



# Active entrepreneurs in the uniting and inspiring city of Wrocław

## Integrated Action Plan 2018-2023

Wrocław, April 10, 2018

## PRESENTATION PLAN

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An aerial, grayscale photograph of a city street, likely in Wrocław, Poland. The street is lined with multi-story historic buildings featuring numerous windows and ornate architectural details. A blue rectangular text box is overlaid on the center of the image. The text inside the box is white and reads "City context" in a large, bold font, followed by a horizontal line, and then "About Wrocław and the background of URBACT" in a smaller, bold font.

# City context

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**About Wrocław  
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 strenght  
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.

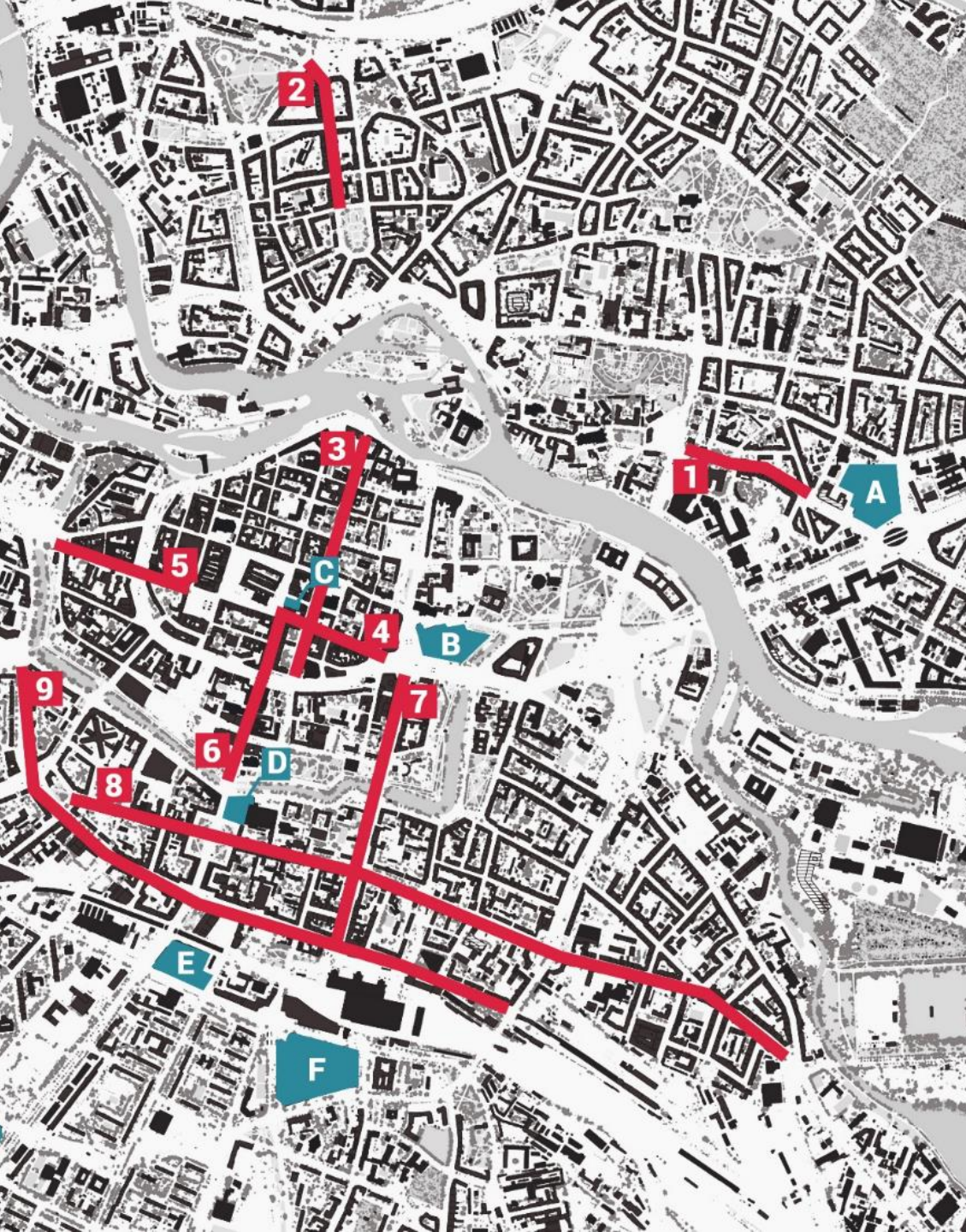
# PROBLEMS OF THE LOCAL RETAIL

## SHOPPING STREETS

1. Szczytnicka
2. Chrobrego
3. Szewska
4. Oławska
5. Ruska
6. Świdnicka
7. Kołtątaja
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**



## ENTREPRENEUR'S CRITIQUE



**the worst opinion**  
about the downtown streets  
tend to have

**the entrepreneurs**  
**who run their business there!**

## PASSIVE MAJORITY



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**



## SHOPPING IS BETTER IN SHOPPING MALLS

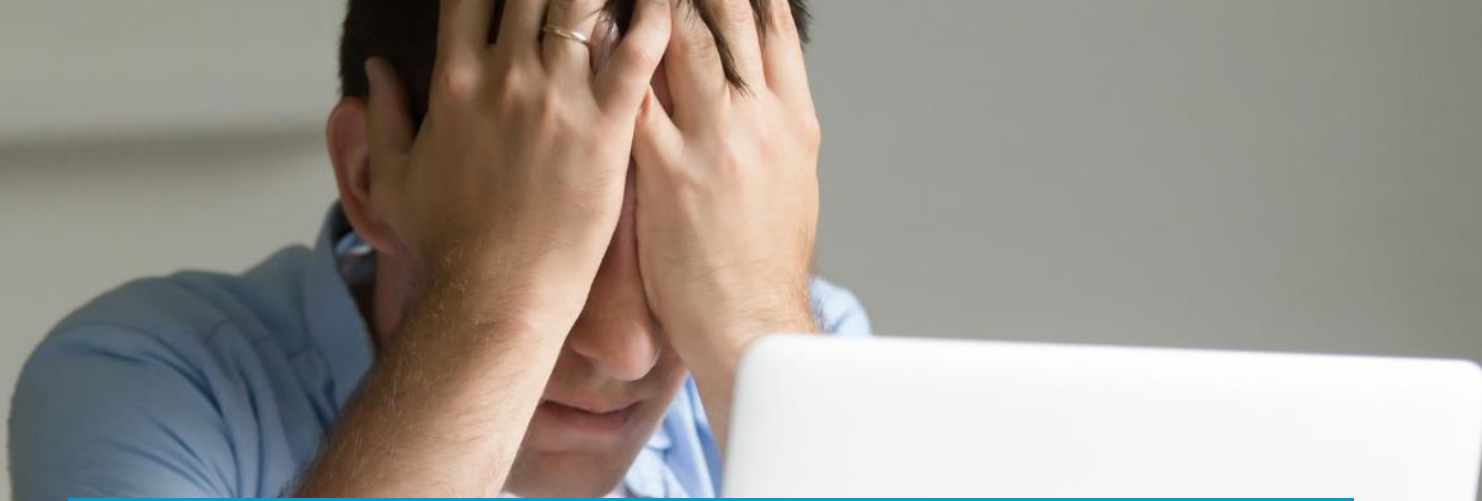


**because it is easy to get there by car**  
because it is easy to find many good brands  
in the relatively compact environment  
**the selling proposition  
is complex**

## 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



**frekwencja na spotkaniach z miastem nie przekraczała 10% (brak kultury partycypacji),**  
miejskie spotkania bywały jawnie lekceważone

## HELPLESSNESS GIVING UP



entrepreneurs declared **feeling of lack of self-efficacy** and demonstrated learned helplessness syndrome



# Case studies

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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



## WHAT WE LEARNED?

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

**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.**



## Case 1: Świdnicka Street

Renewed swirls in 2017-2018



## WHAT WE LEARNED?

Young entrepreneurs support the changes moderately but...

**they are also not eager to act in the culture of common goals.**

**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.**





## 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



## WHAT WE LEARNED?

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

**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 21th century metropolis



## WHAT WE LEARNED?

### **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?

**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?





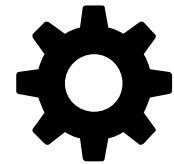
# WE WILL DEVELOP ACTIONS TO MODIFY THE METALITY OF ENTREPRENEURS



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

BEHAVIOR

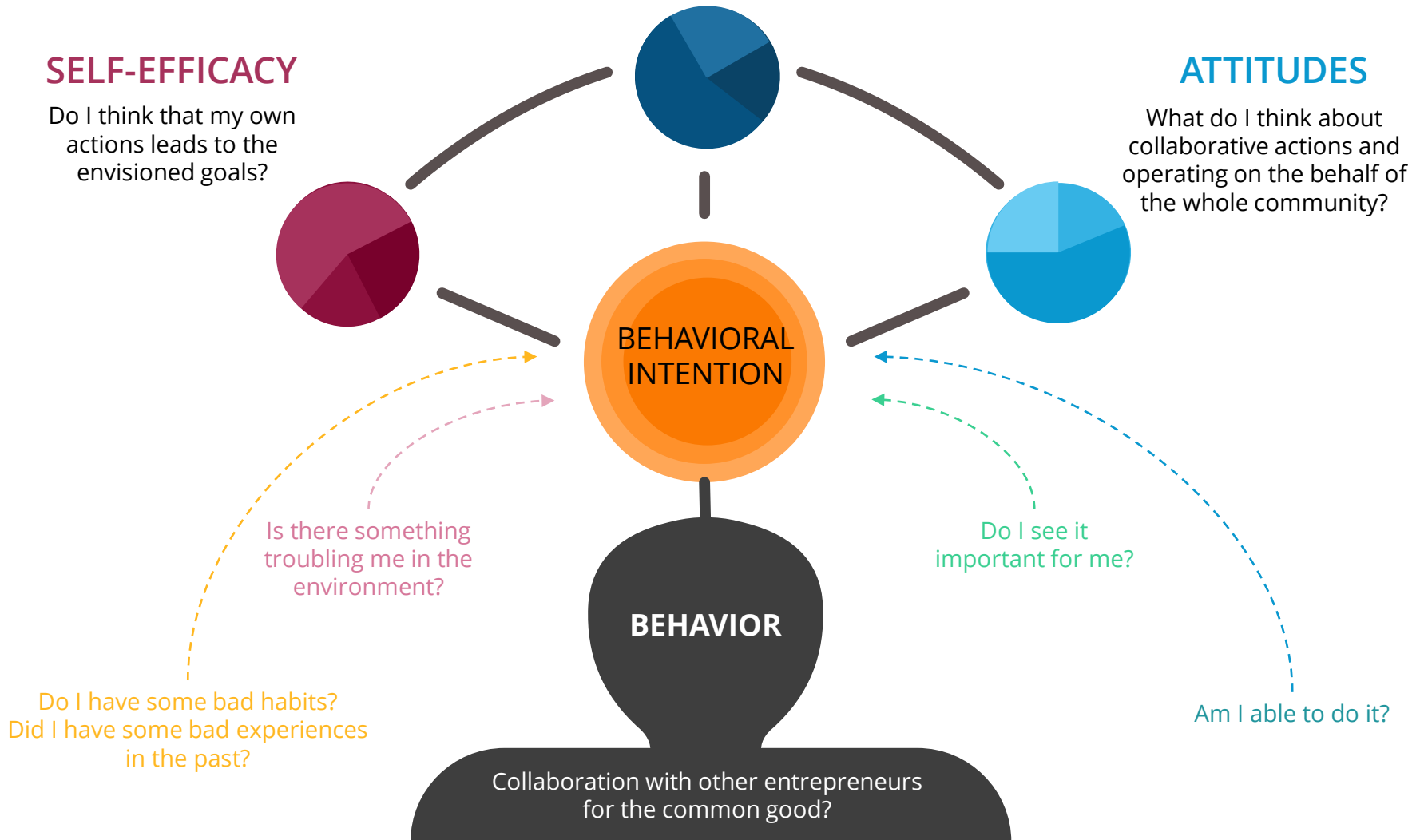
Collaboration with other entrepreneurs for the common good?

Is there something troubling me in the environment?

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

Do I see it important for me?

Am I able to do it?



# Goal Setting

S Specific

M Measurable

A Attainable

R Realistic

T Time-bound

## **SMART goals**

What particularly we would like to achieve?

# SELF-GOVERNED ENTREPRENEURS IN THE INCLUSIVE AND INSPIRING

**Increasing the intensity of entrepreneurs' positive attitude towards acting on common issues**



or reducing the intensity of negative attitudes

**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)

**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)

4

- 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

## YEARS 19-21

5

**Participation** - increasing the participation of entrepreneurs in joint initiatives, the city can be an initiator by creating conditions for building partnerships

Tasks:

6

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

7

**„Wrocław rozmawia” („Wrocław speaks”) 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)



A top-down view of a desk with various office supplies. In the background, there is a calendar showing months from January to September. Several pens and a pencil sharpener are scattered on the desk. In the bottom left corner, a black calculator is visible. A large orange rectangular box with a white border is centered on the page, containing the main text.

# Funding schemes

Where would we look for funds? How much?

## BUDGET AND FINANCING SOURCES

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

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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)

## URBACT GROUP AND ITS ROLE IN 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

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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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