

Gdynia, Poland

BACKGROUND INFORMATION	
PROJECT TITLE	Pomeranian Science and Technology Park (PSTP) Pomorski Park Naukowo-Technologiczny (PPNT) 'A new home for innovation on the Baltic'
Beneficiary	Gdynia Innovation Centre – Gdynskie Centrum Innowacji (GCI) – a unit of Gdynia Municipality
Duration of project	2001–2013
Member State	Poland, Pomerania, Gdynia
Geographic size	Target area: Pomerania region: 2.2 million inhabitants, 18 300 square kilometres Gdynia city: 253 000 inhabitants, 135 square kilometres FUA: 993 000 inhabitants
Funding	Total budget approx. €54 million, of which €35 million ERDF and €8.5 million own resources
Operational Programme	<ul style="list-style-type: none"> • INTERREG IIIA, South Baltic Programme (2007-2013) CCI nr 2007CB163PO013 • Pomeranian Regional Operational Programme (2007-2013) CCI nr 2007PL161PO015 • Integrated Operational Programme for Regional Development (2006-2008) • Innovative Economy Operational Programme (2007-2013) • PHARE 2003 SSG (Social and Economic Cohesion, 2004-2006)
Managing Authority	For the 2007-2013 regional programmes the managing authority is the Marshal's Office of the Pomorskie voivodship – the regional authority.
Cohesion Policy Objective	Convergence
Main reason for Highlighting this case	The Pomeranian Science and Technology Park (PSTP) is a major development achievement of the city, which significantly anticipated other similar initiatives. The aim of the park is to transfer technology between universities and industry. As a result the park cooperates with universities, technical universities, centres of technology transfer, other parks and other institutions connected with entrepreneurship and innovation. There is also the Pomeranian Innovation and Entrepreneurship Incubator that acts within the PSTP. Gdynia has proved that it is leading innovations focused on smart growth.
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1. PROJECT DESCRIPTION	
Overall objective / goals	The idea of establishing the Pomeranian Science and Technology Park in Gdynia was to retain graduates in the city and to use an innovative approach to modernise the city itself. The aim of the park is to transfer technology between universities and industry. So the park cooperates with universities, technical universities and technology transfer centres. It helps to establish and run creative and innovative businesses, especially for young people, supporting them through access to knowledge and networks dedicated to entrepreneurship and innovation.
Description of activities	<p>The main funded activity has been the conversion of a former bus garage and aircraft factory into a modern innovation centre. In this programming period the construction of new buildings has started, cofinanced from the Pomeranian regional operational programme and the nationwide operational programme for Innovative Economy. The total cost of the all investment projects is about €52 million, with nearly €35 million coming from the EU. Companies will be able to set up their offices in this modern office and laboratory complex, and professional business and technological consulting services will be available.</p> <p>The opening of the Creative Entrepreneurship Centre will be the final stage of the project. The new complex will also include the 'Experyment' Science Centre (expanded to 3 500 square metres), the Gdynia Design Centre, a pre-incubator and incubator of innovation and entrepreneurship, the Implementation and Education Centre for Advanced Technologies, as well as the Regional Patent Information Centre. The number of firms will increase by 300. Nowadays this is the largest investment project in Gdynia. In addition to the lease of workspace, the park offers a professional consulting programme, free of charge for firms beginning their activity within the 'incubator', but also open to firms which are not hosted here. Firms participate in formal or informal integrative actions, creating the innovative atmosphere of the park.</p>
Recipients	The main recipients are regional entrepreneurs and universities. The selection of candidates is the task of the Scientific Council, which evaluates the applications. The selection criteria are focused on the projects, which should be innovative and fit into the park's profile. The enterprises hosted by the park are of various sizes and levels of experience. Most of them are relatively new companies. The Biotechnological Laboratory (Bio-Lab Centre) serves as a strategic element of the park – the infrastructure which Gdynia offers to entrepreneurs and scientists dealing with biotechnology and environment protection issues. It is dedicated to biotechnological, biochemical, microbiological, molecular biology, environmental and chemical analyses, research and investigation, for both the local scientific community as well as biomedical companies worldwide. The Bio-Lab Centre, equipped with research instruments worth €2 million, also welcomes school groups and students to conduct individual experiments, offering a wide range of unique scientific equipment and professional supervision.
Mainstreaming of gender equality and non discrimination	Mainstreaming of gender equality and non-discrimination was taken into account according to the law and the ERDF/ESF rules. Operations are undertaken with no discrimination of any kind. They directly develop the volume and quality of the labour market in the city and the region. Some of the park's activities focus on social innovations, and are directly intended to address social and gender equality issues. They aim to break these negative social features. Some activities focus directly on handicapped social groups. Most initiatives and actions in the social sphere are targeted on the social exclusion, or the increase of the professional activity, of young people.
Intended outputs and results	<p>The outputs and results of the science park have evolved during its development from technology to design and eventually social innovations:</p> <ul style="list-style-type: none"> • The old office building and mechanics' training centre have been transformed into office space for the new park

	<ul style="list-style-type: none"> • The two-storey structure fitted in the interior of renovated arched halls which house 50 firms • The Biotechnological Laboratory (Bio-Lab Centre) as a strategic element of the park • The Creative Entrepreneurship Centre – a modern office and laboratory complex for innovative business or technological consulting • The Experiment Science Centre • The Gdynia Design Centre • The pre-incubator and incubator of innovation and entrepreneurship • The Implementation and Education Centre for Advanced Technologies • The Regional Patent Information Centre <p>The park will soon have six times as much floor space available to innovative businesses. The number of firms will increase up to about 300. This number of new companies will be able to benefit from the park's support from 2013. They will employ approximately 1 300 highly-qualified personnel.</p>
2. POLITICAL AND STRATEGIC CONTEXT	
National and regional framework	The plan is supported under the Pomeranian Convergence programme, operational programme Innovative Economy (2007-2013), Pomeranian regional operational programme (2007-2013)
The planning context	<p>In the 1920s, Gdynia was transformed from a small village into one of largest cities of Poland – within 15 years. In what had been a small seaside resort arose the largest Baltic port, the most modern in Europe at that time, and Poland's only access to the sea. This was accompanied by a huge increase in population as people immigrated from across the country. These pioneers created a strong community.</p> <p>The political transformations of the year 1989 introduced the municipal system, which encouraged cities to define their own ways of development. The municipality of Gdynia looked for ways to make the town attractive, especially for young people, while the open borders caused a brain-drain – the outflow of educated people. Gdynia wanted to counteract this. The political changes of the 1980s had not been kind on young people – often their education did not fit the current situation on the market. The municipality wanted to prevent the emigration of educated young people, and the idea of establishing a science and technology park gave hope for the improvement of conditions for the professional development.</p> <p>The park had to simultaneously achieve many goals – not only to animate technological innovation but also to modernise the city itself. The strategic decision of the municipality was the selection of the park's location. The area of the bus and trolleybus garage was chosen, which was close to the railway station, and simultaneously at the far end of the main axis of the city centre. This district was not attractive, owing to the state of the buildings and surroundings. However further toward the sea its character could be attractive for residential use. Thus the improvement of the public space around the garage could contribute to the integration of the urban space and to the development of new urban centre with new office space and housing. It has also changed the quality of the public space of the whole district, connecting it with the urban centre and improving the neglected post-industrial areas.</p> <p>The park has considerably encouraged private investment in the area. Its location close to the urban railway station makes this location unusually attractive. The whole district is changing – in the eastern part new housing complexes equipped with urban services are being built. Offices are also being built, even on the other side of the railway tracks. The park's activities have also changed the economic profile of the city as a whole. Previously known as a port and shipyard city, Gdynia has become a centre of modern technologies.</p>
3. IMPLEMENTATION	

3.1. PROJECT DESIGN AND PLANNING

<p>1. Beginning phase</p> <p>In order to prevent the emigration of educated young people municipality organised the 'Gdynia Business Plan' contest for young people across the whole country. They were encouraged to submit their own innovative ideas, in the form of a feasible project for commercial activity and innovative products. A prize in the annual contest was the support of the municipality in the implementing the winning ideas. A condition of the prize was the location of activities in Gdynia. The idea of the Pomeranian Science and Technology Park in Gdynia was the natural continuation of this way of thinking.</p>
<p>2. Consolidation of the idea of the park</p> <p>In the 1990s the Intercollegiate Faculty of Biotechnology was established in Gdynia, connecting scientists of three specialist colleges of the regional universities. But its educated graduates could usually not find job and often emigrated abroad or undertook other occupations. Professor Anna Podhanska from the faculty convinced Gdynia municipality of the merits of her idea of a science park dedicated to biotechnology. In 2001, a feasibility study of the new project was undertaken, with the participation of the Gdynia authorities, universities and local businesses, represented by the Pomeranian Centre of the Technology Association. From the very beginning the municipality treated the project comprehensively – not only as a support for firms starting in business. The Park had to reach simultaneously many goals - first of all to animate the technological innovations but also to modernize the city itself.</p>
<p>3. Starting to use EU funds</p> <p>The Pomerania region was chosen as the pilot area for one of the first pre-accession programmes – PHARE Social and Economic Cohesion. Gdynia municipality applied to the Pomeranian regional authorities in Gdańsk for co-financing within this programme. The quality of the application was outstanding. It not only presented the idea of Pomeranian Science and Technology Park, but also the evidence of pilot experiences. For the park's location, the site of the bus and trolleybus garage was chosen, which was located close to the urban railway station, and simultaneously at the far end of the main road leading to the city centre. So, the main investments are recycling brownfield post-industrial or post-military areas. The buildings' construction and refurbishment takes into account sustainability and exploitation issues according to building regulations and other applicable rules, in particular those on energy efficiency.</p>
<p>4. Growth phase</p> <p>Over more than decade, the park has gradually been built through a series of consecutive partial projects, so as to reduce risk. Complementary projects to develop initial ideas were selected by the programme's managing authorities on the basis of their integrity supported by positive experience. The consecutive partial projects decreased the risks connected with implementing a completely innovative idea. Practical experiences at national level could not be relied on. Hence the Gdynia authorities tried to act very carefully, though with deep conviction in their strategic goals. In such uncertain situation all ideas were first tested and only when proven were they implemented in full. Thus the Pomeranian Science and Technology Park began with 5 firms in 2003, but is now planned to house hundreds of firms.</p>
<p>5. Present situation</p> <p>Nowadays the Pomeranian Science and Technology Park is the largest hard investment being made in Gdynia. Hundreds of new companies will be able to benefit from the park's support from 2012 onwards. The park has also encouraged private investors to develop this part of the city and to offer new office spaces in the neighbourhood.</p> <p>But the park's activities have also changed the economic profile of the city as a whole. Gdynia, previously known for its port and shipyard, has become a centre for modern technologies. The attitudes of its inhabitants have changed as well,</p>

	<p>paving the way for the personal development of many young people. The Gdynia Innovation Centre became a vehicle enabling the inflow of external resources for the benefit of the local economy. The Pomeranian Science and Technology Park gives the town the strength to fight the upcoming crisis. This model is transferable and has practically influenced other similar initiatives in the country.</p>
	<p>6. Role of the ERDF</p> <p>The project was introduced on the initiative of the Gdynia municipality, some years before European Funds were accessible in Poland. Thus, while these funds have not been a necessary condition of the park's creation, the size and speed of its development has depended mostly on the ERDF, which has co-financed this project very intensively.</p>
<p>3.2. MANAGEMENT, MONITORING AND EVALUATION SYSTEM</p>	<p>1. Management structure</p> <p>At the very beginning the park's profile was defined as consisted of three pillars: biotechnology, ICT and design. The management was previously delegated to one of the park's partners – the Pomeranian Centre of Technology Association. In 2004, when the huge enlargement of the park's facilities was implemented, the organisational system had to be improved. The task of managing the park as well as its development and preparation of the innovative projects was handed over to the Gdynia Innovation Centre, a budgetary unit under the auspices of Gdynia municipality. This solution is unique up to today – most parks are managed commercially, even if their sole shareholder is the municipality. Gdynia chose direct control, as it was preferential in order to meet the park's social targets.</p> <p>The Gdynia Innovation Centre (GIC) manages the park, and has prepared several soft projects which support its functions. All these projects were managed by GIC staff, and some were supported by ESF.</p> <p>2. Distribution of tasks</p> <p>The Gdynia Innovation Centre employs about 70 people. The whole staff is employed according to the legal rules applied for public sector and municipal employees. Only 3 persons form the administration unit. The rest deal with the park's services, develop and supervise projects and manage the development of the park. In accordance with regulations staff also keep records of the public support given to firms, to comply with the rules of the EU grants. This activity is foreseen for the upcoming 20 years, according to the contract with the ERDF managing authority.</p> <p>3. Steering group</p> <p>The Scientific Council fulfils the role of steering group, evaluating the park's achievements as well as helping to select candidates. The council consists of 24 people from science and business. The individual project results are verified by the park's manager. A comprehensive assessment of the park's achievements is being made by Gdynia municipality, as the Gdynia Innovation Centre is a department of the municipality. All these structures work continually, and meetings are organised according to need.</p> <p>4. Monitoring</p> <p>The projects are monitored according to the rules of the operational programmes and the strict criteria of the municipality's unit. Project are under constant monitoring in the framework of routine reporting in the municipality's structures, given that the park's managing body – Gdynia Innovation Centre – is a budgetary unit of Gdynia municipality. The park is supervised by the Deputy Mayor, Michał Guć, who is responsible for the city's development policy. The reports for the MA are prepared by the park's manager.</p> <p>5. Supervision</p> <p>Gdynia has dedicated almost €20 million to this project and is also spending about €600 000 a year to administer the park's activities. It is the largest investment of the municipality for years. This means that the project is being closely watched by all political bodies in the city. This forces the municipality to</p>

	<p>evaluate the project very often and to present the reports to the city's institutions and to the stakeholders. The reports are made internally by the municipality's staff or contracted from external experts. Generally the evaluation of the project is performed more often than the programme requirements. But the evaluation is hard as concerns the real impacts of the projects' activities. It is hard to distinguish the specific role of the park activities, and quantitative assessment often has to be supplemented by a qualitative approach.</p>
	<p>6. The future</p> <p>The organisational model, full control by the municipality, guarantees that the management activities as well as the organisational structure itself would be able to adapt in case of unexpected obstacles. As the park develops, the number of staff will probably have to rise. Gdynia authorities are prepared to cover the park's administrative costs.</p>
<p>3.3 GOVERNANCE: PARTNERSHIP, PARTICIPATION AND EMPOWERMENT</p>	<p>1. Governance by the municipality</p> <p>The municipality was the initiator of the idea of the park, and has developed it over the years, starting long before European Union support was introduced in Poland. The Gdynia Innovation Centre, which manages the project, is a unit of the municipality. The management also fulfils the park's mission by organising branch meetings and strengthening networking cooperation between companies in the region. In accordance with the regulations it keeps evidence of the public support given to firms, to comply with the rules of the EU grants. The city authorities finance the park's activities, treating this as an important part of the municipal policies for social and economic development. Therefore the Pomeranian Science and Technology Park is developing wide activities in social innovation.</p> <p>2. Partnership</p> <p>The municipality's main partners in the project were the Intercollegiate Faculty of Biotechnology in Gdynia, the University of Gdańsk, Gdańsk Medical University, the Technical University in Gdańsk, and in recent years Gdańsk Academy of Fine Arts. Since the beginning local businesses have been represented by the Pomeranian Centre of the Technology Association.</p> <p>Social innovators start to have their own official place in the park alongside IT specialists, biotechnologists and designers. The social innovations are of great interest to many institutions, so Gdynia has the added advantage of working with international experts in this area. Since July 2011, one of the three Polish offices of the UN Development Programme has been located just in the park. In Poland, it focuses on innovative ideas aimed at eliminating social exclusion and intends to stimulate professional activity among the disabled.</p> <p>The Park's success is important for the region as well. So the regional authorities support it within their competences - including the resources of the regional operational programme. The Gdynia Innovation Centre has also created local and regional cooperation and partnership networks, as well as transnational links, mainly in the Baltic Sea region.</p> <p>3. Broader participation</p> <p>In the 90s, Poland's public administration system was rather traditional in terms of governing and public participation. In Gdynia the openness of the authorities has broken this schema. For Gdynia municipality its citizens are the most important natural resource of the city. Based on this idea, as the pioneer in Poland, they have initiated innovative methods of cooperation with inhabitants and businesses. The municipality looked for ways to make Gdynia attractive to young people. Today a lot happens in town in the sphere of culture, using its modernistic heritage which favours applied arts and design. The private sector was engaged in strategic planning in the social sphere, as well as in operational planning and concrete activities. The municipality has directly engaged in the development of innovative entrepreneurship, and started to help businesses by promoting innovation and supporting start-ups. These activities focused on economic</p>

development led finally to the idea of Gdynia Innovation Centre and the Pomeranian Science and Technology Park. This approach had constant political support from the city council and citizens' organisations. Gdynia has quite a stable political situation, and these initiatives of the municipality may help to maintain this support.

4. Interests and motivations

The roles and motivations of each group of active participants are different. For the municipality, which initiated and now manages the projects, the initiative helps to solve the social and economic problems of the city. It happens that the current projects also have a visible impact on the spatial development of the city, as a spin-off effect. The regional authority supports the projects as it is important for development at the regional level. The institutional partners such as universities deliver the expertise. The park is used as a suitable platform for linking research activities with practice, which is generally lacking in the region.

For the end users – innovative businesses – the park gives them the opportunity to develop in the market, despite the barriers of low experience and limited resources. The unique equipment of the bio-technological laboratory, the constantly developing prototype hall for the creation of prototypes, the technologically advanced telematics infrastructure as well as the electronics laboratory which is being prepared – they all are equipped with devices that single firms cannot afford given their occasional use. This function of the park involves the businesses in cooperating with the park. All together, this leads to innovative products and modern creative jobs.

4. INNOVATIVE ELEMENTS AND NOVEL APPROACHES

The park is innovative in various ways. Its location is an essential factor, as it enabled the project to influence not only economic and social development, but also urban renewal. The area of the bus and trolleybus garage is close to the railway station, and at the far end of the main road axis. It was not an attractive district, but towards the sea was an area that could be attractive for residential use. Thus the improvement of the public space around the shed could contribute to the integration of the urban space and to the development of new urban centre with new offices and housing.

The park is a good place to research new technological solutions as well as to develop innovative firms. It provides excellent conditions for the realisation of high-tech ideas, mainly in the domains of biotechnology and environmental protection, computer science, electronics, telecommunications and design. The park concentrates factors supporting the development of firms, facilitating economic activities and the transfer of technology. It enables the collaboration of many partners – development centres, scientific agencies, economic actors, as well as advisory, financial and training institutions. It also supports the legal protection of the technology. It offers modern office space and laboratories, conference and exhibition rooms, prototype halls, recreational spaces and different services, e.g. the Regional Patent Information Centre.

The task of managing and developing the park and preparing innovative projects was handed over to Gdynia Innovation Centre, a municipal department. This solution is unique as most parks in Poland are managed commercially, even if their sole shareholder is the municipality. In Gdynia the solution of direct control was chosen as it was preferential in terms of achieving social objectives. In the commercial formula it would be more difficult to realise these aims, which were most important for the municipality from the very beginning of the project.

Another creative sector – fashion – has appeared in the park unexpectedly. Nobody associated fashion with the economic profile of Gdynia or Pomerania. But it turned out that this branch was also developed here, and particularly needs collaboration with young artists. This led to the idea of the BalticFashion project – to promote the innovative fashion industry in the Baltic Sea region. Its goal was to strengthen international collaboration in the fashion sector in the region by

creating an information platform, analysing statistical data and introducing good practices and forms of collaboration.

Today it is perceived in a symbolic sense that the park has introduced actions focused on the youngest citizens, to influence their attitudes to knowledge and science. This was the 'Experymet' Science Centre. Some initiators of new science and technological parks across the country consider that this solution from Gdynia is the pattern for this kind of institution.

Gdynia has also been actively implementing innovations in the social sphere. In some fields it has developed solutions that can serve as nationwide examples. Other municipalities have often benefited from Gdynia's experience in welfare, health care, education, business policies, and policies for the disabled. The success of the park was originally built on technological innovations. But now it strongly promotes and develops other innovative ideas that contribute to the public good. These ideas can include social innovations, as well as new products and services. These include strategies and problem-solving methods based on completely new and as yet unused tools. Social innovations can be developed by private individuals, groups and communities, third-sector organisations, companies and public institutions.

The promotional actions of the park do not use exceptionally innovative methods, though the resources applied are very well coordinated. The businesses to which the park's activity is mainly addressed have specialised information channels which are used for the promotion by the park's personnel. The website and printed information leaflets are at a high level. The wide use of individual conversations and very competent information by phone and e-mail should be mentioned as well.

The project's main results are the new technologies and market products developed by the firms supported by the park's activities. Through their market successes the project results are exploited and became renowned. But Gdynia has also been actively implementing innovations in the social sphere. The Pomeranian Science and Technology Park helps to consolidate and systematise the trend of social innovations which Gdynia has made during last two decades. For this reason, the park's new module is being developed to create an incubator of social innovations. This means that the various projects in the area will be concentrated in one place, initiated and implemented in conjunction with other bodies, companies and communities.

Social innovators will collaborate with IT specialists, biotechnologists and designers who are already in the park. Their ideas can include action models as well as new products and services. These are the social innovations which include also strategies and problem-solving methods based on completely new and as yet unused tools. An interesting exchange of experiences took place during the first meeting of the global community promoting social innovations in Poland, SIX Winter School 2011. A number of innovators involved in the Social Innovation eXchange organisation came to Gdynia. Of the other social innovation events held at the park over recent months, the independent TEDxGdynia conference on 'ideas worth propagating' and the 'Family as a Starting Point' conference are worth mentioning.

The park has encouraged private investors to develop this part of the city, as well as to offer new office spaces in the neighbourhood. Not all businesses are purely innovative, but if this is the case, then they have finally to leave the park when they become stable on the market. The space around the park has gained a reputation which attracts businesses and customers, and its location close to the urban railway station makes this location unusually attractive. It is even planned to change its name to 'Gdynia Technology Park'. The whole district is changing – in the eastern part new housing complexes equipped with urban services are being built. But also office spaces are being built, even on the other side of the railway tracks. Therefore the municipality built the new footbridge to connect the park with the new investments on the other side.

4.3. THEMATIC FOCUS	Theme 1a: Europe 2020 smart growth
5. FUNDING	
	<p>The construction of new buildings started in 2009, cofinanced from the Pomeranian regional operational programme and nationwide operational programme for Innovative Economy. The total cost of the new projects is €52 million, with nearly €35 million coming from the EU. The remaining costs are borne by the city. This modern office and laboratory complex, offering professional business and technological consulting services, will be completed in 2013. The opening of the Creative Entrepreneurship Centre will be the final stage of the project. The new complex will also include the Experiment Science Centre (extended to 3 500 square metres), the Gdynia Design Centre, a pre-incubator and incubator for innovation and entrepreneurship, the Implementation and Education Centre for Advanced Technologies, as well as the Regional Patent Information Centre. Previously, since 2004, the Pomeranian Science and Technology Park has received cofinancing from the PHARE Social and Economic Cohesion pre-accession programme – an amount of €2.5 million (out of the total budget of €3.5 million) to adapt the arched halls for office and laboratory use.</p> <p>Gdynia municipality has already dedicated almost €20 million from its budget to cofinance the projects and is also spending about €600 000 a year on administering the park's activities. Besides large-scale investments, current operations and the park's equipment are also being financed from external resources. For example the park spent almost €2 million on the research equipment, of which €1 million came from various grants, the highest one being from the Polish National Fund for Environmental Protection. All the projects are coordinated effectively by the park's managing unit, Gdynia Innovation Centre.</p> <p>There are also networking projects, cofinanced by the ERDF South Baltic Programme 2007-2013: completed projects are Let's Expo (with €160 000 in ERDF cofinancing for Gdynia), Science and Business (€55 000) and Nature – Unlimited (€8 000), while ongoing projects are DISKE (€225 000 ERDF cofinancing for Gdynia), eduPEOPLE (€75 000), BALTIC FASHION (€25 000) and DesignSHIP (€327 000).</p> <p>In accordance with EU grant regulations, Gdynia Innovation Centre keeps records of the public support given to firms. This activity is foreseen for the next 20 years, according to the contract with managing authority. Each firm can receive public support limited by the 'de minimis' ceiling within each 3-year period. All benefits, e.g. charges below market prices, received by each beneficiary are recorded. This support diminishes the total value of the project co-financing. So, after 20 years the whole grant will have been transferred to the businesses and in this way the municipality will pay off the debt. On the other hand a firm which exceeds the 'de minimis' limit should pay the full prices, without public support, until the end of the current 3-year period. In practice the above rules guarantee the return of funds.</p>
6. PROJECT ASSESSMENT	
6.1. FINANCIAL SUSTAINABILITY	<p>The Pomeranian Science and Technology Park project is very expensive, and without European resources would probably be realised on a smaller scale. The hard investment phase of the park's development will finish in the current location (at the former bus garage) in 2013. But the park will continue its operations.</p> <p>In accordance with the regulations Gdynia Innovation Centre keeps records of the public support given to firms, to fulfil the rules of the EU grants. This activity is foreseen for the upcoming 20 years, according to the contract with the managing authority. According to the 'de minimis' rule, each firm can obtain a strictly limited amount of public support within each 3-year period. All benefits, e.g. reduction of charges in comparison with market prices, transferred to each beneficiary are recorded. This support diminishes the total value of the project cofinancing. So, after 20 years the whole grant will be transferred to the businesses and in this</p>

	<p>way the municipality will pay off the debt. On the other hand if a firm exceeds the 'de minimis' limit, it should pay the full prices, without public support, until the end of the current 3-year period. The above rules in effect guarantee the return of funds. So the earlier finalisation of the park's operations would cause huge costs for the municipality.</p> <p>The municipality initiated the project in a previous funding phase and activities were developed over two years without any external support. In 2004 the Gdynia application for investment in the park attracted cofinancing of €2.5 million (of the total budget of €3.5 million) in the framework of the PHARE Social and Economic Cohesion pilot pre-accession programme. It enabled the adaptation of the arched halls for office and laboratory use, which was finished in 2006. Simultaneously, within the framework of the regional contract, Gdynia received €150 000 for the creation of the Pomeranian Incubator of Innovation and Entrepreneurship, as part of the park. Current activities are the continuation of these previous investments. The municipality does not intend to continue investing in the park's location in future funding phases.</p> <p>Many of the innovative elements of the Pomeranian Science and Technology Park project are applicable to urban areas in the wider region and across the country. The park is a member of the Association of Organisers and Centres of Innovation and Entrepreneurship in Poland. This is the national platform for the transfer of such experiences. The park is also a partner of Social Innovation Europe (SIE) under the auspices of the European Commission which supports the development of social innovations within the framework of the Europe 2020 strategy. In 2003 the park joined the International Association of Science Parks (IASP). Currently this organisation comprises 375 parks in 70 countries that together represent more than 200 000 companies. Nowadays Gdynia is vying to hold the IASP's World Conference in 2014. Gdynia is a strong candidate as it consistently implements innovations, and its creative companies are well-known outside Poland. As organiser, Gdynia would make social innovations the theme of the conference. This topic seems to be the main subject for the transferability of the park's achievements – most of solutions could be applied elsewhere. Particularly the model of supporting local businesses, implemented in Gdynia, is used by many other municipalities as the basis for their own solutions.</p>
<p>6.3 ISSUES AND PROBLEMS</p>	<p>The idea of the park was developed gradually, and every stage brought experiences which helped to improve it. Thus high risks, which may occur in such a huge project in the absence of previous experiences and without testing by piloting, were avoided. Owing to this approach, situations which would seriously threaten the project did not arise. However the small problems that occurred were an impulse for improvement. An example is the change in the organisational system after two years of the park's operation – the managing competences were shifted from the commercial organisation to the municipality and its specialised unit directly. This solution is unique in the country, nevertheless it functions well to this day. It increases the sustainability of the project and opens new possibilities for networking and for financial engineering.</p>
<p>6.4 PROJECT OUTPUTS & RESULTS</p>	<p>The Bio-Lab Centre has been open for various projects associated with education and diverse workshop activities in the field of microbiology, molecular biology and chemistry since 2005. The Experiment Science Centre has been open for young people and children since 2007. The Gdynia Design Centre has been operating since 2011, supporting the development of the creative sector in Gdynia and in Pomerania region. The park is also hosting many important events of regional, national or even transnational renown.</p> <p>In 2012 the two new buildings with a total floor space of 60 000 square metres will be placed at the park's disposal. This will enlarge the park's infrastructure six fold. The total roofed space of the park will exceed 75 000 square metres, including 30 000 sq. m. of office space and almost 2 500 sq. m. of laboratories. The firms operating in the park will employ approximately 1 300 people.</p>
<p>7. CONCLUSIONS: KEY SUCCESS FACTORS AND LESSONS LEARNED</p>	

	<p>The key success factor of the Pomeranian Science and Technology Park stems from its roots – from the beginning its initiators thought not about large-scale investment but about solving the social problems of the city. That is why the initiative has changed the social and economic profile of the city as a whole. Thus the main lesson which could be learned from this case is to concentrate on the strategic goals of the city or region, and to treat the project as a helpful tool to achieve them.</p> <p>The impacts of such thinking on this case are deep and cover many spheres:</p> <ul style="list-style-type: none"> • Gdynia, recognised previously as a port and shipyard city, became a centre of modern technologies. Today it is perceived as a modern city, and the park is an icon of this. It has also changed also the quality of the public space of the whole district, connecting it with the urban centre and improving the neglected post-industrial areas. The park has considerably encouraged private investment in this area. • The city's initiative has changed the attitudes of inhabitants, paving the way for the personal development of many young people. • These activities demanded organisational changes in the municipality itself, which led to its higher effectiveness. The Gdynia Innovation Centre became a vehicle enabling the inflow of external resources for the benefit of the local economy. But also, as the port previously did, it helps to develop the international position of the city, making it a participant in the great global network. Gdynia became a leader among Polish cities, undertaking new challenges as a pioneer. The main beneficiaries are regional entrepreneurs and universities. <p>Such a strategic approach appears to be a good solution, especially in hard times. Despite its cost, the Pomeranian Science and Technology Park gives strength to fight the upcoming crisis. This is where modern entrepreneurship takes shape and new employment opportunities are created. This is where people get together and – because they are creative – come up with ways to cure the crisis. A lot of people want to base their businesses in the park. The new buildings will facilitate many new ideas, which have every chance of becoming popular commercial products. So, this augurs well for the city and the region.</p> <p>Individual success influences the whole area and has many indirect beneficiaries. The park influences the development of the whole region, through the growth of competitiveness, the stimulation of initiatives and the expansion of new markets. It also creates a good climate for creativity, activates the regional community and creates permanent jobs. It changes the economic profile and raises the quality of life in the tri-city (Gdańsk-Sopot-Gdynia). However first of all it supports business start-ups which can work in modern offices with access to an infrastructure of laboratories and prototype halls. They can also use consultants, mentors and promotional activities on preferential terms. For students and graduates the park gives the opportunity to establish a firm in a friendly environment, at low cost and with professional scientific and business advice.</p>
8. FURTHER INFORMATION	
Bibliography	http://www.gdynia.pl http://ppnt.pl
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