

**THE FUTURE OF
KRONOBERG
IN THE WORLD**

REGIONAL DEVELOPMENT STRATEGY 2025–2035



CONTENTS

FOREWORD.....	4
INTRODUCTION	5
THE STRATEGY'S PARTS	6
BEFORE THE FUTURE – KRONOBERG NOW	8
Strengths to strengthen.....	8
Challenges to act on.....	9
KRONOBERG OF THE FUTURE – VISION.....	11
A good life in a vibrant Kronoberg.....	11
Structural plan	12
A COMMON OWNERSHIP	14
LONG-TERM PRIORITIES	16
Rural areas and communities that increase Kronoberg's well-being and attractiveness	17
Skills provision that promotes development and transformation.....	20
Kronoberg's drive and entrepreneurship are being stepped up	23
Infrastructure that strengthens Kronoberg's position in South Sweden	26
EXPLORATORY FOCAL AREAS	29
In Kronoberg, there is proximity to Europe of the future.....	30
In Kronoberg, we are strengthening the residential attractiveness of the rural areas	30
In Kronoberg, we are creating the world's first fossil-free forest value chain	30
In Kronoberg, every child and young person has the right conditions to face their future	30
STRONG IMPLEMENTATION OF THE STRATEGY	31
Supporting systems	33
Results and learning.....	33
ACTORS, ROLES AND OTHER STRATEGIES.....	34
ANNEX 1: GLOSSARY	36
ANNEX 2: CHANGE LOGIC.....	38
ANNEX 3: INDICATORS	39

FOREWORD

THE FUTURE IS OURS

As the new chairman for regional development, I was informed early on that an important matter would be handled during the first part of the mandate period; the regional development strategy. How do we design Kronoberg 2035? It is an important question that means a great deal, not only for our region but also for our country as a whole.

Of course, it was about getting to the heart of the matter. However, this is not something that can be done in a workroom at the regional building. In order to define our priorities and develop a strategy, we need to do so in collaboration with those affected and those who can influence the outcome. Therefore, a lot of time has been spent on involving a large number of actors and stakeholders in the work. There has been a huge commitment to the matter and many have participated in the process. This makes me convinced that we have developed a strategy that we will succeed with, because we understand the value of working hand in hand.

To understand the challenges of the future and where we are heading, we must put everything into its proper context. Our context is global. What is happening in the world has a big impact on our region, but we must not forget that we in turn can influence the world around us. This means that we are extrovert; as a region we are looking outwards for networks and ideas. Our business sector is dependent on an international market; Kronoberg is one of the strongest exporting regions and this provides us with huge opportunities as a region. Collaboration is the keyword, internally within the organisation but also externally with other actors, which is why it is so important that we collaborate between academia, the public sector, the private sector and civil society, so that we can utilise our strategic geographical location. No matter which direction we turn, we have incredible opportunities for collaboration with our immediate surroundings.

A cornerstone of being attractive is that we ensure that our Kronoberg inhabitants stay in our region, that they want to reside, live and develop here. There is hope in our region, and that spirit should spread to the business sector and to those who choose to settle here. We are a region with sparsely populated areas, rural areas and towns and that characterises us, but regardless of where you live in Kronoberg, the living environments should be good and you should feel secure for the future.

Commuting in and out of Kronoberg is incredibly important and this means that we are a vibrant region, where things happen and where new perspectives flourish. To have strong prosperity, we need continuous and sustainable growth that strengthens the economic, environmental and social perspectives. We achieve this when we have a growing business sector, where there are skills, knowledge and a strong infrastructure that gives us the basis for the transition work and to build the new society, with all the changes we see in the world around us. The central thing in succeeding in this mission is that people feel good.

We must know and understand our history, our culture and our values. Therein lies the strength and opportunities to build a better future. Our region has been built by people and actors who have worked hard together with shared strength. I am convinced that together we can create a better world and that regardless of what happens we always have the ability to influence the outcome. The future is ours.

René Jaramillo (M)

Kronoberg resident

Chair of the regional development committee

INTRODUCTION

THE AIM OF THE REGIONAL DEVELOPMENT STRATEGY IS TO PROVIDE A COLLECTIVE FOCUS ON WHAT NEEDS TO BE ACHIEVED AND WHICH PRIORITIES ARE REQUIRED TO SHAPE THE FUTURE KRONOBERG. A PLATFORM FOR THE COUNTY'S ACTORS TO GATHER AROUND AND WORK ON THE SUSTAINABLE REGIONAL DEVELOPMENT WORK.

All regions have a regional development strategy. This is a mandate from the Swedish parliament which is governed by the State Regulation on Regional Development Work (2017:583). To define the strategy, it focuses on challenge-driven development and on priorities that require collaboration between different areas and actors, based on the regional development mandate. It does not claim to summarise all regional development work.

The strategy is based on the **National strategy for sustainable regional development throughout Sweden 2021-2030**. This determines which policies are included. The basis for the strategy comes from, among other things, dialogues with the county's stakeholders, present situation analysis, trend analysis and future visions, sustainability analysis of Green Kronoberg 2025 and recommendations from the OECD.

SUSTAINABLE DEVELOPMENT

The regional development work shall contribute to economically, socially and environmentally sustainable development throughout the whole of Kronoberg. These three sustainability dimensions are integrated into the strategy by making visible the perspectives and requirements of different groups, geographical conditions and challenges linked to economic, social and environmental matters.

The strategy shall contribute to the UN's 17 global Sustainable Development Goals (Agenda 2030); the thematic objectives of the EU's new cohesion

policy; the EU's Green Deal, as well as national and regional sustainability goals (for example, regional environmental targets, public health and gender equality).

Priorities and the focal areas also relate to the six transformations that sustainability researchers recommend to implement as part of the 2030 Agenda: (1) education, gender equality and equity; (2) health, well-being and demography; (3) phasing out of fossil fuel and sustainable industry; (4) sustainable food, land and water; (5) sustainable cities and communities; and (6) digital revolution for sustainable development.

WHAT IS THE STRATEGY FOR?

The strategy has a governing role for Region Kronoberg, but contains more than what Region Kronoberg has at its disposal. It should therefore be seen as the strategy for the whole county. A guiding document for community actors who contribute to the regional development work. The strategy forms the basis for the EU's structural funds and other regional project funds and is intended to support regional and local plans and strategies.

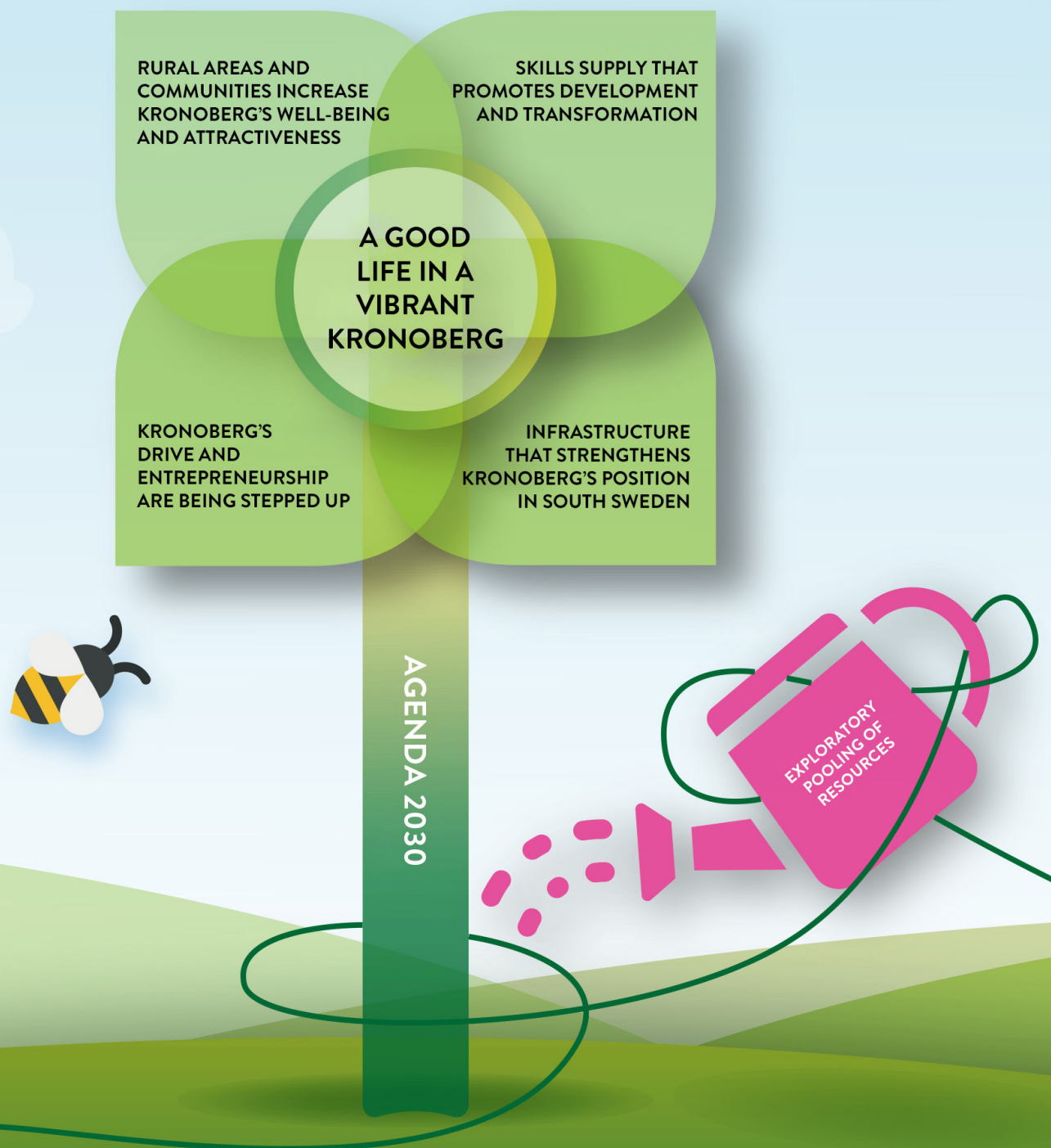
The regional development work must make a difference to everyone who lives and works in Kronoberg County. All inhabitants should feel part of the whole and be able to participate and contribute, regardless of gender, ethnicity, sexual orientation, religion, disability, transgender identity or expression, social situation or place of residence.



The strategy uses the word “we” throughout. By this is meant all actors in the county that contribute to the regional development work. For example, municipalities, authorities, business sector actors, employers, civil society and academia.

THE STRATEGY'S PARTS

ALL PARTS OF THE STRATEGY ARE INTERCONNECTED, AFFECT EACH OTHER AND ARE NOT DIVISIBLE. KEY PARTS OF THE STRATEGY ARE:



WE PUT PEOPLE AT THE CENTRE.
WE START FROM THE CONDITIONS OF THE PLACE.
WE SHAPE SUSTAINABLE, HEALTH-PROMOTING AND ROBUST SOLUTIONS.

The centre of the flower constitutes the strategy's overall vision, **a good life in a vibrant Kronoberg 2035**. It shows the direction of the county's development over ten years with an outlook. The vision is described on page 11.

A **comprehensive structural plan** details the vision from a geographical perspective. The structural plan is described on page 12.

Four petals represent the strategy's **long-term priorities**. For each priority, there is a vision for the area, desired movements and points that describe how we actors in the county need to act to achieve the area's vision. The four long-term priorities interact with each other and affect each other. The priorities are described on pages 16–28.

Exploratory focal areas feed into the four long-term priorities. They address issues where we need to work innovatively, come together in new ways and across borders to find new solutions. The focal areas shall provide lessons learned for the long-term priorities. The priorities are described on pages 29–30.

To guide us towards Kronoberg of the Future 2035, there are three **guiding principles** which are illustrated in the flower's soil. These, together with Agenda 2030, will permeate the entire strategy.



BEFORE THE FUTURE – KRONOBERG NOW

TO ACHIEVE THE GOAL OF A VIBRANT COUNTY AND MAKE THE RIGHT INVESTMENTS, WE NEED TO FACE THE PRESENT SITUATION. THIS MEANS IDENTIFYING AND TAKING CARE OF OUR STRENGTHS WHILE DEALING WITH AND MANAGING OUR CHALLENGES.

STRENGTHS TO STRENGTHEN

Kronoberg has many strengths that we should be proud of. Building on these and developing them further will advance Kronoberg's positions further - both in Sweden and worldwide.

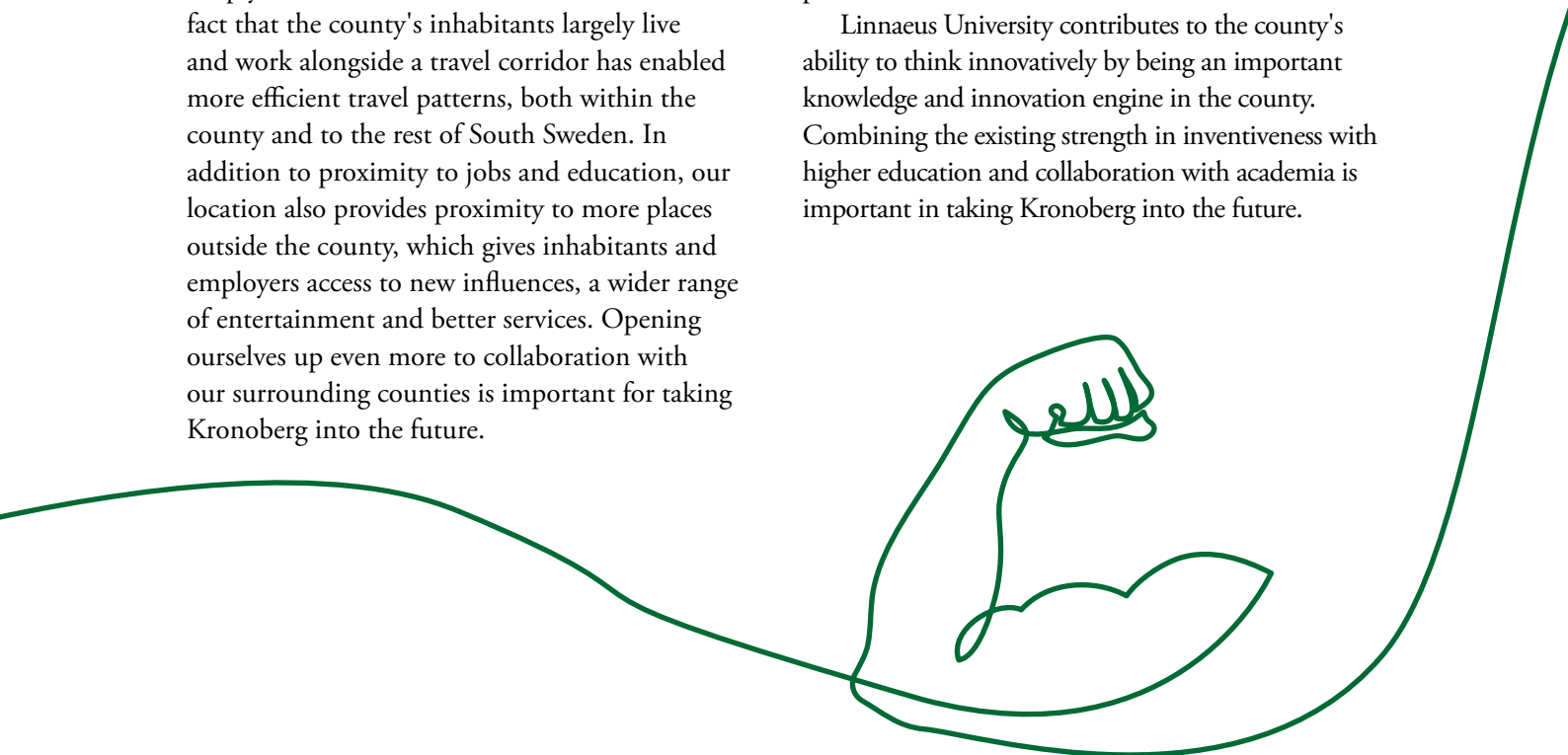
STRATEGIC POSITION IN THE MIDDLE OF SOUTH SWEDEN

Kronoberg has for a long time experienced strong growth in job opportunities, to which our strategic location and good commuting opportunities to and from the county have contributed. Quite simply, we have an attractive labour market. The fact that the county's inhabitants largely live and work alongside a travel corridor has enabled more efficient travel patterns, both within the county and to the rest of South Sweden. In addition to proximity to jobs and education, our location also provides proximity to more places outside the county, which gives inhabitants and employers access to new influences, a wider range of entertainment and better services. Opening ourselves up even more to collaboration with our surrounding counties is important for taking Kronoberg into the future.

DRIVE AND LONG-TERM VISION

In Kronoberg, there is a culture of trust between people and a self-confidence to act. We do not wait for someone else to solve our challenges. Companies are recognised as stable and grow in line with their capacity. They are good at adapting and have historically had the ability to recover from recessions. An explanation for this is our entrepreneurial spirit and ability to think innovatively, which is a basis for change. It shows understanding and competence about what is possible.

Linnaeus University contributes to the county's ability to think innovatively by being an important knowledge and innovation engine in the county. Combining the existing strength in inventiveness with higher education and collaboration with academia is important in taking Kronoberg into the future.



A RURAL COUNTY THAT PERFORMS

Kronoberg has the second highest export value in the country based on population size, in terms of goods and services. In Kronoberg, several municipalities also perform better than their municipal group nationally when it comes to, for example, jobs and internationalisation, which have contributed to the county's expansiveness. The county has a diverse business sector and is particularly strong in the **machinery industry and related industries, forestry, wood, furniture, buildings, glass and design**, as well as **IT and related industries** (which are identified in the county's strategy for smart specialisation). Several world-leading companies, such as IKEA and NIBE, have their headquarters in the county, and our largest town, Växjö, puts the region on the map through, among other things, Linnaeus University, a strong IT sector and its range of culture and entertainment.

From a national perspective, we have a large population outside urban areas and a rural area with good access to commercial services, despite our relatively sparse structure. In our county, inhabitants

can live and be close to nature while participating in an exciting and expansive labour market. We are close to each other, not only among actors but also between people. Continuing to strengthen the whole county is important for taking Kronoberg into the future.

GREEN COUNTY AND A GREEN FORERUNNER REGION

Natural resources such as water, forests and proximity to nature create opportunities for high residential attractiveness and green investments. This has opened up a number of investments in the county in renewable energy production from wind, sun and bioenergy. We distinguish ourselves with innovation and development of climate-smart energy solutions and with investments in wooden construction technology and purification of lakes. The fact that we live in the middle of and alongside nature gives a good understanding of its value. Many of our larger companies want to lead the way in the green transition, where all the values of the forest are a future resource. In Kronoberg, the entire forest value chain is gathered and continuing to take advantage of this opportunity is important to take Kronoberg into the future.

CHALLENGES TO ACT ON

There are global challenges that directly affect us and where we need to continue to act strongly to manage their impact on the county. Not least **globalisation, climate change, the security situation and demographic development**. The challenges that Kronoberg faces are interconnected and affect places and groups in the community to varying degrees.

MAINTAIN AND INCREASE THE COUNTY'S POPULATION WHILE REDUCING EXCLUSION

Kronoberg's municipalities compete for the same population, but also with other counties. Immigration is lower than desired and the county has a challenge in both attracting new inhabitants and retaining those who already live here. Another challenge is the low birth rate and an aging population, which affects the county's livelihood opportunities.

In Kronoberg, there are large differences in living conditions, work participation and income between different groups. This is partly because women and men do not have the same conditions on the labour market, and partly because there is a large employment gap between native-born and foreign-born people. In addition, declining results in school, together with other factors, risk increasing exclusion in certain groups and worsening the future health of young people. Inequality and socio-economic segregation have negative effects on both individuals and society, for example, deteriorating public health, untapped growth and low residential attractiveness. In addition, the differences contribute to individual skills not matching labour market demand. There is unemployment and a shortage of labour at the same time, and finding the right skills is an acute challenge for several industries and sectors in the county.



BE A SMALL REGION WHILE BEING COMPETITIVE

National policy has historically focused on investments in urbanised areas and support for regions with weak growth. The fact that Kronoberg is a small county in terms of population with relatively good economic growth, located outside the metropolitan regions, means that our needs and challenges are overlooked. The fact that we are a small county in terms of population also means fewer economic opportunities and a limited basis for companies to conduct business. It is a challenge to create better opportunities for mobility for goods and people and to ensure that this happens in a sustainable way. Furthermore, a factor that hinders businesses to expand is the lack of capacity in the electric grid in parts of the county, something that is particularly problematic for a county with a high degree of manufacturing industry.

Another challenge is to create new jobs in immature industries such as service-oriented industries, especially in industrial-heavy parts of the county, in order to broaden the labour market and mitigate sensitivity to economic cycles. In addition, there are difficulties in maintaining high quality healthcare and education - and ensuring that it reaches everyone.

ENABLE INCREASED ACCESSIBILITY AND DEVELOPMENT WHILE REDUCING CLIMATE IMPACT

The rapid climate changes that are now taking place entail big risks for both people and nature. Managing the transition and finding new solutions for a sustainable society is a challenge at all levels. Our sparse county with significant commuting needs,

among other things, to manage the provision of skills, strengthen the conditions for regional development and at the same time reduce transport emissions. It is a challenge to gain access to resources to develop good, sustainable connections, within Kronoberg and to nearby labour market regions, universities and freight terminals. The increasing energy need required to replace fossil fuel within industry and the vehicle fleet, is another challenge linked to both climate and economy. Being at the forefront of sustainable transformation within the county's industry will be required to continue to take advantage of business opportunities both in Sweden and internationally and to ensure a good environment.

ADDRESSING CAPACITY SHORTAGES WHILE NEEDS CONTINUE TO GROW

Digital and physical infrastructure in the county suffers from capacity shortages, as national expansions have focused on densely populated areas. In addition, there are large differences among inhabitants and the business sector in their ability to use digital technology. These capacity and knowledge shortages will hinder the county's sustainable development if they are not addressed.

Another challenge is the housing shortage for certain groups and locked migration chains, but also a housing surplus in parts of the county. Our business structure and the distance to major cities have created a low wage level and low purchasing power, which affects the housing market both in terms of prices and new construction. Kronoberg has the highest proportion of foreign-owned holiday homes in Sweden. A development that may increase with faster connections to the continent.



Read more

For a more comprehensive description of the present situation, see www.regionkronoberg.se.

KRONOBERG OF THE FUTURE – VISION

THE VISION SHOWS THE DIRECTION OF THE COUNTY'S DEVELOPMENT OVER TEN YEARS WITH AN OUTLOOK. A STRUCTURAL PLAN DETAILS THE VISION FROM A GEOGRAPHICAL PERSPECTIVE.

A GOOD LIFE IN A VIBRANT KRONOBERG

In Kronoberg, there is **openness and closeness** in communities, rural areas and city districts. Here, the people of Kronoberg today and in the future feel good, feel trusted and can help shape society. Our residential and living environments are attractive and safe, and there is proximity to forests and water. We have strengthened several locations in the county, which take on different roles and interact with the surrounding rural areas. Here, culture, services or work are never far away.

Småland's ingenuity distinguishes us! In a time of upheaval, when the environment and climate cannot wait, our innovative inhabitants and entrepreneurs have paved the way for technological and green transformation. Kronoberg is equipped for change and contributes with solutions both

globally and locally, which have created sustainable growth and competition.

We are the **centre of South Sweden** and have been strengthened by our geographical location.

The proximity to the Öresund region gives us advantages. We are active and driven in the European cooperation, while at the same time acting globally. The labour market is characterised by openness and breadth, where employers and individuals easily find each other. Children and young people have faith in the future and are equipped for adulthood through collaboration for good health and lifelong learning.

Together, we ensure that the vision becomes a reality through openness, courage and drive!



STRUCTURAL PLAN

The structural plan shows which priorities provide the best conditions to achieve the vision from a geographical perspective. It provides a picture of the county's strategic position and how it should be utilised. The structural plan shall:

- Provide support for increased coordination of resources and joint planning of buildings, pedestrian, bicycle and public transport as well as services.
- Point out the focus for regional plans and programmes.
- Be a guide for the municipalities' comprehensive planning.
- Function as a starting point in collaboration and dialogue.

The structural plan identifies a number of local structures. Within the county, a **growth engine**, **several regional cores** and **strategic nodes** have been identified. Outside the county, **international nodes**, **growth engines** and **southern Swedish cores** have been identified. These localities fulfil different functions and are important in different ways from a regional and

functional perspective. The structural plan also makes visible **functional connections**, a **common engine**, the **county's travel corridor clusters** and **vibrant rural areas**.

The focus is on developing a polycentric and cohesive Kronoberg with connections across county and municipal borders, both within and outside Kronoberg. The polycentric local structure shall work to better connect the vibrant rural areas and strategic nodes in the county with one or more regional centres and the county's growth engine. In this way, we also promote the development of the county's travel corridor clusters. To strengthen the county, we also need to develop connections with southern Swedish cores and growth engines outside Kronoberg. By increasing understanding of the mutual dependence of each other, Kronoberg can create a development where all parts are strengthened based on their qualities.

In relation to the outside world, Kronoberg will strengthen connections in all directions where we see that there is regional added value and a potential to strengthen ourselves further. We will especially strengthen connections to the Öresund region and the rest of the EU.



EXPLANATION OF LOCAL STRUCTURES WITHIN THE COUNTY

Growth engine: Hub for the region with its range of jobs, education, culture, entertainment, commercial services, airport, housing and more. The growth engine has a special role as a meeting place for the region's inhabitants and visitors.

Regional core: Larger places with a special regional function, for example for housing, the labour market and services. The location of the place provides special conditions for developing regional functions.

Strategic node: The term is used to highlight smaller places that are important from a regional and functional perspective. Strategic nodes have a key role in the development of the county's polycentrism.

Read more: The entire structural plan with explanations of all terms and descriptions of the function of each town can be found [here](#).



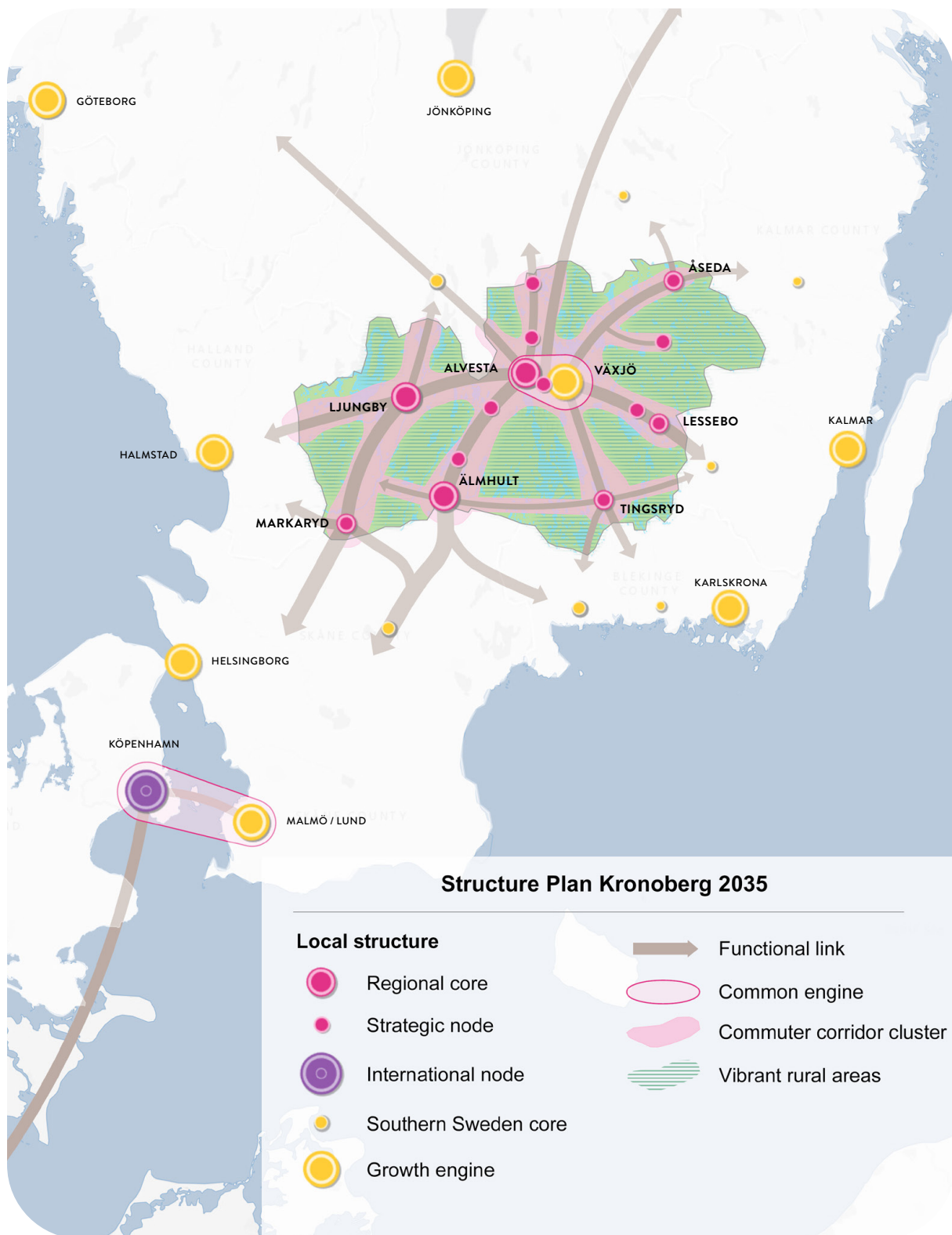


Figure 1. Structural plan for Kronoberg County

A COMMON OWNERSHIP

HOW WE ACTORS ACT INDIVIDUALLY AND TOGETHER DETERMINES HOW WE GAIN POWER TO ACHIEVE THE VISION.

Regional development work is often complicated. Regional development throughout the county requires participation or complexity, where several issues are mutually dependent on many actors and that we build a common culture and influence each other.

The solutions are rarely culturally appropriate for implementation. A culture characterised by simplicity and taking time to develop. To achieve sustainable openness, courage and drive.

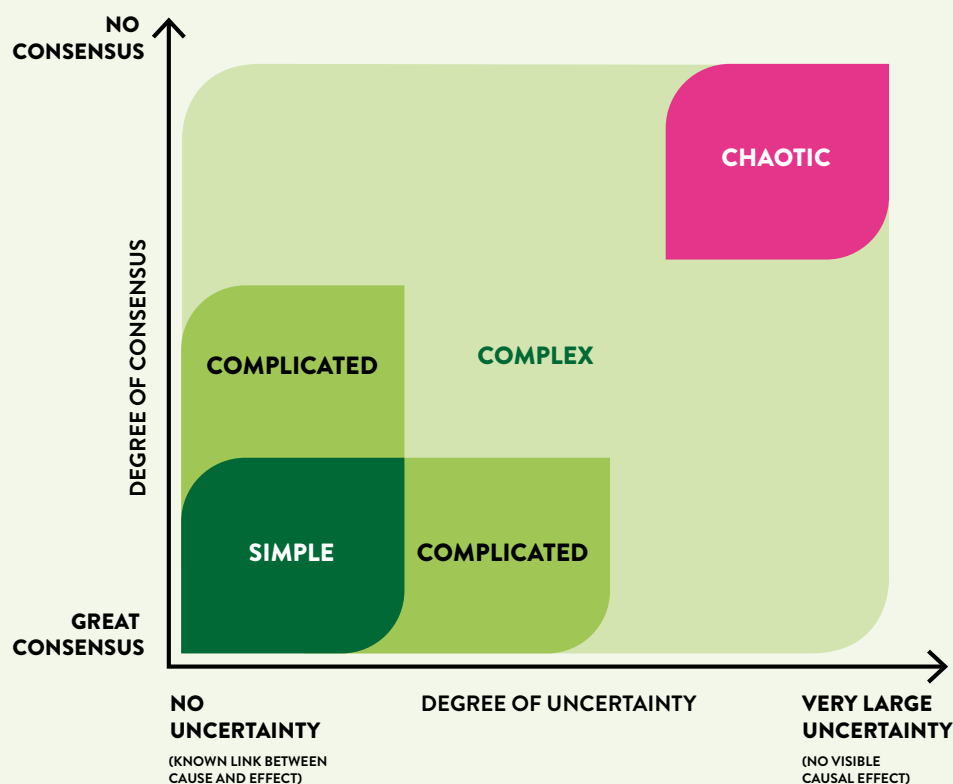


Figure 2: There is a difference between an issue that is simple, complicated, complex and chaotic. The space between “simple” and “chaos” is called the “complexity zone”. In the different zones there are varying degrees of predictability and coherence, which require different handling. The illustration is based on an image by researcher Ralph Stacey.

HERE IN KRONOBERG, WE ENSURE THAT THE VISION BECOMES REALITY

We see the strength in an open society characterised by diversity, where more stories are shared and all actors have the same opportunities to influence and develop. There is trust and mutual understanding among the county's actors for each other's mandates and prerequisites. We always strive to see the big picture: how our own decisions affect the county at large. We actively seek collaboration with a wide range of actors, both in and outside the county.

This transformation work requires courage. We have innovative leaders who have broadened their perspectives, dare to take risks and who have created room for manoeuvre to test new ways of working. We are skilled at interpreting the future and asking ourselves the question: "What if?"

Our proximity to each other makes it possible to act quickly together and strengthens our power to act. Smaller and larger actors in the county support and see each other's strengths and opportunities. Where there is will, power, capacity and ability, we meet to step up the work and create better conditions for transformation.

In everything we do, we apply the following principles:


- We put people at the centre.
- We start from the conditions of the place.
- We shape sustainable, health-promoting and robust solutions.

IN THE FOUR LONG-TERM PRIORITIES, WE NEED EACH OTHER INDIVIDUALLY AND TOGETHER:


Strengthen collaboration within the county and with other counties.


Kronoberg shall be an active party in inter-regional collaboration platforms, such as **Regionsamverkan Sydsvenske** [Region Collaboration South Sweden] (see page 35). We shall also proactively develop and invite to new collaboration arenas outside the county, regardless of geographical proximity. In order to be an active party with a strong positioning, we must develop the forms of strategic dialogue between actors within the county. This includes clarifying responsibilities and roles.

The geographical and resource conditions differ within the county between, for example, city and country or a small and a large municipality. We shall highlight and act based on different conditions that exist around **information, capacity, resources, political will, goals** and views on **roles and responsibilities** in order to progress our collaboration.

 **Increase collaboration internationally and nationally.** We shall become better at using international collaboration arenas in matters that are strategically important for Kronoberg, such as Småland Blekinge Halland South Sweden's joint Brussels office. This means conducting advocacy work, actively seeking collaborations and bringing back examples of learning and funding. This is to increase the quality of our efforts and the level of innovation in the county.

Kronoberg's actors shall be the driving force in getting the national level to create the conditions to reduce the differences between large and small regions in Sweden. This includes working to ensure that innovation and development resources are made available to a greater extent to smaller regions. We shall also collaborate more with national authorities and universities to take advantage of their expertise and collaboration platforms.

 **Strengthen collaboration between different policies and policy areas.** Strengthening collaboration between regional development policy and other policies and policy areas reduces conflicts of objectives and provides better quality of work. For example, in regional development policy we shall contribute to the realisation of the public health policy. The factors that are of importance for health (the determinants of health) are largely included within the regional development mandate and regional development work shall have a health-promoting approach.

 **Strengthen the Kronoberg and Småland brands.** We shall jointly build an updated image of what Kronoberg is, has to offer and strives to be. We will help each other to convey this image to the outside world and thereby strengthen the county. For example, we shall use ambassadors for the county, such as our world-leading companies.

LONG-TERM PRIORITIES

FOUR LONG-TERM PRIORITIES SHOULD TOGETHER LEAD TO ACHIEVING THE STRATEGY'S VISION.

The priorities shall provide guidance to actors working to strengthen the county's development. They identify the areas where we need to more individually and together and actively drive at the national and international

level. For each priority there is a vision for the area, movements we shall work to achieve and points that describe what we actors in the county need to act for during the strategy period.



RURAL AREAS AND COMMUNITIES THAT INCREASE KRONOBERG'S WELL-BEING AND ATTRACTIVENESS

FUTURE SITUATION WITHIN THE AREA IN 2035 – WITH OUTLOOK

In 2035, Kronoberg shall be a more equal, accessible and inclusive county, characterised by togetherness and a high quality of life. Many localities will play important roles in the county's development. There are good opportunities for a rich everyday life and to work both in and outside our urban areas.

We are a national leader in the work for sustainable and attractive rural areas and communities. The regional cores and strategic nodes have been strengthened and there is a diversity of vibrant villages. The entire county has good access to commercial and public services and we are making greater use of innovative and digital solutions to increase social benefit.

In Kronoberg, culture takes its place in societal development. Culture and meeting places are available throughout the county and Kronoberg offers an inclusive cultural life with breadth and depth that has contributed to a vibrant, open and democratic society. There are good opportunities for

both inhabitants and visitors to spend time in nature and experience a rich outdoor life. Among other things, through our many lakes, forests and living cultural environments.

People feel good and thrive in Kronoberg. All groups can participate and be active co-creators in societal development. The good social cohesion has contributed to creating a safe society with a high level of trust. We invest in the living conditions of children and young people and our elderly feel that life is meaningful and qualitative. The physical and mental health of vulnerable groups is a particular priority.

Our efforts to promote good and equal public health have laid the foundation for increased employment, attractiveness and equipped society with resilience in times of crisis.

We have also strengthened society's preparedness by developing the county's self-sufficiency, adapting to climate change and promoting biodiversity. Individuals, trade and industry, public sector actors and civil society can act quickly and withstand various pressures, individually and together.

MOVEMENTS TO BE MADE IN 2025–2035

- THE COUNTY'S RESIDENTIAL ATTRACTIVENESS HAS INCREASED
- THE LIVING CONDITIONS OF THE PEOPLE OF KRONOBERG ARE MORE EQUAL
- SOCIAL COHESION HAS INCREASED



WE SHALL IN 2025–2035 ACT TO...

- **Strengthen the county's polycentric nature.** The county's regional cores and strategic nodes shall be strengthened and complement each other by developing each locality based on its strengths and requirements. Increased interaction shall also be created with the county's growth engines. The strategic nodes shall to a greater extent function as connecting hubs for their surrounding areas.

Surrounding areas shall be strengthened through local mobilisation, social networks and collaboration with public sector actors, trade and industry and civil society. We shall work actively for good access to commercial and public services throughout the county, including by developing innovative physical and digital solutions. We shall work for better and equal access to community institutions and community services throughout the county.

With the help of design and architecture, we shall develop a functional and socially favourable living environment that welcomes, includes and creates security. In this way, we shall create a good, well-structured living environment. We shall make better use of the existing built environments in the county's towns.

We will do this by making greater use of and converting existing buildings, developing the housing stock and local environments and infrastructure. New construction shall be carried out sustainably and circularly, in accordance with regional environmental goals.

We shall promote a housing market in balance with a diversity of housing alternatives in urban areas throughout the county. This counteracts overcrowding and promotes well-being, health and security. To strengthen the county's attractiveness, we shall work to facilitate construction in locations near lakes, while preserving good living environments for people, animals and plants.

- **Community planning with a holistic perspective.**

We shall promote community planning that is interconnected between national, inter-regional, regional, sub-regional and municipal levels. The aim is to meet society's needs and create a more sustainable and health-promoting everyday life based on the requirements of different groups. Strengthened collaboration between actors and policies, better use of digitalisation and a strengthened ability to take new conditions into account should contribute to community planning that is based on a holistic perspective.

Constructions, such as business establishments, should be planned strategically and take place in well-considered locations, where synergies with the surrounding community are sought. Negative effects on the county's natural resources shall be minimised in the short and long term, and agricultural land in the county shall be prioritised for food security.

Increased climate adaptation and community planning that ensure good quality water for inhabitants, trade and industry, and plants and animals shall be prioritised.

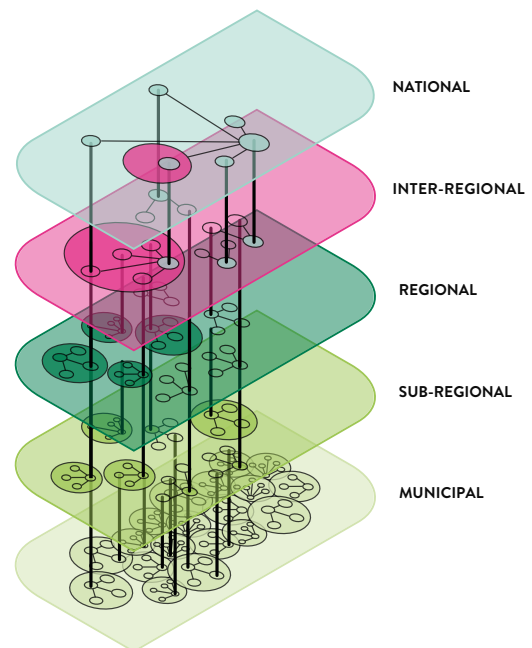


Figure 3. Multi-level collaboration in spatial planning.

- **Strengthen a good and equal public health service.** We will develop community-oriented public health work, in line with the national goal of closing the influenceable health gaps within a generation. Something that requires both strengthened collaboration and better exchange of knowledge and experience between the actors involved. Inhabitants need to be considered as a resource and equipped for life's ups and downs. The focus should be on health and meeting the needs of inhabitants from a holistic perspective. All regional development work should be based on a health-promoting approach, with a special focus on vulnerable groups.

We are transforming to close and coordinated healthcare and care where residents can be active co-creators and where we take into account demographics, socioeconomics and geography. We shall also act for a safe and secure upbringing for every child through promotion, early and coordinated interventions based on the child's needs. New methods and innovative ways of working need to be developed to strengthen the physical and mental health among children and young people.

- **Promote active co-creation in society.** Creating relationships between people contributes to a social community that promotes active participation in social development and counteracts loneliness, isolation and passivity. We shall improve people's opportunities to meet and receive support from each other. Part of this is to promote a vibrant cultural and community life and the opportunity to take part in natural and cultural environments throughout the county.

We shall work actively to involve inhabitants, the business community, the public sector, academia and civil society in the county's development work and in local place development. Special focus shall be placed on the county's sparsely populated environments and vulnerable groups. We shall also work towards good digital participation among all inhabitants. The strength of the "folkbildande" (liberal adult education) actors in the county will be used to strengthen democracy and develop society.

SKILLS PROVISION THAT PROMOTES DEVELOPMENT AND TRANSFORMATION

FUTURE SITUATION WITHIN THE AREA IN 2035 – WITH OUTLOOK

By 2035, several sectors in the county shall have secured its provision of skills and employment will have increased among vulnerable groups. This has contributed to the labour market in Kronoberg being more well-balanced based on age, gender and country of birth. Diversity and equality have promoted access to creativity and expertise. We match the needs of the labour market and meet individuals based on knowledge, prerequisites and ambitions. The salary situation has been strengthened and is equivalent to other counties.

We have contributed to and benefited from the green and digital transition that affects the entire education system and our labour market. Here, Kronoberg is keeping pace with developments in our environment to strengthen the county's skills provision. Improved communications and digital infrastructure have facilitated skills provision and mobility within and between workplaces. Through

collaboration, we have found new and smart technical solutions to better utilise employees' skills. The county's employers are flexible and capture cutting-edge expertise more broadly, both globally and nationally. Furthermore, both employers and individuals, are taking advantage of the proximity to higher education and there is a good structure for lifelong learning. It meets both individual needs and the demands and expectations placed on the workforce in a changing labour market and economy. We have created the conditions for all young people, regardless of gender and background, to be equipped to enter working life. Something that has promoted participation in society and good health and reduced the risk of exclusion.

Kronoberg County is known for offering exciting and stimulating career opportunities. Employees enjoy and have the opportunity to develop in their workplaces. Good living environments and opportunities for active leisure have further strengthened the attractiveness of the labour market.

MOVEMENTS TO BE MADE IN 2025–2035

- MATCHING BETWEEN EMPLOYERS AND EMPLOYEES HAS INCREASED
- THE COUNTY'S YOUNG PEOPLE ARE BETTER EQUIPPED FOR THE FUTURE
- DIVERSITY AND EQUALITY IN THE LABOUR MARKET HAVE INCREASED



WE SHALL IN 2025–2035 ACT TO...

- **Strengthen structures for Kronoberg's skills provision.** Dialogue and collaboration between education actors and the working world will strengthen regional and local skills provision. Part of this is to design training courses in close collaboration between education actors and trade and industry, and thus develop client competence. We shall plan and design the training courses according to the individual's free choice and the needs of the labour market. The availability, content, relevance and length of the training courses need to be more flexible in order to more effectively meet needs and demand.

We shall increase knowledge about which skills are needed here and now and in the future. This requires well-functioning and gender-equal study and career guidance that starts early in compulsory school and takes place in close collaboration with the industries. Together, we shall change norms and stories about what professions are like today, especially to meet the needs in the county's various shortage professions.

Knowledge and information about digitalisation need to become a natural part of strengthening the provision of skills, both to secure the skills of employees and to take advantage of opportunities with automation. We shall also strengthen the use of digital tools, both among individuals, trade and industry and the public sector.

- **Increase access to education throughout life.** Everyone should be able to achieve upper secondary education, regardless of age. To ensure this, we need to create more alternative education paths, such as flexible forms of study and better support for individuals who need further education.

Post-secondary education – within Komvux, vocational colleges and university level – should have more flexible and relevant education. We shall work for more education places and profiled education in the county's regional cores. There is a particular need to strengthen the county's learning centres and vocational education courses in our shortage occupations. This is to enable skills development for more people and reflect the local labour market. To make knowledge available to more groups and in more locations in the county, we shall work to strengthen popular education with study associations and folk high schools. We shall work to ensure that trade and industry, public sector actors and civil society collaborate and seek innovative solutions to enable groups that currently have difficulty entering the labour market. Knowledge acquired in ways other than traditional education must be utilised, which requires us to explore new solutions.

- **Increase cutting-edge expertise and international collaboration.** To increase the county's cutting-edge expertise, actors offering higher education should develop targeted education largely based on the county's leading industries but also based on the county's future transition needs. We should also take greater advantage of the proximity to Linnaeus University, its students and research. We need to act together so that more students want to stay in Kronoberg after completing their studies.

To make the most of existing expertise, we shall promote collaboration both within workplaces and between employers. We shall work towards a climate among employers with greater openness to recruiting and bringing in cutting-edge expertise from other counties and countries. Exchange of experience should take place to a greater extent between employers and between employers and academia, both nationally and globally. We shall work to ensure that Kronoberg's employers offer equal and attractive workplaces with secure employment conditions and equal opportunities in leading positions. This is crucial for Kronoberg to be able to retain and attract both basic and cutting-edge expertise.

- **Improve the educational results among young people.** We shall invest in all children from birth and give every child the opportunity to develop optimally according to their circumstances. Raising school results, especially among boys, and counteracting drop-outs is a central part of strengthening the basic skills and conditions of children and young people. Even students with high achievements should be given the conditions to reach their full capacity. We shall ensure that more students are eligible for, and succeed in, upper secondary school. Something that requires collaboration and a school that dares to test - and use - new tools and support functions. We shall also develop culture in school as a way to increase students' engagement, creativity and goal achievement.

We need to identify and work with children and young people who are neither working nor studying. Who are socially excluded and who experience mental health problems.

FUTURE SITUATION WITHIN THE AREA IN 2035 – WITH OUTLOOK

The innovative power in the public and private sectors has increased and there is close collaboration between academia and the surrounding society, as well as in international arenas. Companies are taking on greater social responsibility that contributes to positive values for the local community. A more

With a focus on production and consumption within the planet's limitations, the county's companies are developing and becoming more competitive. The green transition has strengthened the position of trade and industry within sustainable services and products. With the focus on our leading industries, we are developing a circular economy and sustainable innovations. Something that also creates learning in other sectors and industries.

This, combined with a broadened business sector, have provided a continued robust economy. We are a leading exporting region within sustainable goods and services. Export revenues from abroad and other regions within Sweden strengthen the county's development.

- A MORE CIRCULAR, DIGITALISED AND ROBUST ECONOMY
- THE BREADTH AND DEPTH OF KRONBERG'S TRADE AND INDUSTRY HAVE INCREASED
- INTERNATIONAL COMPETITION HAS INCREASED



WE SHALL IN 2025–2035 ACT TO...

- **Strengthen the county's innovation capacity and entrepreneurship.** We shall strengthen courageous and innovative leadership in the private and public sectors, and an innovation culture that leads to business development and better public services. We shall particularly strengthen collaboration between academia and trade and industry to increase innovation capacity. Collaboration across traditional borders shall be stimulated and we will work to create more business-related innovations, for example linked to the county's areas of strength. The county's innovation and research environment and (CCIs) shall be utilised. Business ideas from the public sector shall be taken further to a greater extent in the innovation system, which can promote more people becoming entrepreneurs, and we shall be a driving force in developing new and flexible welfare services.

We shall promote the development of social innovation environments where entrepreneurs and actors from different sectors of society meet. Innovation and business promotion support will be distributed equally. A broader view of entrepreneurship strengthens the possibility of under-represented groups trying out ideas and starting and running businesses. We shall also take advantage of the development potential and societal benefit that social enterprises contribute to.

We shall support generational changes within companies and promote a good business climate. For example, by pushing for regulatory simplification and working to simplify companies' administrative burdens, while combating organised crime. We shall strengthen contact interfaces between the public sector and trade and industry as well as work for an open business culture.

- **Switch to a more circular, digitalised and robust economy.** We shall work to ensure that the transformation that is taking place in society leads to competitive advantages and sustainable economic development in the private and public sectors. Companies, especially in the manufacturing industry, shall be supported in implementing the EU's green deal. This is so that they will switch to circular and fossil-free business models and value chains. This shall be combined with increased knowledge of social sustainability and digitalisation. The knowledge of academia shall be utilised in this work and the public sector shall support the transition through innovative procurement. An important part is also to stimulate the collaboration between companies of different sizes and ability.

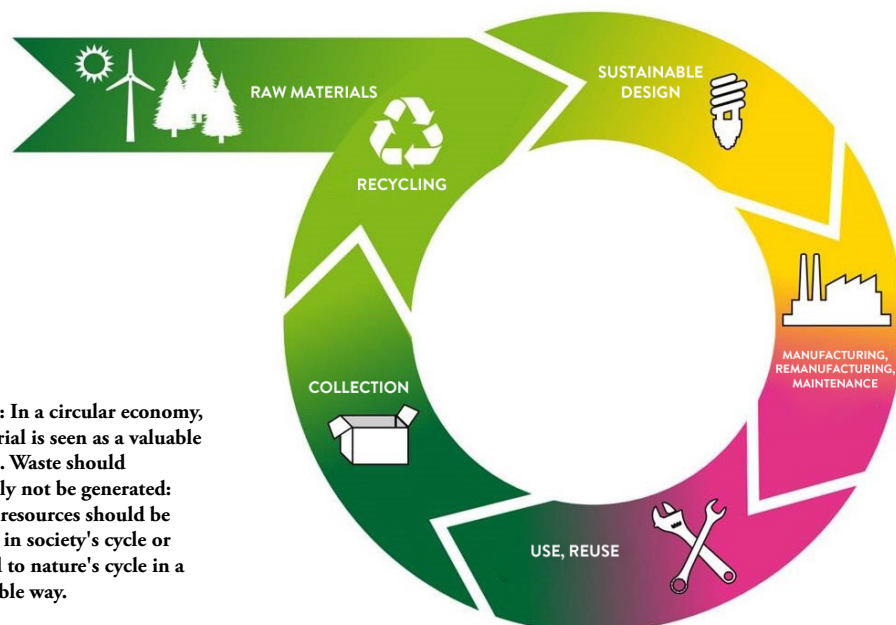


Figure 4: In a circular economy, all material is seen as a valuable resource. Waste should preferably not be generated: instead, resources should be retained in society's cycle or returned to nature's cycle in a sustainable way.

We shall strengthen the long-term ability of sectors to act based on new conditions and to withstand disruptions. An important part is to promote stable flows of goods in trade and industry.

In the work on digitalisation, we shall utilise the expertise of the IT and manufacturing sectors. Environmental strategic digitalisation shall be used as a tool in the green transition, while at the same time managing the risks of digitalisation.

- **Develop the county's industrial structure.** Develop the county's industrial structure We shall further develop smart specialisation within the county's leading industries: **Machine industry and related industries, forestry, wood, furniture, buildings, glass and design** as well as **IT and related industries**. To stimulate the emergence of new products and services, we shall promote interaction between our leading industries and companies in other industries.

We shall continue to develop more sustainable forestry, with active work to make forests less vulnerable to climate change. By developing all the values of the forest, we create the conditions for developing living environments, the tourism industry and jobs throughout the county. This also contributes to innovative solutions to societal challenges linked to energy, construction, public health, biodiversity and climate change.

We shall develop a more attractive and sustainable tourism industry with the ability to adapt to a changing environment and which limits the burden on natural and cultural environments. Location development will be a natural part of the work. Something that gives visitors added value and creates pride among inhabitants all year round. The tourism industry shall strengthen the county's position in nature and culture and we will promote sustainable consumption and sustainable transport solutions.

To increase the county's degree of self-sufficiency, we shall promote local food production. This also contributes to maintaining agricultural land and stimulating activities in rural areas. We shall strengthen the entire food system and act to see the issue from a holistic perspective, both from the perspective of health, the environment and society.

- **Strengthen internationalisation for sustainable goods and services.** We shall strengthen small and medium-sized enterprises with sustainable business ideas that have the potential to be internationalised. We shall also strengthen existing businesses with internationally competitive sustainable products and services. This will take place by stimulating networking and collaboration between companies, academia and the public sector in the county and internationally. We shall strengthen exports, investments and business start-ups in the county. To do this, we need to create a common picture of what investments the county needs and how these can be realised, while at the same time creating positive values for society. The work on exports, investments and business start-ups will include developing structures, methods and working methods as well as enabling sustainable transport solutions for the county's exports of goods.

In the work of strengthening the internationalisation of small and medium-sized enterprises, we shall take advantage of the international competence that exists in the county's global companies. We shall also take advantage of the international students who are in the county, who possess competences and relationships from an international context and with relevance to the county's development.

INFRASTRUCTURE THAT STRENGTHENS KRONOBERG'S POSITION IN SOUTH SWEDEN

FUTURE SITUATION WITHIN THE AREA IN 2035 – WITH OUTLOOK

In 2035, the infrastructure has contributed to a cohesive, accessible society where it is easy to live and work throughout the county. Innovative physical and digital solutions make distances seem short. It is easy to get around on foot and by bicycle, which has contributed to better public health and reduced climate emissions. The county's good mobility services have reduced car dependence and people can easily meet and have an active life.

We look at different geographical needs based on development, accessibility and mobility. Public transport is adapted to the conditions and travel patterns of different groups - children and young people can therefore move more easily in society. A strengthened transport infrastructure within and between the main travel corridors has developed the county's polycentric nature. All inhabitants have good access to what they need, for example, work, education and community services.

We have maximised the benefits of our strategic position - the centre of South Sweden where each municipality borders on another region - through strong public transport and transport infrastructure.

These link the county's services and the county's labour market regions together with other regions. We have created better connections southwards towards the Öresund region and the rest of Europe. Transport capacity has also been strengthened for climate-smart and efficient freight transport, within Sweden and to Europe.

Kronoberg is more connected up. We have secured access to good and sustainable digital infrastructure throughout the county by equating digital infrastructure with conventional infrastructure in community planning. Digital maturity has increased, especially among vulnerable groups, and access to digital community services continues to increase. Especially in areas with limited physical access to, for example, healthcare, education and culture.

The transition to sustainable modes of transport has made Kronoberg fossil fuel-free. We are a leader in renewable, locally-produced fuels and are actively working on transport efficiency. Innovative solutions have secured good energy access throughout the county and prepared us for increasing electrification. This makes us even more resilient, while we continue the transition to a sustainable plus-energy county.

MOVEMENTS TO BE MADE IN 2025–2035

- ACCESS IN THE COUNTY AND TO THE REST OF SOUTH SWEDEN HAS BEEN IMPROVED
- THE CLIMATE IMPACT OF TRANSPORTATION HAS DECREASED
- DIGITAL CONNECTIVITY HAS BEEN IMPROVED
- THE PRODUCTION OF FOSSIL-FREE ENERGY HAS INCREASED AND ENERGY USE HAS BEEN MADE MORE EFFICIENT



WE SHALL IN 2025–2035 ACT TO...

- **Strengthen transportation infrastructure for a cohesive and accessible community.** We shall work for a sustainable development of the county's physical infrastructure that favours a polycentric Kronoberg. Some of this is to highlight the county's needs and capacity challenges at national level and acting on the investments and development that are underway outside the region. The Fehmarn Bält link means for example a huge potential for Kronoberg and with the right investments the travel time to the rest of Europe will be short. Expansion of the defence will create new priorities internationally and nationally. We shall work to ensure that these benefit the development of the county's transport infrastructure and improve the county's accessibility.

For Kronoberg, the E4 and the Southern Main Line (Södra Stambanan), with connecting lines are important connections both to the south and to the north. They are prioritised in national plans for infrastructure and a link to the Öresund region and to north Germany through the Fehmarn Bält tunnel. At the same time, new assessments are made on an ongoing basis based on what is best for Kronoberg and there is preparedness to ensure new conditions can affect long-term infrastructure planning.

We shall continue to strengthen the connections to growth engines in our neighbouring counties and metropolitan regions outside the county. In addition to the connection to the Öresund region, the travel corridor between Kronoberg and Blekinge, Kalmar, Jönköping/Göteborg and Halland has been developed. The railway shall be prioritised and we shall also work for more sustainable goods transport. A part of this is to increase the transfer of goods from road to railway transportation, since our geographical location is advantageous. Connections to the ports of neighbouring regions and the prioritised TEN-T corridors are particularly important. In addition, the importance of the airport for the county's preparedness, attractiveness and growth must be taken advantage of, while supporting the sustainable development of aviation.

We shall act to ensure that regional roads and the fine-meshed road network maintain a high standard.

- **Sustainable travel for a healthy everyday life.** We shall work to ensure that people want to and can travel more sustainably. Something that requires expanded infrastructure for walking and cycling in both the state and local road network, as well as safe parking and attractive station and stop environments to strengthen public transport.

Public transport needs to play a structure-building role in infrastructure planning. Priority should be given for improving accessibility between the county's growth engines, regional cores and strategic nodes to important labour market regions, both within and outside the county.

We shall work towards reliable public transport that takes into account the conditions and needs of different groups and that ensures basic accessibility and usability for people, regardless of ability. We shall act to ensure that travel across county borders is just as easy as travel within the county. We shall continue to explore and create flexible solutions that are accessible to more, for example, non-linear public transport, to connect the surrounding area with the strategic nodes and the regional cores. This also means developing coordinated, innovative transport logistics and streamlining for sustainable mobility that functions throughout the county. This includes more investments in public transport and cycling which contribute to a healthy everyday life.

- **A robust and cohesive digital system.** We shall make better use of the opportunities offered by digitalisation to create societal benefits, for example by sharing data and using AI. This requires continued investments and collaboration to improve digital capabilities and participation. We shall also promote media and information literacy among inhabitants, trade and industry and the public sector.

We shall act for secure systems that are robust and can withstand various types of societal disruptions to reduce vulnerability in critical societal functions. We shall also work to reduce the negative effects of digitalisation. For example, exclusion, loneliness and increased energy use. We shall work towards a reliable, location-independent and fast digital infrastructure. Therefore, we shall focus on increasing the coverage and connectivity levels in the municipalities and areas that are lagging the most in terms of both the mobile network and broadband via fibre. We shall also promote increased collaboration between different actors in order to create better connectivity (ability to connect). That is to say, the possibility that different digital systems or devices can communicate with each other in the network.

- **Optimise, streamline and transform the county's energy supply system.** The structure of the electricity grid needs to change to create a stable energy system that has a greater capacity to meet the county's electricity and energy needs, now and in the future. We shall work towards an energy system that is flexible, where everyone can be both producers and consumers and part of balancing the grid. The collaboration between different actors and levels shall increase, in order that industry and private individuals will have access to electricity at a reasonable price. We shall also work for forward-looking energy planning and a robust energy supply system where social support services also function during major power outages and other disruptions.

We need to promote the energy efficiency of inhabitants and businesses and transition to completely fossil-free energy use. We shall act to increase the production of solar and wind energy in suitable locations, as the county has great potential in these areas. We shall also ensure a robust and coherent electricity and fuel infrastructure for sustainable fuels throughout the county, which requires more expansion in regional cores and strategic nodes.

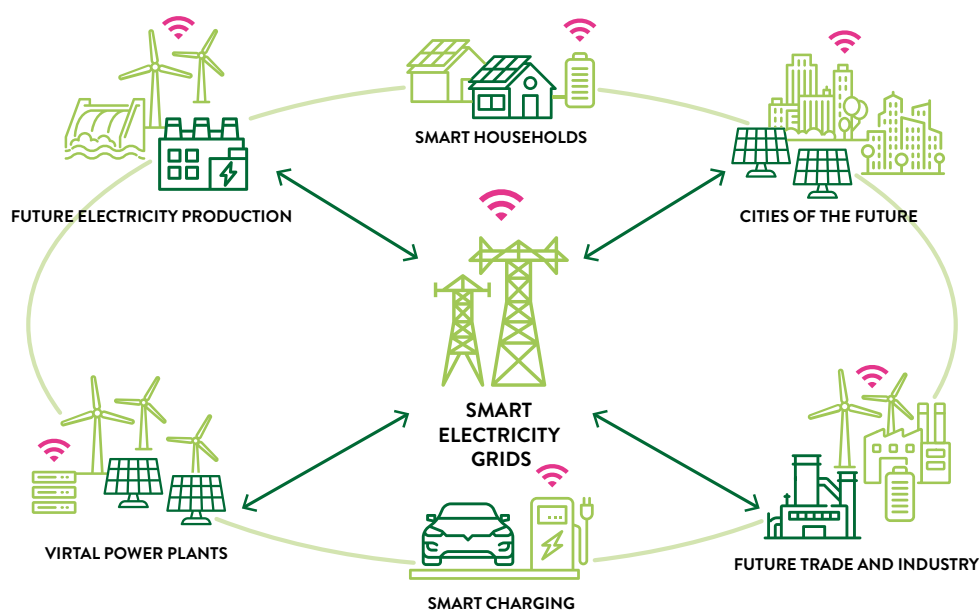


Figure 5. The electricity system of the future contains many new components. Source: Smart renewable, County Administrative Board Skåne.

EXPLORATORY FOCAL AREAS



FOUR EXPLORATORY FOCAL AREAS COMPLEMENT THE LONG-TERM PRIORITIES.

The aim of the focal areas is to create learning and conditions for systemic changes within the areas that have the need for pervasive changes. Within these areas, we do not have the solutions and we need to collaborate in new ways and across borders to find new ways forward. We need to work in an exploratory and innovative manner, since we have not achieved the desired goals with previous working methods.

The four focal areas are selected based on Kronoberg's challenges and strengths but are also issues where there is potential to distinguish the county. They are cross-sectoral and affect several of the long-term priorities. Within the selected focal areas, there are platforms to start from to explore and try out new things. Resources are also already being allocated by actors in the county.

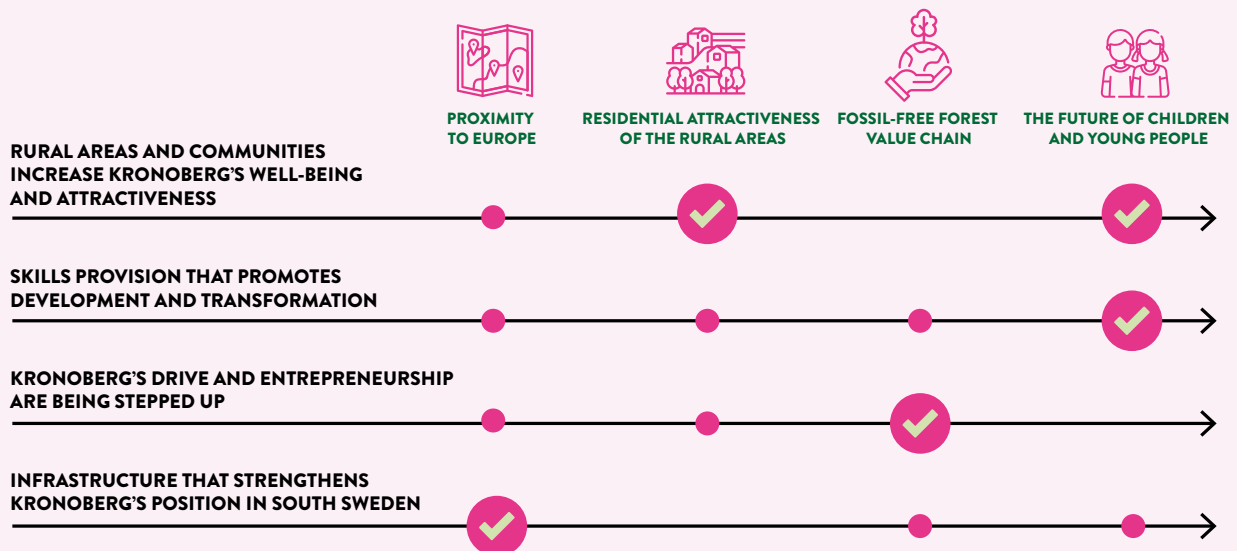


Figure 6: The four focal areas are cross-sectoral and have a connection with a number of long-term priorities.

BY FOCAL AREAS IS MEANT:

- The issue is very complex (see p. 14) – there is no simple solution
- The issue is important to many - we collaborate in new ways and across borders
- We are moving outside existing structures and systems
- We co-create solutions and try new ideas in an exploratory and learning environment



FOUR FOCAL AREAS



IN KRONOBERG, THERE IS PROXIMITY TO EUROPE OF THE FUTURE

Kronoberg needs to take better advantage of the infrastructure development taking place in Central Europe. It is important for the development of society, for example for skills provision, tourism, export opportunities and culture. In order to benefit from the infrastructure investments that connect Sweden with Central Europe through the Fehmarn Belt, many actors in the county need to pool resources. The forecast is that goods traffic across Öresund will double by 2035. Labour market regions in our vicinity will continue to grow and private transport increase. In Kronoberg, we need to act to get the greatest possible value for inhabitants and businesses in this initiative.



IN KRONOBERG, WE ARE STRENGTHENING THE RESIDENTIAL ATTRACTIVENESS OF THE RURAL AREAS

Kronoberg needs to increase its residential attractiveness. This is partly to ensure the labour market's provision of skills and partly for the county's continued development. In Kronoberg, we have rural areas with great potential. A rural area that we want to strengthen by developing viable villages with community and commitment, sustainable and attractive living environments and good everyday opportunities. We shall pool resources to ensure that Kronoberg leads the transition and development of sustainable villages and communities nationally. An important platform in the work is **BY2030**. To succeed in pooling resources, broad collaboration with private, non-profit and public actors as well as with academia and national actors is required. The commitment and mobilisation of the local community is central to the focal areas.



IN KRONOBERG, WE ARE CREATING THE WORLD'S FIRST FOSSIL-FREE FOREST VALUE CHAIN

The whole of society needs to transform and become climate-neutral. In the transition, there is one area - forestry and wood - where Kronoberg could become a forerunner not just in Sweden but also internationally. It is an industry in which we are already specialised and which we will continue to strengthen. Kronoberg County has the entire value chain; from forest raw materials to finished products. The conditions for pooling resources are good and an important platform are the committed companies that are ready to change. Add to that our extensive knowledge and the county's research in the area. Focal areas will develop the county's companies and increase competitiveness, but also further profile the county in sustainable transition. Lessons learned will be taken forward to other areas of strength in the county, such as the mechanical engineering industry.



IN KRONOBERG, EVERY CHILD AND YOUNG PERSON HAS THE RIGHT CONDITIONS TO FACE THEIR FUTURE

In Kronoberg, we need to increase opportunities for children and young people to complete their studies. There is a worrying trend with increased ill health among children and young people and an increasing number of people who lack complete upper secondary school certificates. All too many children and young people in the county experience loneliness, stress and depression, which makes it more difficult to cope with school. Within the platform **Children's Best Interests in Kronoberg, the Kronoberg child model**, continued joint exploration will take place to create innovative and promoting working methods that support children's conditions throughout their upbringing. This requires a holistic perspective based on children's needs and collaboration between a wide range of social actors.

STRONG IMPLEMENTATION OF THE STRATEGY

THIS SECTION DESCRIBES GREEN THREAD 2.0 – OUR SYSTEM FOR IMPLEMENTATION.

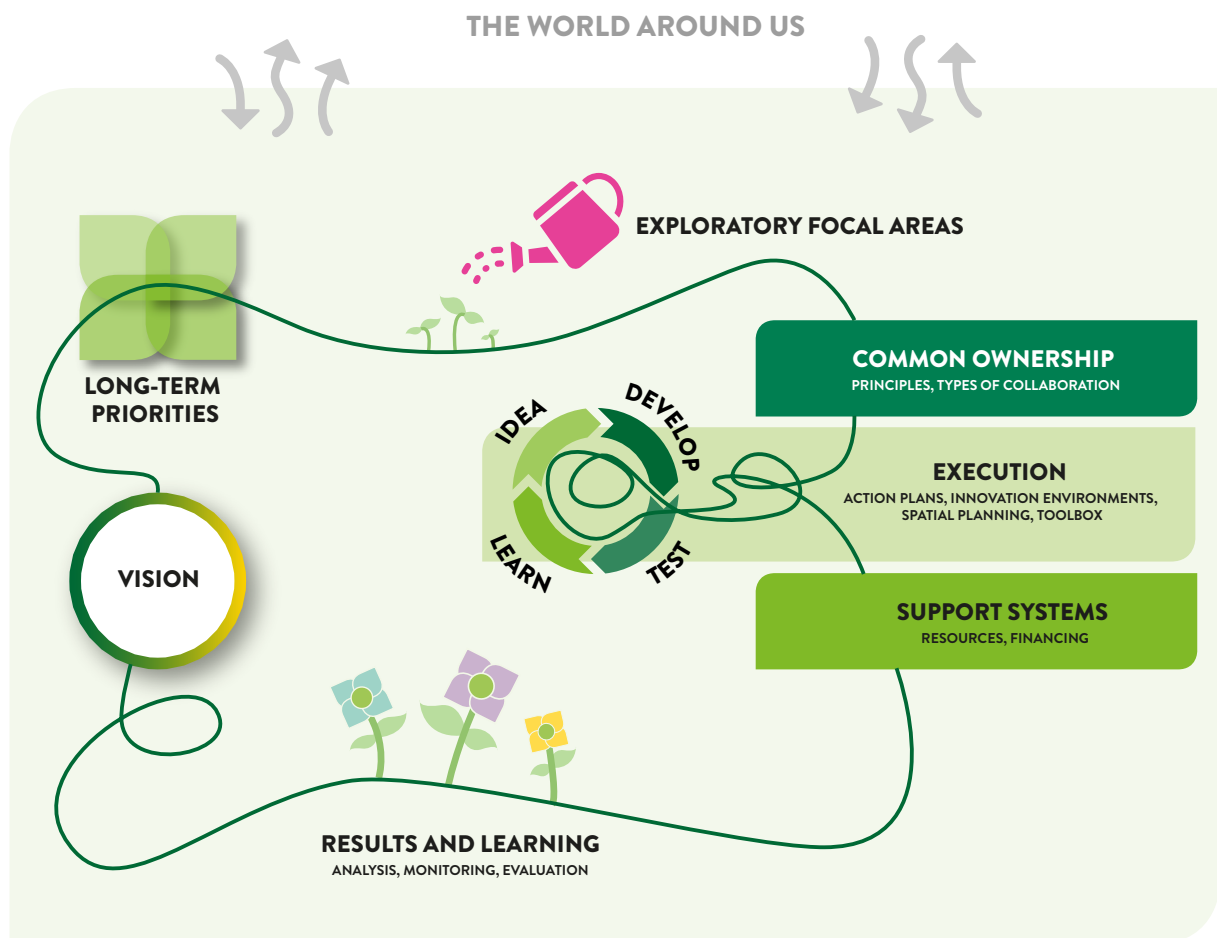


Figure 7: Green Thread 2.0 - system for implementation: builds on Innovation Standard ISO-56 000, based on Kronoberg's context. The system describes which components need to be in place in order for the common vision to be achieved. It also shows how the components are linked to the long-term priorities and exploratory focal areas.



VISION

A common vision (see page 11) is important for creating drive and focus in the transition work. The vision together with the long-term priorities and focal areas shall serve as a guide for all actors who implement initiatives based on the regional development strategy.

For better effect, the strategy shall be integrated into each organisation's goal and steering documents.

COMMON OWNERSHIP

We are many actors who act independently and together in order to turn the strategy into reality. Building our work on a common culture and principles is therefore an important component of the system. Part of this is that our forms of collaboration need to constantly evolve. Read more on page 15.

EXECUTION

We need different working methods and methods for implementation, but what is common is that the processes often need to go through the steps of **idea**, **develop**, **test** and **learn**, but depending on the issue or situation, the steps need to take different lengths of time. **Idea**: draw up a proposal of a possible solution based on what we know about the challenges and needs. **Develop**: make the idea tangible by developing it visually, functionally and conceptually. **Test**: test the idea functionally and with the user. Gather feedback. **Learn**: draw conclusions of the lessons learned. How can we improve the idea in order to get closer to a good solution?

ACTION PLANS WITH A RANGE OF ACTORS

Annual meetings about what needs to be prioritised jointly in the county within each priority shall lead to an action plan for each priority. These shall be reviewed annually by Region Kronoberg together with actors. Lessons learned from the exploratory focal areas shall be taken into account and the action plans shall be coordinated with other regional strategies.



Figure 8: The performance loop is a repeating process; we go through as many cycles as is needed to arrive at a good solution.

Through action plans:

- We specify goals and efforts that shall be prioritised and implemented in the shorter perspective.
- We strengthen the common ownership.
- We coordinate efforts better and create synergies, both within and between priorities.
- We make visible which personal and financial resources need to be allocated and collaboration platforms that are of central importance for various initiatives.

INNOVATION ENVIRONMENTS

In the work with the focal areas, we create innovation environments where we have the courage to try new ways of working, methods and solutions - and we learn from our successes and mistakes. In our work, we use innovation methods where we test, learn and co-create. Many times, several different solutions need to be explored in parallel - tests and pilots are the way forward.

The focal areas will be re-examined with each update of the regional development strategy.

REGIONAL SPATIAL PLANENING

Maps and images are strategic tools for making the development directions in the county visible. Several parts within the structural plan shall be drawn up based on the need during the strategy period to develop the spatial planning.

TOOLBOX

Within regional development, there is a collection of proven tools that provide quality and support in planning, implementing and monitoring the regional development strategy. Their common denominator is that they focus on the desired change and learning. The toolbox also creates the conditions for improved collaboration through a common frame of reference and a more uniform way of working. However, which tools to use are decided in each process.

The toolbox includes methods for:

- Sustainability assurance
- Equality and diversity integration
- Stakeholder analysis
- The collaboration ladder
- Problem and goal analysis
- Risk analysis
- Change logic
- Service design
- Foresight

SUPPORTING SYSTEMS

To run a successful regional development work requires well-functioning support systems and structures, including effective networks for collaboration. A central part is to continuously utilise and develop the expertise available in the county. Support systems also need to in place that create space for working in a more exploratory and developing manner.

The possibilities of realising the strategy are also affected by how active we - the county's stakeholders - are in seeking and obtaining funds. The regional development work is supported by several financiers, where both their own resources and external funding play an important role.

The state provides resources via 1:1 **regional development** grants, while the EU's structural funds and other policy areas also contribute significant project funding.

RESULTS AND LEARNING

One of the most important parts of the strategy's implementation is to learn together. By regularly monitoring and analysing the development in the county, we create a basis for further evaluation of efforts we make to achieve the strategy's vision. In the follow-up and evaluation work, it is important to see the issues from a broader perspective than the individual issue in order to detect any conflicts of interest. To get a comprehensive picture of the situation in the county, the analyses should, for example, highlight differences between different parts of the county and whether Kronoberg County stands out in comparison with other counties. The analysis should also pay attention to whether developments differ between different social groups. Based on the collective knowledge, we can define needs and understand what we need to act on.

Region Kronoberg is responsible for a comprehensive follow-up and evaluation of the development strategy and for dialogue to be held among the county's stakeholders about the results.

The following are analysed annually:

- The progress of the movements
- Evaluation of interventions
- Results of the action plans
- The development of resource pools

The table in Annex 2 shows how the goals, priorities, movements and interventions are related. In the follow-up work on movements, Region Kronoberg will base itself on indicators listed in Annex 3. During the strategy period, Region Kronoberg will draw up in-depth reports for the long-term priorities based on qualitative and quantitative analyses. Region Kronoberg is responsible for drawing up a plan which describes in more detail how the learning through analysis, monitoring and evaluation will take place.



ACTORS, ROLES AND OTHER STRATEGIES

THE REGIONAL DEVELOPMENT STRATEGY IS INFLUENCED BY NATIONAL AND INTERNATIONAL GOVERNANCE, BUT ALSO BY COLLABORATION AND CONDITIONS AT THE LOCAL LEVEL. THIS MULTI-LEVEL GOVERNANCE CONTRIBUTES, AMONG OTHER THINGS, TO A CLEARER DISTRIBUTION OF RESPONSIBILITIES AND ROLES AND MORE EFFICIENT USE OF RESOURCES.

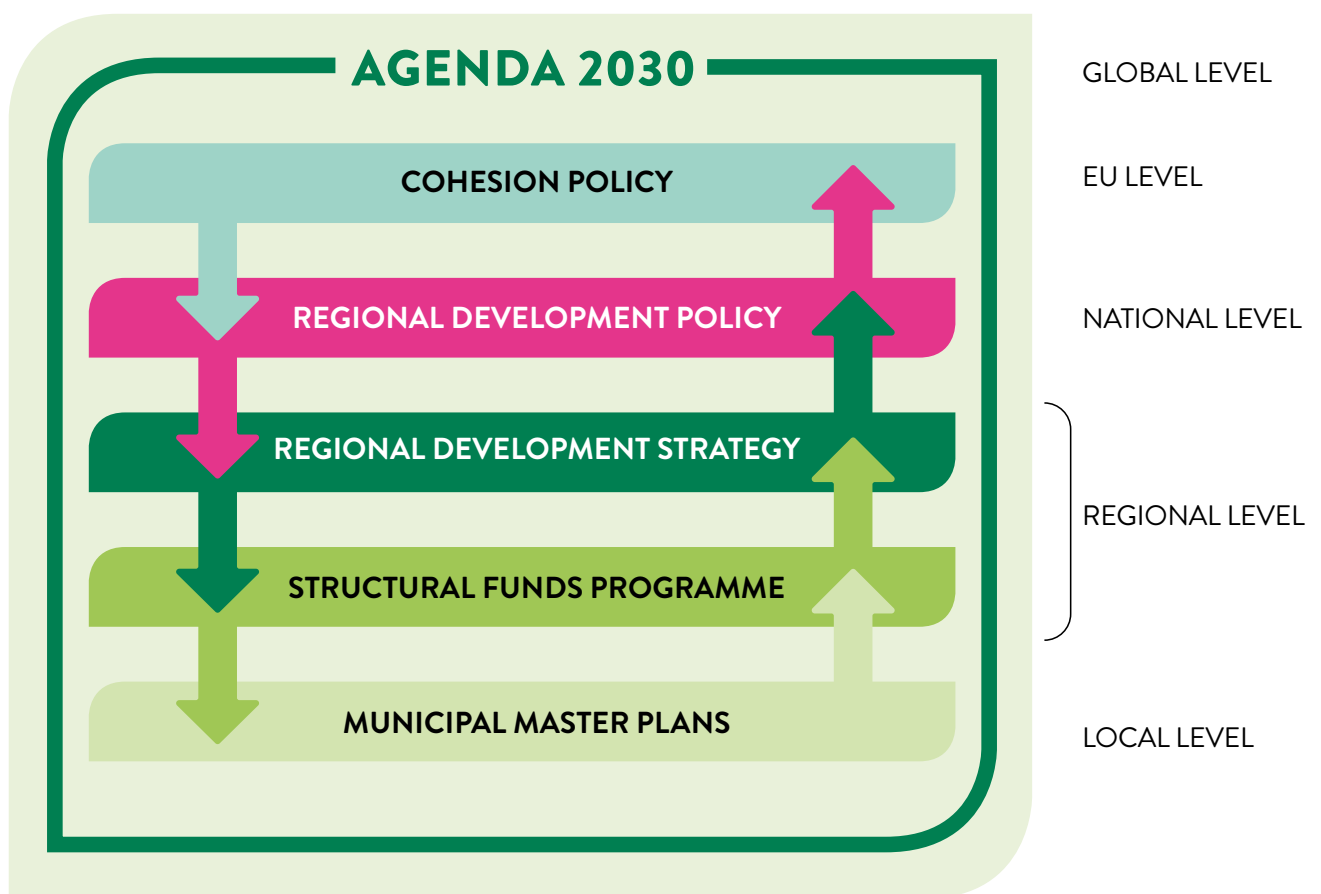


Figure 9: Multi-level governance between different levels that interact with a regional development strategy. There are many steering documents at all levels.

In multi-level governance, collaboration is important. The municipalities, Region Kronoberg and the state have a number of platforms for collaboration on regional development between different social actors, both within and outside the county. The different roles of these actors are described below.

Region Kronoberg is responsible for the regional development mandate. This means, among other things, developing, determining and implementing initiatives in line with the regional development strategy. This takes place partly through action plans and partly by supporting development of projects financed by regional development funds and

structural funds. Region Kronoberg shall drive and coordinate the work through dialogue, and based on each actor's conditions and competence build regional capacity.

Another important part is to take advantage of and coordinate existing municipal management networks and cross-sectoral networks. Annually, Region Kronoberg arranges regional meeting places, where the county's development actors meet and can jointly create focus and strong relations, such as in relation to action plans. Region Kronoberg is also a part of the national network and forum. Both in order to share experiences and to strengthen the county's positioning and "bring home" learning experiences to the county. A region is also tasked to dare to challenge, try out and experiment.

The County Council's role is to work for a sustainable development of the environment, growth and good living conditions. The authority is also responsible for ensuring that decisions from the parliament and government are implemented in the county.

At a local level, the **municipalities** are responsible for managing resources and development. To bring in the municipal competence into the regional development assignment is important in the implementation of the strategy.

Inter-regionally, Regional Cooperation South Sweden is an important platform for multi-level governance in regional development. This also includes the regions Blekinge Halland, Jönköping,

Kalmar and Skåne. **Småland Blekinge Halland South Sweden** is another important collaboration that aims to work for sustainable development by highlighting the region's interest in the European arena. The platform is divided between the regions and Linneus University. Collaboration within Småland and the Islands, a division created within cohesion policy, is also an important platform for collaboration in smart specialisation of the business sector.

Delimitation and connection to other strategies In addition to the development strategy, there are also other regional steering documents that are government assignments. Examples of such strategies are transport provision programmes, county transport plans, service programmes and cultural plans that Region Kronoberg produces. The County Council for example draws up the environmental goals, food strategy, water supply plan, cultural/environmental strategy and equality strategy. All these strategies interact with and influence each other and shall jointly contribute to achieving the vision of a good life in a vibrant Kronoberg.

At a municipal level, there are also strategies and development work that need to be coordinated with the development strategy. It is particularly important that there is a strong relationship between the regional development strategy and the overall planning.



Figure 10: Regional strategies interact and contribute to the common vision.

ANNEX 1: GLOSSARY

Agenda 2030: Global goals for transition to a sustainable society.

AI (Artificial intelligence): The ability of a machine to show human-like traits, such as reasoning, learning, planning and creativity.

BY2030: An initiative run by Region Kronoberg to make our villages as pleasant as possible in a sustainable way.

Circular business models: The way companies organise and run their operations in order to promote circular economy.

Circular economy: All material is seen as a valuable resource. Waste should ideally not be generated: instead, resources are retained in society's cycle or returned to nature's cycle in a sustainable way.

Competitiveness: Ability to effectively compete in the market and maintain or increase its share of business.

Connectivity (ability to connect): The ability of different devices or systems to communicate and share information with each other. This can apply to computers, mobile phones, sensors and other devices that are connected to a network and can exchange data.

Demographic development: Changes in a population's composition over time, including variations in population size, age distribution, gender composition, ethnicity and geographical distribution.

Designed living environment: The physical and aesthetic design of the area where people live and work. Designed living environment is an approach that should be included in everything

that concerns our physical environment, as well as the physical environment itself. The concept encompasses architecture, form, design, art and cultural heritage. Development and management of the living environment should be based on people's possibilities, needs and wishes and contribute to a sustainable society.

Determining factors of health: Factors that affect a person's health and well-being. Includes individual factors (diet, exercise, social networks, etc.), living and working conditions (physical environment, dwelling, working life, etc.) as well as overall societal factors (environment, culture, socioeconomy, etc.).

Digital infrastructure: The technological infrastructure, including computers, networks, broadband connections, coverage and cloud services, that enables electronic communication and information sharing.

Digitalisation: Means using digital technology, innovative systems and solutions to automate and improve operations, and drive innovation and efficiency. **Environmentally strategic digitalisation:** Digitalisation that contributes to solving environmental problems, counteracting unsustainable behaviour and achieving environmental goals.

Diversity: The presence of people with different characteristics, backgrounds, perspectives and experiences.

Equality: That women and men have the same rights, opportunities and obligations.

Innovation: The creation and implementation of new ideas, products, processes or services that contribute to positive changes and added value. For example, technical advances, business models, social initiatives or organisational improvements.

Labour market region: Within the area we can reach work and businesses' catchment areas for expertise.

Matching: A measure of the extent to which trained labour, in terms of skills and numbers, corresponds to the needs of the labour market in a certain area.

Mobility/mobility services: The opportunity to move between different places. Includes both physical movement and virtual movement through change of digital platforms and technologies. Mobility services refer to different types of transport solutions to streamline the movement of people and goods from one place to another.

Polycentric local structure: Several independent localities with different functions and characters that have a relationship with each other in a certain geography.

Regional core: See page 12

Rural areas: Areas outside urban areas where people live and work. A locality that connects the same people and where people and the social contacts are central.

Skills provision: To ensure that operations on the short and long term have access to employees with the right skills

Smart specialisation: Smart specialisation is central to EU cohesion policy and constitutes an important instrument in the use of EU regional funds for research and innovation. The aim of Smart specialisation is to strengthen the region's competitiveness by identifying and prioritising areas with potential for growth,

South Sweden: The counties of Blekinge, Halland, Jönköping, Kalmar, Kronoberg and Skåne.

Strategic node: See page 12

Sustainability: A development that meets the needs of all people without jeopardising the ability of future generations to meet theirs. Divided into social, environmental and economic sustainability.

Sustainable growth: A financial development that is sustainable over time, which does not take place at the cost of the environment and which supports opportunities to achieve socially sustainable goals.

The child's best applies in Kronoberg, the Kronoberg child model: The county-wide working method that is based on ensuring that all children and young people in Kronoberg shall have equal and equal opportunities for a good upbringing.

The EU's Green Deal: Political measures and initiatives that will pave the way for a green transition in the EU and whose ultimate goal is climate neutrality by 2050.

Transition: The transition from existing systems and processes to more sustainable alternatives that create long-term positive changes for both people and the planet. **Green transition:** The transition to systems that reduce environmental and climate impact through for example reductions in emissions and the circular resource flow. **Technical/digital transition:** The transition to new technologies or technical solutions within a certain area or sector.

Travel corridor: Area where, based on the county's population, there is a large concentration of people who move, live and work. The travel corridor connects different places and functions, **Travel corridor cluster:** The area that is developed around a travel corridor.

Value chain: The sequence of activities and processes that a company undergoes to create, deliver, and offer a final product or service to customers.

ANNEX 2: CHANGE LOGIC

THE FUTURE KRONOBERG – VISION	PRIORITY	MOVEMENT TO BE MADE IN 2025–2035	WE SHALL IN 2025–2035 ACT TO.....
<p>A GOOD LIFE IN A VIBRANT KRONOBERG</p> <p>In Kronoberg, there is openness and closeness in communities, villages and city districts. Here, the people of Kronoberg today and in the future feel good, feel trusted and can help shape society. Our residential and living environments are attractive and safe, and there is proximity to forests and water. We have strengthened several locations in the county, which take on different roles and interact with the surrounding rural areas. Here, culture, services or work are never far away.</p> <p>Småland's ingenuity distinguishes us! In a time of upheaval, when the environment and climate cannot wait, our innovative inhabitants and entrepreneurs have paved the way for technological and green transformation. Kronoberg is equipped for change and contributes with solutions both globally and locally, which has created sustainable growth and competition.</p> <p>We are the centre of South Sweden and have been strengthened by our geographical location. The proximity to the Öresund region gives us advantages. We are active and driving in European cooperation, while at the same time acting globally.</p> <p>The labour market is characterised by openness and breadth, where employers and individuals easily find each other. Children and young people have faith in the future and are equipped for adulthood through collaboration for good health and lifelong learning.</p> <p>Together, we ensure that the vision becomes a reality through openness, courage and drive!</p>	RURAL AREAS AND COMMUNITIES INCREASE KRONOBERG'S WELL-BEING AND ATTRACTIVENESS	The residential attractiveness of the county has increased	Strengthen the county's polycentricism Community planning with a holistic perspective.
		The living conditions of the people of Kronoberg are more equal	Strengthen the county's polycentricity Strengthen good and equal public health
		Social cohesion has increased	Promote active co-creation in society
	SKILLS PROVISION THAT PROMOTES DEVELOPMENT AND TRANSFORMATION	Matching between employers and employees has increased	Strengthen structures for Kronoberg's skills provision Increase access to education throughout life Increase cutting-edge expertise and international collaboration
		The county's young people are better equipped for the future	Strengthen structures for Kronoberg's skills provision Improve the educational results among young people.
		Diversity and equality in the labour market have increased	Strengthen structures for Kronoberg's skills provision Increase cutting-edge expertise and international collaboration
	KRONOBERG'S DRIVE AND ENTREPRENEURSHIP ARE BEING STEPPED UP	A more circular, digitalised and robust economy	Switch to a more circular, digitalised and robust economy
		The breadth and depth of Kronoberg's business sector have increased	Strengthening the county's innovation capacity and entrepreneurship Develop the county's industrial structure
		International competition has increased	Strengthen internationalisation for sustainable goods and services
	INFRASTRUCTURE THAT STRENGTHENS KRONOBERG'S POSITION IN SOUTH SWEDEN	Access in the county and to the rest of South Sweden has been improved.	Strengthen transportation infrastructure for a cohesive and accessible community Sustainable travel for a healthy everyday life.
		The climate impact of transportation has decreased	Strengthen transportation infrastructure for a cohesive and accessible community Sustainable travel for a healthy everyday life.
		Digital ability to connect has improved	A robust and cohesive digital system
		The production of fossil-free energy has increased and energy use has been made more efficient	Optimise, streamline and transform the county's energy supply system

ANNEX 3: INDICATORS

PRIORITY	MOVEMENT TO BE MADE IN 2025–2035	INDICATORS
RURAL AREAS AND COMMUNITIES INCREASE KRONOBERG'S WELL-BEING AND ATTRACTIVENESS	The residential attractiveness of the county has increased	Access to services
		Population development
	The living conditions of the people of Kronoberg are more equal	Housing shortage
		Perceived health
		Economically vulnerable households
	Social cohesion has increased	Employed in the county
		Social participation
		Security
PROVIDING SKILLS THAT PROMOTE DEVELOPMENT AND TRANSFORMATION	Matching between employers and employees has increased	Trust
		Matching rate
		Long-term unemployment
		Skills shortage
	The county's young people are better equipped for the future	Lifetime learning
		Qualification upper secondary school
		Upper secondary school diploma
		Further education after compulsory school
	Diversity and equality in the labour market have increased	Grades in Year 6
		Gender distribution of education
		Gender distribution in the labour market
		Income
KRONOBERG'S DRIVE AND ENTREPRENEURSHIP ARE BEING STEPPED UP	A more circular, digitalised and robust economy	Young people neither working nor studying
		Greenhouse gas emissions per value added
		Employed in the business sector
	The breadth and depth of Kronoberg's business sector have increased	Companies' degree of digitalisation
		Industry breadth in business sector
		Entrepreneurship
	International competition has increased	Professions with university qualifications
		Exports
		Internationalisation
		Gross regional product per employee
INFRASTRUCTURE THAT STRENGTHENS KRONOBERG'S POSITION IN SOUTH SWEDEN	Access in the county and to the rest of South Sweden has been improved.	Research and development
		Travel time ratios between public transport and cars
		Accessibility to public transport
	Climate impact of transportation has decreased	Travel across county borders
		Fossil fuel-free cars in the vehicle fleet
		Emission of greenhouse gases from domestic transportation
	Digital connectivity has been improved	Charging stations for electric vehicles and hybrid vehicles
		Access to broadband
	The production of fossil-free energy has increased and energy use has been made efficient	Connections to broadband
		Production of fossil-free energy
		Energy use in the county
		BRP per energy consumption



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