052 Radziszów,
- 15 Młodzieżowy Ośrodek Wychowawczy im. Fr. Karola Wojtyła in Mszana Dolna, ul. Fabryczna 3, 34-730 Mszana Dolna,
- 16 Małopolskie Centrum Doskonalenia Nauczycieli, ul. Lubelska 23, 30-003 Kraków,
- 17 Stanisław Marusarz Sports Championship School Complex in Zakopane, ul. Droga do Olczy 26, 34-500 Zakopane.



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