Active entrepreneurs in the uniting and inspiring city of Wrocław

Integrated Action Plan 2018-2023

Wrocław, April 10, 2018
PRESENTATION PLAN

1. City context
2. Problems of the local retail
3. Case studies
4. Strategic goals of the program and our aspirations
5. SMART goals
6. Actions and timeline
7. Funding scheme
8. Framework for delivery
9. Composition and role of URBACT Local Group
10. Risk analysis
City context

About Wroclaw and the background of URBACT
BIG AND IMPORTANT CITY IN POLAND

population: 630k within the City Metropolitan area ~ 1m
Capital of the voivodeship (Lower Silesia)

RAPID ECONOMIC PROGRESS

+50% GDP in the last decade
4. position in Poland

THE CITY IN GLOBAL NETWORK

along the most important cities around the globe:
Gamma category
FINANCIAL TIMES: THE ATTRACTIVE CITY

highly attractive for business
high human capital
business-friendly environment
high openness for business
(fDi Intelligence)

THE CITY OPEN TO GLOBAL ECONOMY

our global strength is a local threat at the same time
Problems of the local retail

Purchasing power and preferences of residents, the situation and activity of entrepreneurs, official support from the city.
PROBLEMS OF THE LOCAL RETAIL

SHOPPING STREETS
1. Szczytnicka
2. Chrobrego
3. Szewska
4. Oławska
5. Ruska
6. Świdnicka
7. Kołłątaja
8. Kościuszki
9. Piłsudskiego

SHOPPING CENTRES
A. Pasaż Grunwaldzki
B. Dominikańska
C. DH Feniks
D. Renoma
E. Arkady
F. Wroclavia,
G. Sky Tower
LOCAL RETAIL IS WEAK

It needs help and changes

Shopping streets remain highly important for the management of the City. However, they are not perceived as attractive shopping environments by the inhabitants of Wrocław.

MUNICIPAL HELP

The city helped, developed supportive groups etc., unfortunately...

Many of stakeholders does not want neither to talk nor to participate in the process of retail's regeneration. They do not see or do not understand common goals.
<table>
<thead>
<tr>
<th>ENTREPRENEUR’S CRITIQUE</th>
<th>PASSIVE MAJORITY</th>
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<tbody>
<tr>
<td>the worst opinion about the downtown streets tend to have the entrepreneurs who run their business there!</td>
<td>the majority of the entrepreneurs is passive, does not organise in groups they do not recognize common goals, they do not cooperate with the city</td>
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SHOPPING IS BETTER IN SHOPPING MALLS

because it is easy to get there by car
because it is easy to find many good brands in the relatively compact environment

the selling proposition is complex

STREETS ARE NICE BUT NON-RETAIL

dwellers say that some of streets are places as nice as shopping malls e.g. for leisure

unfortunately...

they are not seen as nice retail environments
POOR PARTICIPATION

Entrepreneurs declared feeling of lack of self-efficacy and demonstrated learned helplessness syndrome.

HELPLESSNESS GIVING UP

Frekwencja na spotkaniach z miastem nie przekraczała 10% (brak kultury partycypacji), miejskie spotkania bywały jawnie lekceważone.
Case studies

What we learned from the BoostINNO activities in Wrocław so far?
Case 1: Świdnicka Street

Project: Public consultations with elements of strategic analysis within the planned project of unification and integration of separate urban sections of Świdnicka Street in Wrocław into an attractive, coherent whole

Revitalization and functional change in 2014-2016
Case 1: Świdnicka Street

Collaborative actions, such as hosting the dedicated website or “days of the street” are not continued.

Long-standing entrepreneurs are not eager to learn and cooperate; they don’t seem understanding the very idea of common goals.

WHAT WE LEARNED?

The „Świdnicka Society” inspired by BRG supported with trainings and study visits worked 2 years and has fallen.
Case 1: Świdnicka Street

Renewed swirls in 2017-2018
Case 1: Świdnicka Street

Many of entrepreneurs declare a sense of subjective harm done by the shopping malls and the „acceptance” of the situation by the city authorities.

Lack of prospective vision, lack of identification of common goals, lack of a sense of community and common fate among entrepreneurs.

WHAT WE LEARNED?

Young entrepreneurs support the changes moderately but they are also not eager to act in the culture of common goals.
Case 2: Komandor Bazaar – city market

Project: Komandor Bazaar – space that integrates the local community

Retail venue managed in an old-fashioned way
Case 2: Komandor Bazaar – city market

Traditional sales methods just as in years 1980-1990
Case 2: Komandor Bazaar

Entrepreneurs had many various ideas and inquiries on future improvements, but they weren’t and are not engaged in the process of their implementation.

WHAT WE LEARNED?

Lack of prospective vision, lack of identification of common goals, lack of a sense of community and common fate among entrepreneurs.

The management of the bazaar was eager to cooperate but individual operators were not
Case 3: Piłsudskiego Street

Project: From virtual to real. Shopping street – urban space co-created by young people.

Former main shopping street in Wrocław – today, a transit space requiring intervention
Case 3: Piłsudskiego Street

Puny retail, incongruent to the downtown of 21st century metropolis
Case 3: Piłsudskiego Street

Modest participation in meetings and workshops of BRG - ca. 25% of entrepreneurs.

Participants were eager to comment on common problems of the street but they mostly did not have realistic ideas on how to co-create the future of the street.

Entrepreneurs are not engaged in the process of change neither as an association, nor any organized way.

WHAT WE LEARNED?
WHAT WE LEARNED?

Reluctance to co-creation of the street
lack of identification of common goals
among entrepreneurs

A sense of hurt
caused by shopping malls
and the „acceptance“ of the situation
by the City Hall.
Strategic goals of the program and our aspirations

What and why we would like to achieve?
WE WILL DEVELOP ACTIONS TO MODIFY THE METALITY OF ENTREPRENEURS

attitudes towards collaborative actions

norms of doing business

perceived locus of control and self-efficacy

We are inspired by the model of motivation well established in organizational psychology: THEORY OF PLANNED BEHAVIOR
THEORY OF PLANNED BEHAVIOR IN OUR URBACT PRACTICE

NORMS

Do I think that collaborative actions with other entrepreneurs are normal way of doing things?
Do I know that this is the norm abroad?

SELF-EFFICACY

Do I think that my own actions leads to the envisioned goals?

ATTITUDES

What do I think about collaborative actions and operating on the behalf of the whole community?

BEHAVIORAL INTENTION

Is there something troubling me in the environment?
Do I see it important for me?
Am I able to do it?

BEHAVIOR

Collaboration with other entrepreneurs for the common good?

Do I have some bad habits?
Did I have some bad experiences in the past?
SMART goals

What particularly we would like to achieve?
SELF-GOVERNED ENTREPRENEURS IN THE INCLUSIVE AND INSPIRING

- **01** Increasing the intensity of entrepreneurs' positive attitude towards acting on common issues or reducing the intensity of negative attitudes.

- **02** Encouraging the culture of association and collaboration towards achieving common goals to the degree where such a culture would be considered a more interesting norm than extremely individualistic functioning, without a common goal (that is, like today).

- **03** Increasing the sense of self-efficacy of entrepreneurs primarily in contacts with the City Hall and its respective departments important from the perspective of entrepreneurs.
Actions and timeline
LIST OF ACTIONS AND SCHEDULE

YEAR 0: 2018

1. Budget reconciliation for activities

2. **Biznes Helpdesk BRG** - coordination of difficult cases, which entrepreneurs from shopping streets have to deal with and intensification of the activities of the Economic Development Bureau

3. **New Infopoint of the Old Town and Śródmieście** - support for entrepreneurs, animation of joint events, actions attracting customers

Measurable indicators (once a year)

- results of a survey of entrepreneurs
- results of individual interviews
- results of the meetings with entrepreneurs
- number of street-focused actions undertaken jointly by entrepreneurs
Participation - increasing the participation of entrepreneurs in joint initiatives, the city can be an initiator by creating conditions for building partnerships

Tasks:
- promotion / information - educating entrepreneurs, trainings, information meetings, study visits
- obtaining funds (external)
- increasing the flow of information and cooperation between individual official units

„Wrocław rozmawia” („Wrocław speeks”) within „Po prostu bądź” („Just Be”) campaign already implemented in Wrocław by BPS, as a good example
LIST OF ACTIONS AND SCHEDULE

YEAR 2022

8. Observation whether the entrepreneurs included in the program actually undertake more activities aimed at developing their business beyond the daily delivery of goods, etc.

9. Observation whether the entrepreneurs included in the program undertake more activities aimed at joint action than before the program.

10. Observation whether the activities undertaken under the 2018-2021 program are continued (modified or not).
Funding schemes

Where would we look for funds? How much?
The city, as the initiator of activities to create a common space, will try to provide the necessary own contribution and resources that can not be obtained from external sources in order to increase the number of initiatives shared with the private sector and non-governmental organizations.
Framework for delivery

Who would do it all?
INSTITUTIONS AND THEIR RESPONSIBILITIES

In the City Office:

• BRG (Office for Economic Development of the City Office of Wrocław) - coordination, wider cooperation with other units is necessary
• BPS (Office of Social Participation)
• Finance Department
• Urban Engineering Department

Outside the City Office:

• NGO
• Entrepreneurs from the Old Town
• Activists, city movements
• Supporting Institutions
URBACT Local Group
And its role in the implementation of ZPD (IAP)
The support group is formed on a partnership basis by all entities listed in the previous section (Responsible Authorities).

That is - depending on the needs and the current topic – 5 to 20 people.

Tasks:
• setting directions of activities
• setting goals for the future
• fast path of official formalities

Ideally: the city is an inspiration and the initiative should come from the most interested.

The social inspiration resulting from URBACT is also an attempt to reach less active groups, raising awareness about important issues.
Risk analysis

What may hinder our goals?
EXPECTED PROBLEMS AND RISKS

1. Funding for the program may not be found.

2. Entrepreneurs may be not interested in participating in the program.

3. New city authorities in 2019 may have different priorities than the implementation of our vision.
Office for Economic Development of the City Office of Wrocław

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