

# DEVELOPMENT STRATEGY OF THE MAZOWIECKIE VOIVODSHIP 2030

## Mazovia as an Innovative Region

(abridged version)



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OF THE MAZOWIECKIE VOIVODSHIP 2030**  
**Mazovia as an Innovative Region**  
(abridged version)

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**Uchwała Nr 158/13  
Sejmiku Województwa Mazowieckiego  
z dnia 28 października 2013 r.**

**w sprawie Strategii Rozwoju Województwa Mazowieckiego do 2030 roku**

Na podstawie art. 18 pkt 2 ustawy z dnia 5 czerwca 1998 r. o samorządzie województwa (Dz. U. z 2013 r., poz. 596 i 645), w związku z art. 3 pkt 2 i art. 4 ust. 1 ustawy z dnia 6 grudnia 2006 r. o zasadach prowadzenia polityki rozwoju (Dz. U. z 2009 r. Nr 84, poz. 712, z późn. zm.<sup>1)</sup>) – uchwala się, co następuje:

**§ 1.**

Przyjmuje się Strategię Rozwoju Województwa Mazowieckiego do 2030 roku, w brzmieniu określonym w załączniku do uchwały.

**§ 2.**

Wykonanie uchwały powierza się Zarządowi Województwa Mazowieckiego.

**§ 3.**

Uchwała wchodzi w życie z dniem podjęcia.

Przewodniczący Sejmiku  
Województwa Mazowieckiego

  
Ludwik Rakowski

<sup>1)</sup> Zmiany tekstu jednolitego wymienionej ustawy zostały ogłoszone w: Dz. U. z 2009 r. Nr 273, poz. 2703 i Nr 157, poz. 1241, z 2011 r. Nr 279, poz. 1644, z 2012 r. poz. 1237 oraz z 2013 r. 714.

**Resolution No. 158/13  
of 28 October 2013  
of the Regional Assembly of the Mazowieckie Voivodship\***

**concerning the Development Strategy of the Mazowieckie Voivodship 2030**

Pursuant to art. 18, paragraph 2 of the Act of 5 June 1998 on regional government (Journal of Laws of 2013, item 596 and 645), in connection with art. 3, point 2 and art. 4, paragraph 1 of the Act of 6 December 2006 on the principles of development policy (Journal of Laws of 2009 No. 84, item 712, later amended), the Regional Assembly resolves as follows:

**§1.**

The Development Strategy of the Mazowieckie Voivodship 2030 is adopted as set out in the annex to the resolution.

**§2.**

The resolution shall be implemented by the Board of the Mazowieckie Voivodship.

**§3.**

The resolution shall come into force on the date of adoption.

Chairman of the Regional Assembly  
of the Mazowieckie Voivodship  
Ludwik Rakowski (- -)

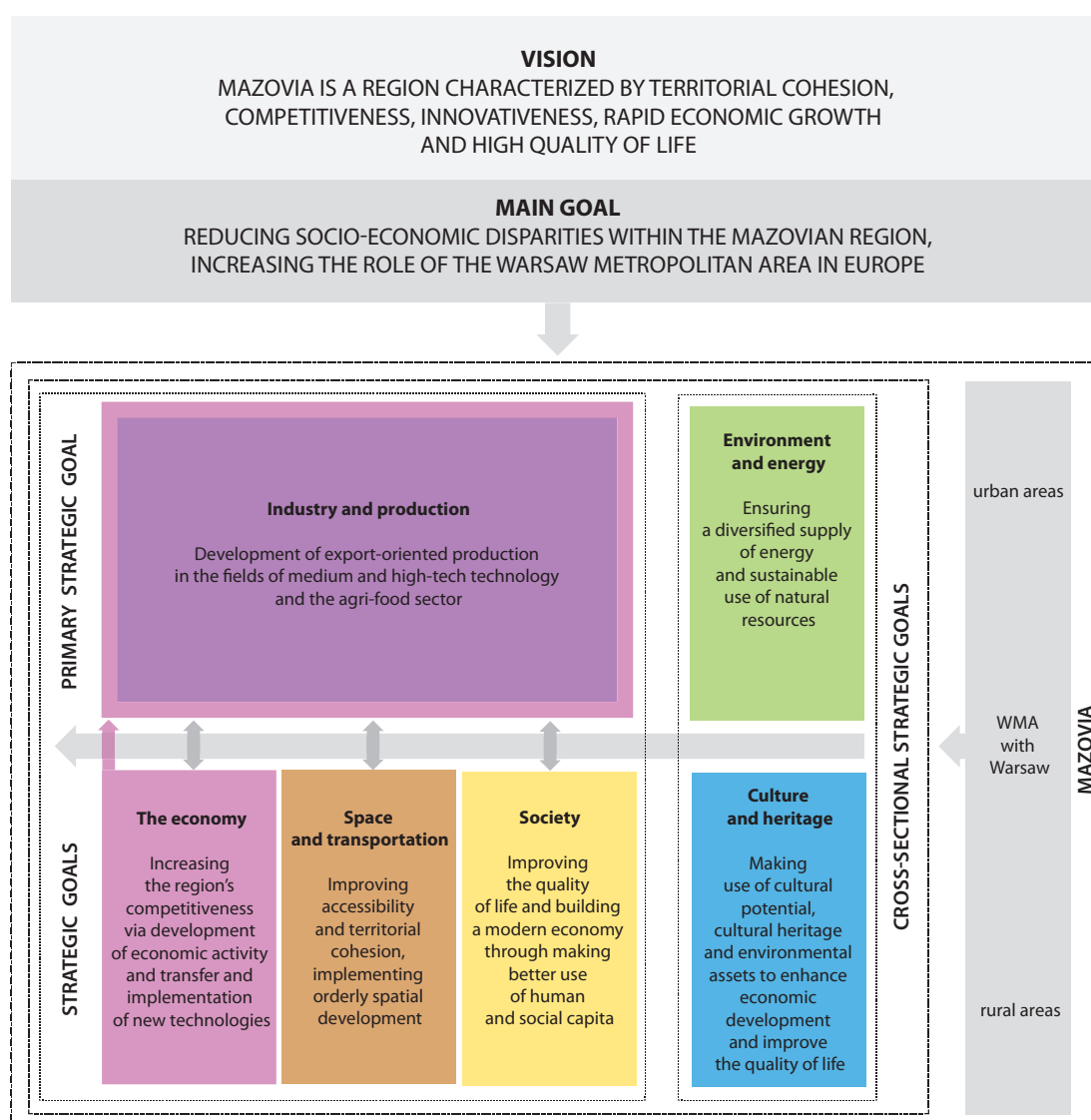
\* Mazowieckie Voivodship is an alternative translation of the Mazovian Region, closer to the original Polish version of 'województwo mazowieckie'. The terms Mazovia/Mazovian/Mazowieckie and Voivod(e)ship/region/province are used interchangeably. 'Mazovia' and 'region' are the most popular forms in English-language publications, but the Regional Assembly employs the 'Mazowieckie Voivodeship' form on its website.



## The function, vision and goals of the strategy

*The Development Strategy of the Mazowieckie Voivodship 2030. Mazovia as an Innovative Region*, enacted 28 October 2013, is based on the experience gained during the previous programming perspective. The document is an answer to the challenges which the region needs to face in order to improve the quality of life, reduce social exclusion and unemployment, strengthen territorial cohesion and develop in an intelligent and sustainable manner. The aim of the Strategy is to indicate development goals and policy actions which will allow the region to achieve durable results. The Strategy encompasses the 2030 long-term perspective in order to enable a broader view of the region's development. However, the actions attributed to individual goals refer to the 2014-2020 period.

The Strategy is based on the vision, main goal and goal structure presented in Figure 1.



**Figure 1. Structure of development goals**

Source: Elaboration by MBPR.

#### Vision

The Strategy presents a long-term vision of the development of Mazovia according to which the region by 2030 will be characterized by territorial cohesion, competitiveness, innovativeness and high quality of life. Taking into account the significant spatial disparities in Mazovia's development, the regional policy needs to reduce these disproportions.

#### Main Goal

**The main goal of the Strategy is territorial cohesion, i.e. diminishing intra-regional disparities and increasing the role of the Warsaw Metropolitan Area (WMA).** This should lead to an improved quality of life in the region. The goal can be achieved through an acceleration of economic growth generated by the development of export-oriented industrial production, especially in the fields of medium and high technologies. The choice of the primary strategic goal is justified by the need to increase the productivity of industry and related services. The diffusion of innovations from the WMA towards regional and subregional urban centers as well as rural areas should become the basis of the region's economy, along with the development of industrial and agri-food production with particular emphasis on export.

#### Goal Structure

The goals are arranged hierarchically, but also take into account horizontal aspects. The document presents the main goal and subordinate strategic goals which are consistent with the long-term priorities of regional development.

The development policy expressed in the Strategy focuses primarily on those areas of strategic intervention which will influence the competitiveness of the Mazovian region and increase its cohesion. The Strategy also takes into account the territorial aspect – different actions are planned for towns, including the Warsaw Metropolitan Area, and different ones for rural areas.

At the stage of elaboration of the Strategy, four possible scenarios of development were taken into account, three of them focusing on, respectively: supporting competitiveness, sustainable development and reducing socio-economic disparities, and the fourth one taking into account a crisis situation resulting from an accumulation of negative processes and phenomena. **The hierarchy of goals in the Strategy reflects the long-term development priorities in accordance with the scenario of balanced and sustainable development.** When implementing these goals, possible changes in macro-economic conditions should be taken into account, with special focus on the scenario of supporting competitiveness.

### Development goals of regional and territorial policy

The main goal resulting from the vision will be realized through the implementation of development goals and actions attributed to six themes. Each development goal consists of a number of appropriate policy directions (tables 1-3) assigned to urban areas, rural areas and/or the Warsaw Metropolitan Area. The fact that a policy direction is assigned to a certain category does not exclude the possibility of it being implemented in other parts of the region as well, but indicates where it should be treated as a priority. Planned policy directions are assigned to two categories: ones focused on increasing competitiveness and ones focused on supporting cohesion. The respective policy directions are presented in greater detail in tables 4-9.



The planned actions will serve not only to increase the level of economic activity in all the subregions and improve their competitiveness. They will also contribute to social inclusion and making better use of space and natural resources. The best possible use will be made of existing potentials of the scientific and research institutions of Warsaw in order to further the development of export-oriented high-tech industry, in particular photonics, optoelectronics, biotechnology, information (ICT) and cosmic technologies. The region's advanced agriculture will serve to stimulate the development of rural areas through increasing the role of production and industry, in particular food processing. Human capital is another element which will contribute to the success of the Mazovian region. The development of secondary vocational and higher education will serve as the basis for a modern and innovative economy.

The actions identified in the Strategy are a starting point for the preparation of implementation plans, the regional operational program and the territorial contract between the regional and the national government. They will therefore be the basis of priority investments and actions undertaken by the Regional Government of the Mazovian Region. Identification of key actions and policy directions in the Strategy will facilitate the making of rational decisions concerning current affairs in a way that will contribute to socio-economic development and improve the quality of life. The actions listed below are recommended to receive support from public funds and from the regional government. They indicate the region's direction of development, enabling funds and efforts to be concentrated on areas which will bring the greatest benefits.

**Table 1. Structure of goals and policy directions in the *Development Strategy of the Mazowieckie Voivodship* – primary development goal**

PRIMARY DEVELOPMENT GOAL					
Theme	Development goal	Regional policy dimension	Policy directions – territorial dimension		
			Urban areas		Rural areas
			WMA with Warsaw	Other urban areas	
INDUSTRY AND PRODUCTION	Development of export-oriented production in the fields of medium and high-tech technology and the agri-food sector	COMPETITIVENESS	Creating favorable conditions for the generation and absorption of innovations		
			Developing production: creating a business-friendly environment for investors and enterprises		
			Internationalization of the economy		
			Creating conditions encouraging non-agricultural investments, primarily in the agri-food sector		
		COHESION	Supporting the creation and development of industrial companies		

Table 2. Structure of goals and policy directions in the Development Strategy of the Mazowieckie Voivodship – strategic goals

STRATEGIC GOALS					
Theme	Development goal	Regional policy dimension	Policy directions – territorial dimension		
			Urban areas		Rural areas
			WMA with Warsaw	Other urban areas	
THE ECONOMY	Increasing the region's competitiveness via development of economic activity and transfer and implementation of new technologies	COMPETITIVENESS	Strengthening and making use of regional specializations		
			Supporting the development of new technologies, primarily biotechnology, biomedicine, nanotechnology, photonics, optoelectronics and information (ICT) and cosmic technologies		
			Warsaw as a capital city – developing metropolitan functions		
		COHESION		Supporting the development of regional and subregional centers	Enhancing the development and absorption potential of rural areas
			Restructuring cities in order to strengthen their socio-economic functions		
			Increasing accessibility of broadband internet and e-services		
SPACE AND TRANSPORTATION	Improving accessibility and territorial cohesion, implementing orderly spatial development	COMPETITIVENESS	Increasing transport accessibility within the region		
			Preventing excessive suburbanization and promoting orderly spatial development		
		COHESION	Developing environmentally sustainable and accessible modes of transport		Intraregional cohesion – focusing on the economically lagging subregions
			Streamlining the transit system		
SOCIETY	Improving the quality of life and making better use of human and social capital in order to build a modern economy	COMPETITIVENESS	Developing human and social capital		
			Developing the areas of science of key importance to the region		
		COHESION			Providing equal educational opportunities
			Activating the dormant assets of the labor market and improving the demographic situation		
			Making fuller use of human resources by increasing professional and spatial mobility		
			Combating social exclusion; social integration		
			Improving the functioning of social infrastructure; improving healthcare and public safety		

Table 3. Structure of goals and policy directions in the Development Strategy of the Mazowieckie Voivodship – cross-sectional goals

CROSS-SECTIONAL GOALS				
Theme	Development goal	Regional policy dimension	Policy directions – territorial dimension	
			Urban areas	
			WMA with Warsaw	Rural areas
ENVIRONMENT AND ENERGY	Ensuring a diversified supply of energy and sustainable use of natural resources	COMPETITIVENESS	Supporting the development of eco-industries and eco-innovations	
			Producing energy from renewable sources	
		COHESION	Ensuring sustainable development and safeguarding natural and environmental assets	
			Diversifying sources of energy and using it efficiently	
			Modernizing and expanding local energy networks, improving the quality of transmission infrastructure	
			Preventing natural hazards	
			Improving water quality, recycling/waste disposal, restoration of contaminated sites, reducing pollution	
CULTURE AND HERITAGE	Making use of cultural potential, cultural heritage and environmental assets to enhance economic development and improve the quality of life	COMPETITIVENESS	Making use of natural assets and cultural heritage in order to increase the attractiveness of the region for tourists	
			Promoting urban areas as centers of cultural activity	
			Supporting the development of creative industries	
			Using cultural heritage as an asset in economic activity	
		COHESION	Diffusing culture and creativity	

## Development actions until 2020

Table 4. Policy directions and actions in the *Development Strategy of the Mazowieckie Voivodship* – industry and production

INDUSTRY AND PRODUCTION				
Development of export-oriented production in the fields of medium and high-tech technology and the agri-food sector				
Policy directions	Actions	Mazovian Region		
		WMA with Warsaw	Urban areas	Rural areas
<b>1. Creating favorable conditions for the generation and absorption of innovations</b>	1.1. Promoting research and development activity and implementing its results in industry, in particular in the fields of biotechnology, biomedicine, nanotechnology, photonics, optoelectronics, information (ICT) and cosmic technologies, as well as in branches of regional specializations			
	1.2. Increasing companies' innovativeness, especially in the case of SMEs			
	1.3. Improving cooperation between science, business and local/regional administration in the field of innovative activity			
<b>2. Developing production: creating a business-friendly environment for investors and enterprises</b>	2.1. Supporting the development of business-related services and developing a system of credit guarantees and loans, especially ones aimed at innovative enterprises			
	2.2. Supporting the development of production and investment zones in accordance with regional/local spatial development plans			
<b>3. Supporting the establishment and development of industrial companies</b>	3.1. Supporting industrial companies investing in new jobs, including R&D units			
	3.2. Support for R&D&I institutions and companies of key importance to the development of industry			
<b>4. Internationalizing the economy</b>	4.1. Increasing companies' export potential			
	4.2. Helping companies meet EU quality and safety at work standards			
<b>5. Creating conditions encouraging non-agricultural investments, primarily in the agri-food industry</b>	5.1. Development of regional specializations in the agri-food industry			

Table 5. Policy directions and actions in the *Development Strategy of the Mazowieckie Voivodship* – the economy

THE ECONOMY				
Increasing the region's competitiveness via development of economic activity and transfer and implementation of new technologies				
Policy directions	Actions	Mazovian Region		
		WMA with Warsaw	Urban areas	Rural areas
<b>6. Strengthening and making use of regional specializations</b>	6.1. Promoting local economic specializations			
	6.2. Supporting the development of economic clusters and enterprise cooperation networks			
	6.3. Intensifying interregional and international cooperation			
<b>7. Supporting the development of new technologies, primarily biotechnology, biomedicine, nanotechnology, photonics, optoelectronics and information (ICT) and cosmic technologies</b>	7.1. Providing infrastructure for and supporting the development of business incubators and industrial/technology parks			
	7.2. Intensifying cooperation and technology transfer between scientific institutions and enterprises			
	7.3. Supporting the patenting of inventions			
	7.4. Supporting companies in implementing innovations and promoting innovative products			
<b>8. Warsaw as a capital city – developing metropolitan functions</b>	8.1. Strengthening metropolitan functions			
<b>9. Supporting the development of regional and subregional centers</b>	9.1. Making regional and subregional centers more attractive for investors			
	9.2. Supporting the development of regional and subregional centers as centers of socio-economic activity			
<b>10. Restructuring cities in order to strengthen their socio-economic functions</b>	10.1. Modernizing the structure of local economies through developing financial instruments stimulating entrepreneurship			
	10.2. Comprehensive and integrated urban regeneration programs			
<b>11. Increasing the development and absorption potential of rural areas</b>	11.1. Building rural cooperation networks and clusters serving to develop specializations			
	11.2. Increasing the productivity of agriculture and marketability of farm products			
	11.3. Restoring the number of bee colonies			
	11.4. Increasing the economic efficiency and innovativeness of agriculture, including the development of ecological farming			
	11.5. Supporting investments in infrastructure so as to facilitate the development of economic activity			
	11.6. Promoting business initiatives and creation of non-farming jobs			
<b>12. Increasing accessibility of broadband Internet and e-services</b>	12.1. Increasing internet accessibility			
	12.2. Supporting the development of the information society in rural areas			
	12.3. Increasing the level of computerization of social services in order to increase their accessibility			

Table 6. Policy directions and actions in the *Development Strategy of the Mazowieckie Voivodship* – space and transportation

SPACE AND TRANSPORTATION Improving accessibility and territorial cohesion, implementing orderly spatial development				
Policy directions	Actions	Mazovian Region		
		WMA with Warsaw	Urban areas	Rural areas
<b>13. Increasing regional transport accessibility</b>	13.1. Increasing competitiveness of rail in relation to road transport, including improving the quality of infrastructure, rolling stock and services			
	13.2. Adapting parameters, routes and standards of roads to their functions			
	13.3. Integrating transport systems and developing combined freight transport			
	13.4. Developing transport infrastructure of greater than regional importance			
	13.5. Developing rail transport, including building new lines			
	13.6. Streamlining the Warsaw TEN-T hub			
<b>14. Intraregional cohesion – focusing on the economically lagging subregions</b>	14.1. Improving the accessibility of economically lagging subregions to regional and subregional centers			
	14.2. Improving accessibility of rural areas to local urban centers			
<b>15. Developing environmentally sustainable and accessible forms of transport</b>	15.1. Increasing the attractiveness and scope of multimodal passenger transport and supporting sustainable public transport solutions			
	15.2. Increasing the modal share of pedestrian and bicycle traffic			
	15.3. Increasing the level of road traffic safety, including provision of neighborhood traffic-calming zones in built-up areas			
<b>16. Preventing excessive suburbanization and promoting orderly spatial development</b>	16.1. Introducing planning and policy measures contributing to the development of a coherent, harmonious and well-organized settlement network			
	16.2. Supporting the development of compact urban forms in order to minimize the pressure on open spaces			
<b>17. Streamlining the transit system</b>	17.1. Expanding and modernizing infrastructure for transit traffic (national roads, rail freight corridors) bypassing urban areas			
	17.2. Organizational and legislative measures aimed at limiting transit traffic in urban areas			

Table 7. Policy directions and actions in the *Development Strategy of the Mazowieckie Voivodship* – society

SOCIETY				
Improving the quality of life and making better use of human and social capital in order to build a modern economy				
Policy directions	Actions	Mazovian Region		
		WMA with Warsaw	Urban areas	Rural areas
<b>18. Developing human and social capital</b>	18.1. Vocational training for young people			
	18.2. Lifelong learning and improving professional skills			
	18.3. Increasing the region's potential in the field of higher education and research			
	18.4. Building a civil society and strengthening regional identity			
	18.5. Adapting schooling and training systems to the requirements of the labor market			
<b>19. Activating the dormant assets of the labor market and improving the demographic situation</b>	19.1. Bringing people in a specific situation back to the labor market, including those taking care of children, the disabled, graduates and people over 50			
	19.2. Increasing the availability of nurseries and preschools			
	19.3. Supporting large families			
<b>20. Developing areas of science of key importance to the region</b>	20.1. Supporting the development of education in the field of mathematics and natural sciences			
	20.2. Support for highly specialized education, especially in the fields of biotechnology, biomedicine, nanotechnology, photonics, optoelectronics, information (ICT) and cosmic technologies			
<b>21. Making fuller use of human resources by increasing professional and spatial mobility</b>	21.1. Supporting vocational training and conversion for people leaving agricultural occupations			
	21.2. Supporting entrepreneurship and self-employment			
<b>22. Combating social exclusion; social inclusion</b>	22.1. Preventing unemployment and mitigating its effects			
	22.2. Preventing social marginalization of the disabled, older people and those in a difficult economic situation			
	22.3. Supporting actions leading to social inclusion and combating poverty			
<b>23. Providing equal educational opportunities</b>	23.1. Increasing the availability of educational services in rural areas			
	23.2. Providing equal educational opportunities for rural youth through appropriate material and organizational conditions			
<b>24. Improving the functioning of social infrastructure; improving healthcare and public safety</b>	24.1. Developing social infrastructure, including infrastructure of regional importance			
	24.2. Creating conditions encouraging physical activity on the part of inhabitants			
	24.3. Health care and prevention			
	24.4. Increasing the level of public safety			

**Table 8. Policy directions and actions in the *Development Strategy of the Mazowieckie Voivodship* – environment and energy**

ENVIRONMENT AND ENERGY				
Ensuring a diversified supply of energy and sustainable use of natural resources				
Policy directions	Actions	Mazovian Region		
		WMA with Warsaw	Urban areas	Rural areas
<b>25. Diversifying sources of energy and using it efficiently</b>	25.1. Building and upgrading energy and heat producing units in order to make them more environment-friendly and increase the share of renewable energy			
	25.2. Expanding international electricity and natural gas transmission infrastructure; analyzing the possibility of exploiting shale gas deposits, taking into account the relevant costs, and possibly building an extraction and transmission system			
	25.3. Increasing energy efficiency			
<b>26. Supporting the development of eco-industries and eco-innovations</b>	26.1. Providing organizational and financial conditions conducive to the transfer of knowledge and eco-innovations			
	26.2. Stimulating the development of eco-industry through implementing economical and organizational support mechanisms			
<b>27. Ensuring sustainable development and safeguarding natural and environmental assets</b>	27.1. Counteracting fragmentation of natural areas and increasing forest coverage			
	27.2. Monitoring environmental pollution			
	27.3. Achieving and sustaining a good state and ecological potential of water and water-related ecosystems			
	27.4. Preventing water shortages			
	27.5. Protecting forests and areas of natural value			
	27.6. Spreading ecological awareness			
	27.7. Protection from air and noise pollution			
	27.8. Rational spatial planning respecting the goals of environmental protection			
<b>28. Modernizing and expanding local energy networks, improving the quality of transmission infrastructure</b>	28.1. Improving local energy security through modernizing and expanding local energy distribution networks			
	28.2. Expanding and upgrading electricity transmission infrastructure, including adapting it to receiving energy from dispersed sources			
	28.3. Expanding and upgrading natural gas and liquid fuel transmission infrastructure			
<b>29. Preventing natural hazards</b>	29.1. Increasing the level of flood protection and preventing landslides			
	29.2. Adapting agriculture to climate change			
<b>30. Improving water quality, recycling/waste disposal, restoration of contaminated sites, reducing pollution</b>	30.1. Limiting water, earth and air pollution in order to improve the quality of the natural environment			
	30.2. Creating an integrated waste management system			
<b>31. Producing energy from renewable sources</b>	31.1. Increasing the level of renewable energy use in rural areas			
	31.2. Increasing the energy security of towns and cities through building and upgrading local energy production facilities with particular focus on cogeneration, poligeneration and renewable energy			



Table 9. Policy directions and actions in the *Development Strategy of the Mazowieckie Voivodship* – culture and heritage

CULTURE AND HERITAGE Making use of cultural potential, cultural heritage and environmental assets to enhance economic development and improve the quality of life				
Policy directions	Actions	Mazovian Region		
		WMA with Warsaw	Urban areas	Rural areas
<b>32. Making use of natural assets and cultural heritage in order to increase the tourist attractiveness of the region</b>	32.1. Making the region more attractive for tourists by exposing its natural assets (with special focus on areas of interest from the point of view of tourism)			
	32.2. Supporting the development of culture-oriented tourism and creating new tourism products			
	32.3. Protecting Mazovian cultural heritage (both material and immaterial)			
	32.4. Developing tourist services (facilities and a tourist information system)			
<b>33. Diffusing culture and creativity</b>	33.1. Developing cultural institutions and digitalizing cultural assets			
	33.2. Promoting cultural and artistic diversity in the region			
	33.3. Supporting artistic and cultural education			
<b>34. Promoting urban areas as centers of cultural activity</b>	34.1. Promoting culture and organizing cultural events in towns and cities			
	34.2. Promoting Warsaw as a European cultural center			
<b>35. Supporting the development of creative industries</b>	35.1. Supporting economic initiatives in the creative sector			
<b>36. Using cultural heritage as an asset in economic activity</b>	36.1. Supporting entrepreneurship in the cultural sector			

## Policy directions – detailed description

### INDUSTRY AND PRODUCTION

Increasing the competitiveness of the region's industry requires that favorable conditions are created for the development of enterprises, especially small and medium ones, facilitating an increase in their innovativeness and competitiveness, especially on an international scale. Each part of Mazovia should develop its endogenous potential in terms of industry and production. An important role will be played by research and development and the implementation of R&D results

in industry, especially in the fields of biotechnology, biomedicine, nanotechnology, photonics, optoelectronics and information (ICT) and cosmic technologies. Practical use should be made of the results of research and new technologies, and foreign expertise should be transferred in the field of innovative industrial projects. In order to streamline the effective transfer and implementation of knowledge, support should be given to cooperation between the sectors of business, science, local/regional government and their surroundings, with a preference for Polish enterprises. Enterprises which provide Mazovia with particular advantages in terms of international competitiveness should be able to make use of favorable conditions enabling them to develop further, increase their innovativeness, and acquire information concerning potential export markets.

The **sector of business services** will also play an important role in achieving development goals. Such services should be addressed to enterprises and limit administrative barriers. Economic initiatives, especially innovative ones, should have access to a system of favorable loans and collaterals. At the same time aid should be available to start-up companies. Such aid should be provided especially in terms of knowledge, including organizational know-how, i.e. providing information concerning methods of organizing production and export or requirements concerning environmental protection.

**Economic activity should be facilitated** along with cooperation between companies through providing suitable space for such activities. This should be done through adapting brownfields (post-industrial, post-rail and post-military areas), as well as establishing new industrial and technological parks. Investment areas should be ones already indicated in municipalities' studies of the conditions and directions of spatial development. Business incubators and logistics centers should play an important supporting role.

**Research and development activity** should be marketed to a greater extent. This should be achieved through implementing commercialization mechanisms as well as supporting companies and institutions implementing state-of-the-art technologies and/or national and foreign R&D programs. New innovative companies should have access to bridge loans.

The rural parts of Mazovia will benefit from **the development of the agri-food industry**, including projects, among them public-private partnerships, resulting in new and improved production infrastructure. The activities undertaken should be in accordance with the (sub)regional specialization. Specializations will be further developed through support for wholesale agri-food markets as business and meeting sites for producers. Methods of effective distribution of fresh products on a local, regional and international scale will help to make full use of what is produced.

## THE ECONOMY

In order to ensure a balanced and sustainable development of the region, a comprehensive approach to **economic development** is necessary.

The **Warsaw Metropolitan Area** should be promoted as an attractive location for offices of international organizations and foreign companies active on a global scale. Creating an area of economic activity around the Modlin airport should also contribute to the region's internationalization. **Regional and subregional cities** should offer attractive living, studying and working conditions, also through support for business environment institutions. In the case of **towns losing some of their economic functions**, a system of incentives, including financial instruments, should be available so as to boost local economic activity. At the same time, access should be sustained to basic public services and support provided for complex urban regeneration programs and mechanisms, including PPP projects, in order to create attractive living and working conditions.

The economy of **rural areas** should develop while strengthening local specializations and diversifying economic activity. Cluster development and networking should contribute to an increase in trade with EU and eastern countries. Increasing the share of products with a greater added value will be possible through developing an agri-food industry making use of local resources. These should be available both from larger, market-oriented farming units, as well as organic farms. In both cases the farms' effectiveness should be increased through facilitating access to agricultural advisory services as well as developing and upgrading technical infrastructure used to produce and store agricultural products. Cooperation should also develop with scientific institutions and universities in order to implement modern solutions and methods of production.

The inhabitants of rural areas should have better access to **e-services**, particularly health services and public administration. Educational institutions and public administration should be provided with the necessary computer equipment and broadband internet access. Achieving such a goal will be facilitated through investing in suitable infrastructure.

**Non-agricultural jobs should be created in rural areas**, for example through improving access to capital, including micro-loan and guarantee funds. In order for these funds to be used effectively, a system of professional advice should be provided for persons leaving agriculture for non-agricultural activities.

Throughout the region, **local economic specializations** should be developed by making use of the local potential. Support should be given to complex economic initiatives including not only production, but also marketing, distribution, education and sales. Economic development and the creation of new jobs should be encouraged. In order to strengthen cooperation between enterprises, clusters and producer groups should be supported. Existing centers of R&D should be developed further through investments in scientific infrastructure and support for patenting inventions and making effective use of them.

#### SPACE AND TRANSPORTATION

Mazovia should be a region attractive both for investors and present and future inhabitants. Investments should be chosen and undertaken in such a way as to minimize their negative impact on the environment and spatial development. Potential negative effects should be compensated for. In the case of cities, important goals will include the creation of high quality public spaces, making use of brownfields (post-industrial, post-rail and post-military areas) and creating an integrated management system at the metropolitan area level. Effective spatial policy measures should support concentration of built-up areas in rail corridors while preventing new building activity in areas not intended for development. Spatial planning should also contribute to the promotion of the most sustainable modes of transport: public transport, cycling and walking.

In order to increase the effectiveness of quality-of-space-oriented activities, local authorities and the public need to become more aware of the significance of **orderly spatial development** for the quality of life and attractiveness for investors. Awareness-raising activities should include preparing and implementing urban renewal programs, as well as implementing a landscape policy oriented towards protecting and planning in accordance with the European Landscape Convention. Cities and their districts should be subject to urban regeneration in accordance with the national urban policy.

The strategic priority in terms of **transport** will be providing conditions encouraging the choice of sustainable modes of transport, ones having the least negative impact on space, the environment and health. On an international scale, an important task will be the development of TEN-T infrastructure, including the Warsaw transport node, and developing air transport.

**Rail transport development** will play a crucial role on the regional level. The potential of this mode of transport should be increased through modernizing and building new infrastructure (railway lines and stations) as well as improving the standards of maintenance. Renovation works are necessary on dilapidated local and regional lines, so that a coherent system of rail links can be developed. Trains should achieve speeds of 160 (passenger)/120 (freight) km/h on TEN-T lines and 100-120 km/h on regional lines. Achieving such a standard would shorten travel time from Radom and subregional centers to Warsaw. The railroad system should be further developed. In justified cases, currently unused lines should be reactivated or new sections or stations built in order to allow trains to stop nearer city centers. New lines built after 2020 should include ones fulfilling the criteria of high-speed rail. Apart from linear infrastructure, rolling stock also requires modernization and systematic replacement of old units, as well as facilities for maintenance and repairs. Investments in both infrastructure and rolling stock should result in higher connection frequency and train speeds as well as a higher standard of service.

In order to ensure greater travel ease and comfort, various modes of transport should be integrated into a single system and pedestrian/bicycle traffic conditions should be improved. Integration should encompass ticketing/pricing systems, as well as coordination of timetables. Space-related measures include creating effective transfer hubs and eliminating the barrier effect of transport infrastructure, e.g. through replacing pedestrian underpasses with one-level crossings. Intermodal changes should also be facilitated through developing park and ride infrastructure in small towns and suburban areas and bike and ride systems in cities and rural areas. Intermodality is further facilitated by public bicycle systems integrated with public transport.

At the same time, **urban traffic should be streamlined** by making public transport more competitive and effective, for example through traffic-light priority and separate tram/bus lanes. At the same time, implementing solutions such as traffic-calmed zones and bicycle lanes should increase the modal share of the most sustainable modes of transport, cycling and walking. The increased attractiveness of public and non-motorized transport should reduce congestion on city streets, thus having a positive effect on car traffic as well.

**Smaller towns and rural areas** should have access to high quality public transport and infrastructure so as to enable effective travel within subregions. An important element of such a system is timetable coordination between bus connections providing access to the nearest train station and trains to/from the nearest city, taking into account both cities in Mazovia and ones situated in neighboring regions. In effect, villages and towns should have access to transport services adequate to their rank.

The **road system** should be suited to the region's needs and conditions. Regional and local roads need to be adapted to local and regional traffic so as not to serve as an alternative to national (transit) roads. Such adaptation will consist of, inter alia, traffic calmed zones in built-up areas and vehicle-weighing systems at town borders. National roads with a high share of transit traffic should be moved outside urban areas by building bypasses. At the same time, bicycle traffic conditions should be improved, including the building of bicycle routes of interregional, regional and local significance, some of them independent of the road network.

**Transport of cargo** should be increasingly intermodal. Loading points and logistics centers should therefore be developed near rail junctions. Multimodal transport should also make use of the potential of the Vistula river in terms of water transport. Rail bypasses should be repaired and upgraded so as to ensure effective transport of cargo by rail.

## SOCIETY

**Human and social capital development** plays a crucial role in the effective functioning of an economy and industry based on an efficient transport system. Human capital development should include investments in scientific staff, research institutions and universities as well as their cooperation with foreign partners in order to produce and implement innovative solutions. Universities should also be supported in improving their teaching and management systems in order to enhance the quality of education and research. Aid should be provided to vocational training institutions in order to broaden the scope of practical and specialist courses. Vocational schools should cooperate with technical universities through joint undertakings. The educational system should encourage life-long learning.

Special emphasis should be put on the development of **fields of science of particular importance to the region** through specialized courses of education contributing to the region's development. University students should be encouraged to study these subjects through adequate scholarship systems. The teaching system in schools should be perfected and students encouraged to study, inter alia, mathematics and natural sciences. In order to provide the **rural population** with equal educational chances, educational institutions and libraries in rural areas should be developed and invested in, so as to improve accessibility to educational services.

The **educational system** should be **adjusted to the requirements of the labor market**. The needs of the regional economy should therefore be identified in advance. Vocational schools and enterprises should be encouraged to cooperate. At the same time local centers of practical training should be created and adapted to the specificity of the local labor market.

The region's inhabitants' **adaptation to labor market demand** should be facilitated. This can be achieved through programs of vocational training for the unemployed or those at risk of unemployment, as well as those leaving agriculture for non-agricultural activities. Enterprising approaches and self-employment should be encouraged. Persons near retirement age should have access to solutions helping them remain active in the labor market. At the same time, the entry of young people into that market should be facilitated, for example through subsidizing internships in enterprises.

The **building of a stronger civil society** is an important element of a well-functioning society. The process consists of increasing public participation, for example through popularizing and strengthening methods of civic and social dialogue. Another method of encouraging citizens' activity is promoting volunteer work, the social responsibility of businesses and supporting the activities of NGOs.

Apart from stimulating the creation of new jobs in industry and other sectors of the economy, the **latent assets of the labor market should also be activated**, for example through social economy. At the same time, attempts should be made to improve the demographic situation. Support should be addressed particularly to those professionally inactive because they are taking care of children, to the disabled and to people over fifty. At the same time nurseries and preschools should be made more accessible so as to enable parents to work. Families with many children should be supported, inter alia, through easier access to healthcare, education, culture, as well as special subsidies.

Action is also necessary in order to prevent marginalization and contribute to the social inclusion of those at risk of being marginalized. The disabled should have access to better educational conditions, contributing to their integration. Support should also be provided to NGOs and other entities helping people in a difficult situation. Programs should be implemented in order to prevent addictions, social pathologies and their negative effects. The homeless should receive support and help in finding a home. Aid should be addressed to family orphanages and foster care services.



Children and teenagers should have access to daycare and activity facilities (including day rooms, social integration clubs, libraries, educational and after-school activity centers). Social inclusion should also be facilitated through social innovations which may also come in useful in other areas.

In the field of **social infrastructure and services**, taking into account the ageing of the society, existing nursing homes and social services facilities should be modernized and new ones built. Psychological and therapeutic clinics should be expanded and upgraded. Housing, long-term care and supporting services should also be further developed.

**Health care and prevention** needs to take into account changes in the demographic structure of the population by developing geriatric care, including the building and equipping of clinics and hospital units. The scope of specialized medical services available in regional and subregional urban centers should be increased. This can be partly achieved through implementing telemedicine and e-health projects, as well as developing emergency medical assistance services. At the same time, disease prevention is necessary, including promoting a healthy lifestyle by encouraging physical activity. Sport and recreation facilities should be created in order to encourage physical and sporting activity. Local sports clubs and sport centers should be supported. At the same time, conditions should be created for increasing the role of pedestrian and bicycle journeys in daily life.

**Public safety** should be ensured by equipping the police, national and voluntary fire brigades and other forces with modern technology. The level of trust in public safety forces should be increased by ensuring that they work as effectively as possible. At the same time, CCTV and other methods should be implemented to increase the level of road safety. Social initiatives should help to make better known the rules of fire safety.

## ENVIRONMENT AND ENERGY

**Improving the state of the environment** is a horizontal goal to be taken into account in all actions serving to implement the Strategy. Actions should be undertaken to protect biological diversity, inter alia, through protecting and restoring wildlife river, air and land corridors, reforestation and creating an integrated system of protected natural areas. Special care is required in the case of urban areas where the surrounding open spaces are exposed to urbanization pressure. Green spaces in urban areas and around them should be sustained and promoted. The green ring around Warsaw and regional cities should also be subject to protection and completion.

**Regular monitoring** is necessary of surface and subterranean waters, air quality, noise levels, amount and type of waste produced, electromagnetic fields in accordance with EU standards. Compensatory actions should be implemented in areas subject to high levels of pollution, including limiting emissions of transport-related pollution (including particulate matter and noise), restoring the required standards of water and recreating natural habitat conditions. Protection and action plans should be prepared for and implemented in protected areas.

Human impact on the environment should be reduced through regulating sewage treatment and implementing spatial structures reducing energy demand and greenhouse gas emissions. The amount of waste should be reduced and the remaining waste should be subject to sorting, recycling, incineration (energy recovery) and neutralization/disposal. At the same time, measures need to be taken, for example with the help of NGOs, to raise people's awareness of the significance of sustainable living.

The environment should also be protected through rational **planning and land use**. Agricultural areas and forests should not be turned into built-up areas on such a scale as they are today, especially in the case of areas with good agricultural soils and ones at risk of urban sprawl. At the same time, various already exploited areas should be reused (especially post-industrial and post-military sites along with closed down landfills).

Taking into account **climate change**, agriculture needs to be adapted along with the flood prevention system. Crops resistant to draughts and flooding should be popularized and irrigation and drainage infrastructure properly maintained and developed. Building on flood plains should be restricted. The natural character of regulated river stretches should be restored and non-technical methods used to slow down the outflow during high water levels. Use should be made of the buffering characteristics of certain ecosystems (e.g. moors) and spatial structures (e.g. flood plains). These actions, along with increasing retention levels and repairing dams and dikes, should also help to prevent water shortages.

In the case of **energy**, special focus should be put on improving the energy efficiency and self-sufficiency of the region. This should be achieved through increasing the share of energy acquired from renewable sources, primarily biomass, wind, sun and thermal waters. Small production units should be supported, especially in rural areas, in order to create a prosumpt-based energy system. Energy from renewable sources should also be used in public buildings. Such actions would contribute to the development of a regional ecological industry producing equipment for acquisition of energy from renewable sources. The increase in the effectiveness of energy production should also be achieved through application of cogeneration and polygeneration technology.

The **energy transfer and distribution systems** should be modernized and expanded in order to minimize energy losses (also through constructing intelligent networks) and diversify the sources and directions of energy supply, including dispersed sources. Energy networks should, where possible, run in the same corridors as transport infrastructure. An important action which could reduce the region's dependence on imported natural gas would be building a system of shale gas extraction and transfer.

The economy's **energy efficiency** should be improved, including increasing the number of energy efficient buildings, limiting the amount of energy used by public services and making the transport system more energy efficient. Eco-management systems should be implemented and CSR popularized in enterprises. Financial mechanisms should encourage the implementation of eco-innovations in SMEs, best practices in agriculture and low-waste production technologies.

#### CULTURE AND HERITAGE

Protection of the natural environment should result in a synergetic effect by increasing the **attractiveness for tourists of the region's natural assets**. In order to achieve this effect, water sports centers and accompanying facilities (ports, harbors, marines, water tourism centers) should be built and promoted along with recreation, health and balneological centers and geothermal baths.

Analogically, **the region's cultural heritage should be protected** and profited from. Historical objects, water routes and sites should be subject to conservation, renovation and – in some cases – adapted for public use. Spatial arrangements such as garden-cities also require protection. An important element of heritage protection should be the creation of cultural parks, as well as other forms of protecting cultural landscapes and supporting open-air museums. In cases where cultural and touristic products are not sufficiently exposed, they should be created and promoted in order to raise the level of knowledge about the region and increase its **attractiveness for tourists**. One of the ways of achieving this goal, as well as promoting culture and creativity, is the digitalization of cultural heritage assets in order to increase their accessibility.

Another element of cultural heritage is the culinary tradition of the region. The Mazovian Culinary Heritage Network should therefore be further developed along with increasing Mazovia's contribution to the List of Traditional Products. Local and regional traditions should be sustained, and the activities of cultural institutions supported. In both cases the effects should serve to increase the region's attractiveness for visitors.

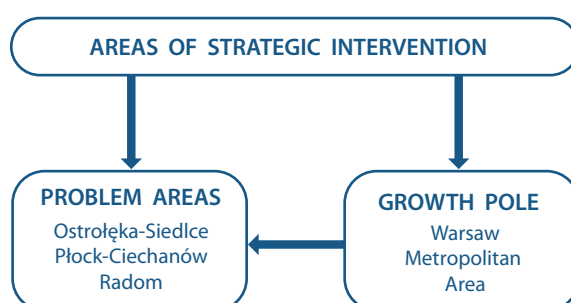
Urban areas should provide conditions for creating and promoting culture. This requires that cultural institutions active on at least a subregional level be supported along with cultural initiatives in urban public spaces. Finally, conditions should be provided to encourage the development of the creative sector.

## Areas of strategic intervention

Areas of strategic intervention (ASI) have been identified in the *Development Strategy of the Mazowieckie Voivodship 2030* as parts of Mazovia which face problems hampering the development of the region. Functional problem areas within ASI have been identified in the regional spatial development plan. Areas of strategic intervention will be the object of individual regional policy focused on solving the specific problems of a given area.

In accordance with the goals identified in the National Regional Development Strategy (NDRS), two types of ASI have been identified in Mazovia on the regional level: problem areas (Ostrołęka-Siedlce, Płock-Ciechanów, Radom) and the growth pole of the Warsaw Metropolitan Area. Intervention in problem areas will be focused on NDRS goals 2.2 'Supporting rural areas with the lowest accessibility to goods and services necessary for development' and 2.3 'Urban renewal and regeneration of other areas losing their socio-economic functions'. In the case of the WMA, the overarching NSDR goal is 1.1 'Supporting the metropolitan functions of regional centers and integrating their functional areas'.

The areas of strategic intervention in Mazovia have been identified in accordance with the National Spatial Development Concept, especially Objective 1 'To improve the competitiveness of Poland's major urban centers in the European context through functional integration while preserving the pro-cohesive polycentric settlement structure' and Objective 2 'To enhance internal cohesion and balance the territorial development of the country across regions by promoting functional integration, creating conditions for spreading development factors, multifunctional development of rural areas and using the internal potentials of all territories'. Actions addressed to these areas will be managed on the regional level with the aid of the national government. ASIs, as part of the region, are also the addressees of the development policy specified in Chapter 2. The individual spheres of intervention presented below are additional actions addressed to particular ASIs.



**Fig. 2. Types of areas of strategic intervention**

Source: Elaboration by MBPR



## Areas of strategic intervention: problem areas

Problem areas of strategic intervention have been delineated according to the indicators identified in the National Regional Development Strategy and additional ones chosen as appropriate for Mazovia. Thus identified problem areas are characterized by the lowest level of access to goods and services which influence their development capabilities, and therefore require intervention from the regional or national level. Two additional criteria were the area's accessibility and the percentage of the unemployed in a special situation on the labor market. Such an analysis served to identify areas characterized by a number of negative socio-economic phenomena as well as spatial conflicts and development dysfunctions. Interventions undertaken in these areas will have as a goal preventing their economic marginalization and an accumulation of social problems while developing the ASI's capability to absorb impulses from growth poles, mainly the Warsaw Metropolitan Area. The problem areas identified in the Strategy cover an area approximately corresponding to NUTS-3 statistical units. In the regional spatial development plan (under preparation since 2013) they have been delimited on the level of NUTS-4 units.

### Ostrołęka-Siedlce area of strategic intervention

The policy addressed to the Ostrołęka-Siedlce area should lead to an improvement of the quality of life and provide better conditions for economic activity through, inter alia, supplying the lacking transport infrastructure and increasing development impulse absorption capability, especially in cities (Ostrołęka, Siedlce). An important element of the policy should be improving accessibility to public services, increasing their quality and exploiting the potential of the agricultural sector in the subregion's economy. The policy measures and undertakings and policy measures addressed to the ASI include:

**Improving the accessibility of the area, including:**

- upgrading the Ostrołęka-Warsaw railway line,
- building the A2 highway to the eastern border of Mazovia,
- restoring the Siedlce-Ostrołęka-Olsztyn freight and passenger rail link.

**Developing the area's industrial specializations, including:**

- strengthening existing specializations in the energy, paper, cellulose, wood, machine and metal industries.

**Improving the quality and accessibility of public services, including:**

- development of the Siedlce University of Natural Sciences and Humanities,
- establishing a public higher vocational school in Ostrołęka.

**Transformations in agriculture, including:**

- improving the effectiveness of agricultural production through conjoining the scientific potential of the Siedlce University of Natural Sciences and Humanities and the subregion's agricultural sector,
- supporting producer groups and clusters, especially ones active in the fields of eco-fuels, milk, fruits and vegetables and honey.

### Płock-Ciechanów area of strategic intervention

Policies addressed to this area will aim at strengthening the existing development potential, especially in industry. Actions undertaken should result in the development of the main branches

of the local economy. As a result, if the trend of growth is sustained for a longer period of time, the area should become an economic center of regional and national importance. A significant aspect of the actions to be undertaken will be improving accessibility to the main cities of the area, especially the regional center – Płock. The city also requires actions aimed at mitigating the risk of flooding and environmental dangers resulting from the functioning of the petrochemical plant. The undertakings and policy measures addressed to the ASI include:

**Improving the accessibility of the area**, including:

- improving the transport links between Płock and the WMA,
- building road and rail bypasses in order to prevent dangerous materials from being transported through Płock,
- building road bypasses of Mława,
- improving the road links between Ciechanów and Warsaw,
- building a logistics center and a passenger road/rail interchange in Ciechanów.

**Developing the area's industrial specializations**, including:

- supporting the development of industrial parks specializing in printing and agri-food in Ciechanów, electronics in Mława and petrochemistry in Płock,
- supporting cooperation between colleges/universities and production plants/the Płock Industry and Technology park, especially in implementing innovations.

**Exploiting renewable energy resources, primarily through:**

- increasing the extent to which renewable energy sources are used, especially solar, geothermal and wind energy.

**Supporting complex urban renewal programs serving to restore the proper functioning of towns and their districts as well as develop new functions of deteriorated areas**, including:

- urban renewal of town centers and post-industrial/post-military areas,
- integrated urban projects contributing to the development of centers of growth,
- increasing the role of cities as regional growth centers.

## **Radom area of strategic intervention**

The policy addressed to the Radom area is intended to result in increased socio-economic activity, including industrial restructuring and urban renewal. The area should receive significant aid in the form of investments, especially ones leading to the increase of the role of Radom and its functional area as a regional center. The transport and economic links with the Warsaw Metropolitan Area require strengthening, as do the links between the Radom University and industrial companies. The undertakings and policy measures addressed to the ASI include:

**Improving the accessibility of the area**, including:

- upgrading the Radom – Łódź and Kielce – Radom – Warsaw railway lines,
- building the S7 and S12 express roads and the western bypass of Radom,
- developing the Radom-Sadków regional airport.

**Developing the area's industrial specializations**, including:

- supporting the branches of industry in which the subregion specializes: metalworking, telecommunications, footwear production, the defense industry, industrial subcontracting; exploiting modern technologies,
- developing professional and higher education, in particular promoting cooperation between the University of Technology and Humanities in Radom, vocational schools and the industrial sector,

- supporting the development of the Institute for Sustainable Technologies – National Research Institute in Radom and implementing the results of research in production,
- developing the economic zone around the Radom-Sadków airport.

**Supporting complex urban renewal programs serving to restore the proper functioning of towns and their districts as well as introduce new functions in deteriorated areas, including:**

- supporting the development of the Old Radom Culture Park,
- renovation of the Pionki Industrial Park,
- renovation of the Park and Palace Complex in Kozienice.

**Ensuring energy security through:**

- expanding and upgrading energy networks and increasing the capacity of the high-pressure gas transfer system in the Radom subregion.

## **Areas of strategic intervention – the growth pole Warsaw Metropolitan Area**

The policy addressed to this area requires rational and bold decisions serving to improve the functional and spatial links of the WMA with the remaining parts of Mazovia. It should allow the existing assets and potentials to be fully utilized and enable the effective flow of goods, services, initiatives and activity in various directions. The policy needs also to take into account protection of the natural environment and the quality of life. The undertakings and policy measures addressed to the ASI include:

**Strengthening Warsaw's metropolitan functions.**

**Improving the accessibility of the area, including:**

- expanding the metro network in Warsaw,
- building express roads, including a system of express ring roads in Warsaw and roads distributing traffic from the TEN-T network,
- upgrading and extending the Warsaw agglomeration rail transport system,
- upgrading and expanding the Warsaw airport hub, including functional links between the Chopin and Modlin airports,
- developing a sustainable multimodal transport system.

**Implementing consistent spatial policy and orderly spatial development in the WMA.**

**Urban regeneration and renewal in WMA towns and cities, especially in the eastern districts of Warsaw.**

**Striving towards sustainable development and energy production, including:**

- implementing a waste management system,
- supporting a low-emission economy, including insulation of buildings and making use of renewable energy sources,
- preventing natural hazards and increasing water retention.

**Development of innovative economic specializations, including:**

- improving R&D infrastructure and technology transfer, also through the Warsaw Technological Area.

**Digitalization and developing public e-services.**

**Supporting the sustainable development of areas with strong functional links with Warsaw, making use of integrated territorial investments.**

**Establishing an economic activity zone around the Modlin airport.**

## Interregional cooperation

Mazovia cooperates with regions from other countries and continents in accordance with the priorities agreed on by the Regional Assembly. The region has signed 15 cooperation agreements. Cooperation also takes place on the basis of a joint declaration by Mazovia, Brandenburg and Île-de-France.

Mazovia is present in many European institutions (The Congress of Local and Regional Authorities of the Council of Europe, the Assembly of European Regions). The region is a member of international associations and other structures grouping regional governments (The European Chemical Regions Network, the Network of European Regions Using Space Technologies, the European Network of Regional Culinary Heritage, Peri-Urban Regions Platform Europe, Airport Regions Conference, Central European Bioregions Consortium). The region is also actively involved in cooperation between regions of Visegrad Group countries.

Since 2004 the Marshall of the Mazowieckie Voivodship is a member of the EU Committee of Regions and in February 2010 he became a member of the Bureau. He takes part in the work of the Commission for Territorial Cohesion (COTER) and the Environment, Climate Change and Energy (ENVE) Commission.

Mazovia cooperates with neighboring regions in order to make full use of development potentials and exchange knowledge, especially in the fields relevant to the regions' development. Possible areas of cooperation include transport links, tourism, agriculture and the agri-food industry, interregional clusters, ecology and energy. A significant field of cooperation is that between Mazovia and the Łódź region. The relevant agreement was signed in July 2012 and identifies the main field of cooperation as strengthening socio-economic links between the metropolitan regions of Warsaw and Łódź. Strengthening the functional and infrastructural links between the two neighboring areas will allow for regional assets to be used more effectively. Joint undertakings should help to increase both areas' international visibility and competitiveness.

Among the most important cooperative tasks is inciting the government to decide on where Poland's new central airport is to be situated and to begin its construction. The airport should form part of a transport hub between Warsaw and Łódź. Therefore, its location should have direct access to the A2 highway, high-speed rail and the Central Rail Line. High-speed rail is another investment of key importance to both cities. The so-called "Y line" is to link Warsaw with Łódź and split there to Poznań and Wrocław. The starting point for the Polish high-speed rail system will be the upgraded Central Rail Line linking Warsaw with Katowice.

## The system of implementation of the Strategy

In order to achieve the identified development goals, it is necessary to implement and respect the intraregional rules of development policy implementation. The Mazovian regional government will therefore act according to the following rules:

- a) In order to manage the region's space and spatial development in a responsible and coordinated manner, support from the regional government will be addressed mainly to entities whose investments are planned on an area covered by a **local spatial development plan**.
- b) In order to coordinate the provision of economic support, the regional government will act according to a formulated **cluster policy** which should lead to a long-term increase in

local and regional competitiveness through increasing the innovativeness of enterprises and improving their competitive position. In effect, the clusters should transform into regional innovation systems characterized by effective absorption and creation of product innovations.

- c) In order to increase the competitiveness of the agricultural and agri-food sectors, the regional government will address aid in particular to entities from these sectors which conduct a significant part of their activities within **producer groups**.
- d) In order to increase the value of human capital in the region's peripheral areas and strengthen the absorption of positive growth impulses from its center, the regional government will grant **scholarships** to talented pupils and students on the condition that after completing their education they return to their hometown or village to conduct social, scientific or economic activity there.
- e) In order to increase the effectiveness of funds invested in regional development, the regional government will implement **revolving instruments** (repayable loans) along with non-repayable subsidies.
- f) In order to strengthen the **Mazovia brand**, products which have come into being through direct or indirect aid of the regional government will bear the logo of Mazovia.
- g) In order to ensure long-term competitive advantages and prevent the draining of intellectual capital outside of the region, the regional government will concentrate its innovation support on projects intended to develop new **patented products or processes**. The patenting process will be supported on the condition that both project development and production will take place in Mazovia.
- h) In order to increase **the production and export potential** of Mazovia, the regional government will address aid to small and medium production enterprises whose products are sold internationally.
- i) In order to implement synergetic, complex and integrated pro-development projects, the regional government will support primarily **joint initiatives by local governments, businesses and the science sector**, as well as projects of interregional range.
- j) In order to ensure that the state of the environment improves and that natural resources are used in a responsible way, the regional government will support **pro-ecological initiatives**, taking into account energy efficiency, exploitation costs and orderly spatial development.

In order to increase the stream of funds devoted to innovative activity in Mazovia, the regional government will also propose that a new rule be introduced, according to which companies will be able to devote 1% of their corporate income tax to pro-innovative research conducted by SMEs in cooperation with the R&D sector. Such cooperation will, on the one hand, be a necessary condition for the company to receive support from the regional government, and on the other hand, companies will be encouraged to support technological incubators and industrial parks organized by the regional government.

## Abbreviations used in the document

<b>ASI</b>	Areas of Strategic Intervention
<b>CSR</b>	corporate social responsibility
<b>EU</b>	European Union
<b>GDP</b>	gross domestic product
<b>GDP PER CAPITA</b>	GDP per inhabitant

<b>ICT</b>	information and communication technologies
<b>MBPR</b>	Mazovian Office of Regional Planning
<b>NRDS</b>	National Regional Development Strategy
<b>NUTS</b>	Nomenclature of territorial units for statistics
<b>PPP</b>	public-private partnership
<b>PPS</b>	purchasing power standard
<b>R&amp;D</b>	research and development
<b>R&amp;D&amp;I</b>	research and development and implementation
<b>SMEs</b>	small and medium enterprises
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>WMA</b>	Warsaw Metropolitan Area



Mazovia is a NUTS-2 region in Poland, a member of the European Union since 2004. The capital of the region and the country is Waraw. There are also two cities (Płock and Radom) of regional and three (Ciechanów, Ostrołęka and Siedlce) of subregional rank, as shown on the front cover.





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