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## **DEVELOPMENT SCENARIOS FOR WROCLAW IN 2030 PERSPECTIVE**

*JEL Codes: R58, O18, O21, F63, F68*

**Summary:** The paper attempts to characterize the features of contemporary urban space and directions of changes thanks to which a large city can increase its chances of success in the context of new challenges related to the functioning of an innovative learning economy and in the face of turbulent political, economic and social transformations in the world. The purpose of the study is to project three possible scenarios of development of Wrocław based on the results of previously conducted research using, among others, SWOT and PEST analyzes as well as a synthetic prospective diagnosis of external factors affecting the city's development.

**Key words:** modern urbanism, Wrocław, urban policy, development scenarios of city.

### **1. INTRODUCTION**

The variety of problems and mechanisms of the Polish space development in the 21<sup>st</sup> century determines the necessity to overcome the old patterns of thinking and acting so that the Polish space of the 21<sup>st</sup> century is an integral element of the European space and not a heritage park of civilisational underdevelopment. Therefore, the overriding idea behind the long-term strategy integrating interdependent social, economic, political, technological and ecological processes taking place in a diversified geographical and geopolitical space of Poland, including Lower Silesia and its capital city, should be the principle of dynamic sustainable development. This provides a chance of a suspensory development process, which minimises numerous contradictions and conflicts in the great fight for sustainable development and steady civilisation progress, and ensures an effective improvement of the living quality of modern and future generations by way of the right balance between individual types of economic, human, social and natural capital.

The “third generation” regional policy, which is currently being implemented and which is based on territorialisation of development concepts, is mainly aimed

at an intangible environment, i.e. stimulating and promoting network relations between entities and regional institutions. Particularly important, however, are network relations between enterprises and research units, thanks to which, despite ever-changing external conditions and growing competition, these entities can maintain two major advantages, i.e. economies of scale and flexibility favouring their dynamism and innovativeness. Being conducive to the development of new knowledge, innovations and skills, horizontal relations are one of the basic determinants of competitiveness of regions and cities, and they support the development of the creative sector in these units.

The last decade has been marked by great development success of Polish metropolises. This was the result of the favourable economic development of Poland, which, together with Slovakia, recorded the highest growth rate of GDP in the European Union. In the medium term, this growth rate should continue to be stable, although a lot shall depend on the results of the referendum in Great Britain as regards leaving the European Union and the migration crisis in Europe. It is expected that positive trends shall continue for the economies of the main trading partners of Poland, the Polish financial market and for the economic situation assessment by potential investors.

Lower Silesia is going to develop even more rapidly. On the one hand, this is already and shall be still connected with the inflow of outside investments, i.e. direct foreign investments (a motorisation cluster is said to be formed by these entities in Lower Silesia). On the other hand, there should be an increase in the activity of regional business entities (thanks to, inter alia, such initiatives as the World Games 2017, the European Capital of Culture 2016, and Euro 2012), which operate in the conditions of reduced investment risk achieved thanks to the EU subsidies, market expansion and moderate stabilisation of economic development. Moreover, the above-mentioned initiatives strengthen creative capital [Florida 1995, Florida 2002, Florida 2005, Florida 2005a, Florida 2008, Florida 2009] (regarding, in particular, the second “T” in R. Florida’s theory, i.e. tolerance) of the city of Wrocław, constituting an invitation addressed to a number of groups from all over the world to visit the city, to get to know it and, often, to stay here.

Intensification of the business activity conducted in the city, which is understood, above all, as increasing the efficiency and innovativeness, should be favoured by further privileges and facilities as regards the commencement and continuation of business activity, creation of a new quality of customer service by public entities, promotion of the metropolis of Wrocław, and, as a consequence, of the whole region, development of the tourist and recreational, as well as cultural infrastructure, and, most importantly, following the principles of healthy competition and the “invisible hand” in economic processes. The said conditions are within the sphere of interest and power of the public sector entities.

Wrocław, together with its immediate and closely related in functional terms milieu, i.e. the Wrocław Metropolitan Area [<http://www.wbu.wroc.pl/skrot/skrot>

2.htm] (WMA), is distinguished by the highest competitiveness in the Lower Silesian Voivodeship, constituting thereby a buoyant “motor” for the region’s economic development. In the opinion of the representatives of the Lower Silesian local authorities and external experts, the most characteristic feature of the WMA is its high investment attractiveness, manifesting itself, *inter alia*, in the significant dynamics of innovative processes, and, what is more important, the spill-over phenomenon, i.e. spilling of innovations and their diffusion to surrounding areas. This process results in the high attractiveness of the whole region of Lower Silesia as well.

Over the last 10 years, Wrocław has been the most buoyant metropolis in Poland. The city’s very good image and attractive development capital, which has been invested in high-quality education, a valuable labour market, and an improving infrastructure and human capital, systematically improved as the strengths of Wrocław by way of an effective and offensive urban policy and an increase in effective use of emerging opportunities for development of Lower Silesia and its capital city should allow to mitigate the adverse external conditions (threats), which have already emerged or may emerge in the future. Moreover, the major problems identified in Wrocław, including improvement of public security, improvement of public transport and increasing the inhabitants’ social activity, should be solved. This study is aimed at providing a synthetic presentation of the findings of foresight studies devoted to the city of Wrocław, which were conducted by the author of this analysis, and suggesting recommendations regarding the city’s development policy in 2030 perspective.

## **2. RESEARCH MATERIAL AND METHODOLOGY**

In order to conduct the research and to compile and present findings of the research, the following has been done [Diagnoza Wrocławia i Strategia Wrocław 2020]:

- a synthetic prospective diagnosis of external factors influencing the development of Wrocław,
- SWOT and PEST analyses for the city of Wrocław,
- indicating strategic challenges and critical areas,
- developing alternative development scenarios for Wrocław.

All this constituted the grounds for comparing the phenomena taking place in the city with the trends observed in the city’s surroundings, and discovering the differences between the social assessment of the facts and their actual state, as well as problems faced most of all by the inhabitants and entrepreneurs. Thanks to the diagnostic work, which was deepened with workshop sessions with the participation of the representatives of the local community and authorities, it was possible to define the strengths and weaknesses, as well as the opportunities and threats to be faced by the city in the future. The main objective of the SWOT analysis of the city of Wrocław was to determine the trends, tendencies and factors

favouring the city's development or impeding its functioning not only currently, but, above all, in a long-term perspective. Next, based on the opportunities and threats to be faced by the city of Wrocław, which were identified as a result of the SWOT analysis, the environmental factors having an impact on the city's further development were selected. According to the PEST analysis methodology, these factors were assigned to the political (P), economic (E), social (S) and technological (T) spheres, and, then, using the Delphi method, they were ranked in terms of their impact on the city's development (e.g. positive, neutral, negative impact) [cf. *Diagnoza Wrocławia*, p. 114-115].

The information obtained at earlier stages of the work was used to build three scenarios for the formation of conditions influencing the development of the city of Wrocław with a division into exogenous and endogenous factors. This prospective analysis made it possible to show what Wrocław may look like if a number of interdependent or disjunctive factors arise.

Moreover, the information gathered allowed to define the position of Wrocław among selected Polish cities. The basic assumption of the work conducted was looking for all potential assets, even if not fully used at present, and itemising the weaknesses which may become material barriers to the city's development in the future. Searching for opportunities and threats, on the one hand, was focused on analysing the tendencies and phenomena occurring in the surroundings of Wrocław, which may have a positive influence on local development, and, on the other hand, on recognising threats emerging in the local, national and global surroundings of the city.

### **3. RESEARCH FINDINGS**

Taking advantage of external conditions related primarily to the processes of globalisation, or actually more often of glocalisation, internationalisation and European integration, and determined by a system of network nature, which is admittedly only developing in the WMA, but, most importantly, showing the features of exogeneity, is, undoubtedly, a great chance for decision makers and the inhabitants of this part of Poland [Miszczak 2004].

Wrocław is a growth pole, which impacts the surroundings at various levels. The strength of polarisation of a metropolitan centre is determined by the concentration level of demographic, service and production potential, and the surroundings' ability to expose to polarisation forces (absorption of polarisation impulses) is connected with the form of economic structure and the urbanisation level [Strahl, Obrębalski 2002]. Relations between an urban agglomeration and its surroundings, consisting in mutual adoption of characteristic structural features, should contribute to the establishment of a uniform network system.

The research conducted (regarding, *inter alia*, the economic base of individual local government units in Lower Silesia) and surveys concerning the

relations between Wrocław and the subregions of the Lower Silesian Voivodeship indicate a considerable diversity regarding the functional structure and urbanisation cross-section, a slightly lower diversity as regards unemployment cross-section, and high similarity only as regards the demographic structure. The trends prevailing on the Wrocław labour market are the same as in the surrounding poviats, i.e. there is a decrease in the share of industrial employees, and an increase in the share of employees in sales and the service sector, in particular, as regards real estate and corporate services. On the other hand, in the poviats situated at a greater distance from the capital city of Lower Silesia, the employees in the agricultural sector make up the dominant group. These changes prove that Wrocław and its surrounding territorial units form a specific spatial structure of an economic nature. The centre of the metropolitan area and its immediate surroundings have developed their social and economic profiles, and the distant peripheral areas still have this process ahead of them [Korenik 2011]. The occurrence of these relations proves the emergence of synergy between the centre and its surroundings.

The economic and social transformations that have been observed over the last decade both in the EU and in Poland have been accompanied by radical changes in the urban space of Wrocław as regards the quality of life, infrastructure, functioning of public institutions and activity of the city as the centre of cultural life. These transformations should receive positive assessment, taking account of the fact that the city's very good rating in the local cross-section (WMA) and regional cross-section (Lower Silesia) is also repeated at the national level, as Wrocław fares well in comparison with other Polish metropolises (all the twelve cities being the members of the Union of Polish Metropolises). In the analysed period, i.e. in 2005-2014, Wrocław was characterised by a real growth of GDP by 45% (the average growth for the twelve Polish metropolises was 34%), which was the second result in the analysed group, with Rzeszów coming first (58%), and with the real growth of Poland's GDP by 35% [Raport o polskich metropoliach 2015]. What distinguishes Wrocław from among other metropolises is its high quality of education, a valuable labour market and substantial recognisability of the city, which is attractive not only to tourists, but also to a growing number of entrepreneurs, which results in strengthening of the city's investment attractiveness. This favourable position among the analysed Polish cities allows Wrocław to get a wider perspective, i.e. the European perspective, and, on the condition of taking advantage of, inter alia, the chances of improving its transport infrastructure and intensifying its business, scientific and cultural networks, to move towards the nearest European capital cities, i.e. Berlin and Prague. As a consequence, Wrocław can establish new bipolar relationships with these metropolises and achieve measurable benefits from this cooperation. This challenge is also favoured by the positions of Wrocław in international rankings [Diagnoza Wrocławia, p. 113-114]:

- a) In the Global Cities of Future 2014/2015 ranking [Global Cities of Future 2015] (130 cities subject to assessment), Wrocław was ranked the high

- 6<sup>th</sup> place in the global classification of the cities of emerging markets and the 9<sup>th</sup> place in the classification of all the cities with the best investment attractiveness strategies. Moreover, the capital city of Lower Silesia came third among business-friendly cities. As regards this last category, Wrocław was even the leader, but in a global classification of emerging cities, and, furthermore, it was ranked 5<sup>th</sup> in terms of human capital and quality of life, and 10<sup>th</sup> as regards accessibility,
- b) the 100<sup>th</sup> position among 213 cities from all over the world recognised as the best to live in [Quality of Living 2015] (only two Polish cities were included in this ranking, with Warsaw coming 79<sup>th</sup>); Wrocław was also appreciated in the classification of cities aspiring to the title of business centres because of such assets as, for example, employees' education and infrastructure,
  - c) the 82<sup>nd</sup> place in the ranking of 135 smartest cities from 55 countries [Cities In Motion Index 2016] (only two Polish metropolises were included in the classification, with Warsaw coming 76<sup>th</sup>). The capital city of Lower Silesia received the highest scores for its urban planning, city management and human capital (in this criterion, Wrocław was ahead of Warsaw). Wrocław achieved the poorest results in the economy category. In this ranking, the highest scores were received by Tokyo, followed by London and New York,
  - d) on January 22<sup>nd</sup>, 2015, the "Financial Times" [www.ft.com], in its article "Poland draws big banks for nearsourcing", recognised Wrocław as one of the leading European outsourcing centres, emphasising, at the same time, a positive trend according to which the higher the demand for outsourcing services, the wider the office space offer.

Highlighting the competitive endogenous potential of the city, the above-mentioned assessments, at the same time, present the favourable external conditions in the form of potential networks of cooperation between Wrocław and other leaders of international rankings, and, consequently, the necessity to take these opportunities into consideration when planning strategic activities for the city.

Based on the city's environmental opportunities and threats identified in the SWOT analysis, which were evaluated in the PEST analysis [cf. *Diagnoza Wrocławia*], three development scenarios have been built for Wrocław in 2030 perspective. Moreover, the most desirable and feasible development scenario has been indicated, and this is the optimistic scenario, which, however, requires great determination and imagination on the part of the city's authorities in effective implementation of a courageous and offensive development strategy. In the event of a failure to eliminate the threats faced by Wrocław and to make optimal use of the emerging opportunities, scenario B is also likely to be implemented. Definitely, the most unfavourable option would be implementing scenario C.

**Table 1. Development Scenarios of Wrocław for 2030**

<b>SCENARIO A – OPTIMISTIC</b>	
Exogenous factors	<ul style="list-style-type: none"> <li>■ high dynamics of European integration and internationalisation processes and high-level funding for regional and metropolitan development in Poland</li> <li>■ accelerating the development of service export markets and revival of international cooperation</li> <li>■ the government's economic policy favouring the development of Lower Silesia and Wrocław, in particular, as regards public security and transport infrastructure</li> <li>■ increased inflow of outside investors, including foreign ones</li> <li>■ reversal or at least weakening of the current unfavourable demographic trends</li> <li>■ dynamics of growth and economic growth in Poland (GDP above 5%)</li> <li>■ common perception of Wrocław as a very dynamic and open city</li> <li>■ success of the Start In Poland programme, resulting in acceleration of the development of high-tech startups</li> </ul>
Endogenous factors	<ul style="list-style-type: none"> <li>■ a consistent strategy of good PR, both for the city and its authorities</li> <li>■ definite improvement of the level and sense of public security</li> <li>■ getting out of the average income trap by way of constraining the development of the business service outsourcing sector in favour of developing the city's innovativeness</li> <li>■ development of the creative class</li> <li>■ distinct advancement of the culture sector</li> <li>■ dynamisation of the local entrepreneurship and growth in social activity</li> <li>■ intensification of the network between science, business and local government</li> <li>■ development of the city's transport and accessibility</li> <li>■ expansion of the ICT sector within the economic base of Wrocław</li> <li>■ a high success factor in obtaining external funding (non-EU funds, e.g. from Asia)</li> <li>■ a very favourable investment and social climate</li> <li>■ Wrocław and the WMA as a coherent spatial whole, characterised by tourism movement growth</li> <li>■ essential progress in the Oder River development</li> </ul>
<b>SCENARIO B – NEUTRAL</b>	
Exogenous factors	<ul style="list-style-type: none"> <li>■ maintaining the pace of Poland's integration with the global economy and moderate reduction of funding for regional and metropolitan development in Poland</li> <li>■ steady and modest economic growth with short economic stagnation subperiods</li> <li>■ the government's economic policy being neutral to the development of Lower Silesia and Wrocław</li> <li>■ maintaining the current inflow of outside investors, including foreign ones</li> <li>■ maintaining the current unfavourable demographic trends</li> <li>■ dynamics of growth and economic growth in Poland (GDP between 3.5% and 4.5%)</li> <li>■ maintaining the current image of Wrocław</li> </ul>

cd. Table 1.

<b>SCENARIO B – NEUTRAL</b>	
Endogenous factors	<ul style="list-style-type: none"> <li>■ maintaining the quality and style of the local policy</li> <li>■ maintaining the current (although not highly assessed) level and sense of public security</li> <li>■ continued development of the business service outsourcing sector and, consequently, remaining in the average income trap</li> <li>■ the existing representatives of the creative class</li> <li>■ maintaining the current level of the culture sector development</li> <li>■ the city's transport and accessibility problems still not solved, but also not multiplied</li> <li>■ the constant level of local entrepreneurship and social activity</li> <li>■ maintaining the current level of cooperation between the city's universities, businesses and authorities</li> <li>■ the ICT sector in the economic base of Wrocław</li> <li>■ maintaining the current pace of EU funds absorption</li> <li>■ a favourable investment and social climate</li> <li>■ Wrocław and the WMA as a coherent spatial whole, characterised by moderate tourism movement</li> <li>■ maintaining the current level of the Oder River development</li> </ul>
<b>SCENARIO C – PESSIMISTIC</b>	
Exogenous factors	<ul style="list-style-type: none"> <li>■ slowdown of the dynamics of the global economy development</li> <li>■ substantial weakening and changing the nature of the European integration processes</li> <li>■ the position of international markets, which is unfavourable to Poland, and the lack of funds to support the local development are to result in increasing regional disparities</li> <li>■ the government's peripherising attitude to the development of Lower Silesia and Wrocław, the unfavourable policy of which is to result in an economic slowdown and a relative deterioration of the prospects for the city's and region's economy</li> <li>■ decreased pace of the inflow of outside investors, including foreign ones</li> <li>■ deepening of the current unfavourable demographic trends</li> <li>■ a decrease in the dynamics of growth and economic growth in Poland (GDP of around 2%)</li> <li>■ losing the current reputation of Wrocław</li> </ul>
Endogenous factors	<ul style="list-style-type: none"> <li>■ lack of an appropriate local development policy</li> <li>■ substantial decrease in the rate of use of EU aid funds with the simultaneous failure to obtain non-EU funds</li> <li>■ deepening of the average income trap by way of providing intensive support to the business service outsourcing sector at the expense of innovativeness of the Wrocław economy</li> <li>■ lower level and sense of public security</li> <li>■ stagnation in the culture sector</li> <li>■ weakening of the creative class</li> </ul>

cd. Table 1.

<b>SCENARIO C – PESSIMISTIC</b>	
Endogenous factors	<ul style="list-style-type: none"> <li>■ no actions to increase efficiency in the field of education and scientific research, which is to result in constraining the development of human capital and economic innovativeness</li> <li>■ decrease in the activity and entrepreneurship of the inhabitants of Wrocław</li> <li>■ growing transport and accessibility barriers</li> <li>■ deteriorating or giving up the creation of a cooperation network between science, business and local government</li> <li>■ information and communication technologies vanishing from the economic base of Wrocław</li> <li>■ an unfavourable investment and social climate</li> <li>■ no development of the Oder River</li> </ul>

Source: own work.

## **4. SUMMARY AND CONCLUSIONS**

Wrocław, as a city of high recognisability, high attractiveness and good reputation, and, simultaneously, most often (next to Warsaw and Kraków) included in international rankings and various comparative analyses, will have to meet a number of development challenges, which may emerge not only in its immediate surroundings, but also in a more distant environment, which has a noticeable impact on the city functioning even today. The major strategic challenges in the development of Wrocław include:

- the extending process of emigration and problems related to incorporating it into the local community's life;
- ageing of the Polish society, and, hence, also of the inhabitants of Wrocław, and, at the same time, looking for friendly solutions as regards establishing living space for young people;
- restrictive norms related to environmental protection and waste management;
- the necessity to repair and extend the network of main roads, to rebuild railway routes and to extend the route network of the Wrocław airport for the purpose of effective development of the transport infrastructure between Wrocław and the major centres of economic life in Europe;
- optimisation of the number of head offices of international financial institutions;
- low evaluation of the level of public security in Wrocław and unfavourable statistics in this regard;
- probably a growing development distance between Wrocław (or more broadly, the WMA) and the remaining part of the Lower Silesian Voivodeship, resulting in [Foresight regionalny dla Dolnego Śląska 2007]: social

and economic desertification outside the WMA (dominance of foreign investments within the WMA), growing relations between the WMA and abroad at the cost of the peripheral areas, the lack of competitive academic centres outside Wrocław, and concentration of funds in Wrocław;

- the city heading for a service, educational and production profile, and the lack of a specific profile developed by some of the peripheral areas, a group of which still represent obsolete structures dominated by agricultural activity, worsening the competitive position of the WMA;
- dynamic development of network relations within the entire metropolitan area, which is going to impact distant peripheral areas, contributing to the development and modernisation of the exogenous sector of individual territorial units of Lower Silesia;
- the increasing number of factors influencing the city's development combined with limited opportunities of the public authorities to act. This problem could be solved by way of co-management and participation in horizontal coordination networks [Hausner, Zawicki, Mazur, Kopyciński 2008]. Here, success depends on the formation of an institutional interface between public authorities, enterprises, universities and research and development centres, which should be aimed at initiating new ways of communication, cooperation and funding for common projects. This shall contribute to the intensification of generating and attracting innovative human capital to the WMA, and, consequently, it shall facilitate the fulfillment of the decision-makers' and the inhabitants' aspirations to the title of a knowledge-based metropolitan settlement system and strengthen its position internationally;
- establishment of the Lower Silesian e-region [Miszczak 2012] with a resilient and smart capital city (i.e. implementing the urban resilience and smart city concepts), which would be ready for the future, i.e. having the will, ideas and resources enabling it to satisfy the requirements of the future, the course and conditions of which may be much more turbulent than those suggested by simple extrapolations of the currently dominant trends. Each essential change shall entail far-reaching results which are difficult to predict, and, definitely, it is not possible to predict the consequences of the interference of several such changes. This can only be solved by way of an attempt at making Wrocław be able to reasonably respond to such fundamental challenges. Definitely, this is to be favoured by the city's attractive endogenous and exogenous potential, as well as effective strategic management on the local level;
- the role of public transport, which shall increase along with the size of Wrocław and the proximity of its central districts, and which shall be simultaneously supported through: the functional and fare integration of railway and bus transport, the existence of complete bypass roads which guarantee that transit traffic and traffic among suburban residence areas

are eliminated from the central zones, a well-developed system of Park & Ride car parks located at the intersections of bypass roads and railway routes, and launching smart traffic control systems (with preferential treatment of public transport in the central zones);

- the forecasted trends in the Wrocław industrial sector characterised by: a lower level of environmental nuisance from industry, growth in the application of high-tech, the development of the local technology transfer to be influenced by the local research staff, and the continuously high share of industry in the city's economic base despite the increasing role of services and the increasing involvement of the private sector (e.g. thanks to spreading the idea of public-private partnership);
- maintaining the current level of interest in the city in terms of tourism movement, as well as investments implemented in the city, e.g. as a result of the events related to the European Capital of Culture 2016 title and the World Games 2017 [[http://www.brief.pl/artykul,3796,wroclaw\\_cieszy\\_sie\\_najlepsza\\_reputacja\\_a\\_kielce\\_najgorsza.html](http://www.brief.pl/artykul,3796,wroclaw_cieszy_sie_najlepsza_reputacja_a_kielce_najgorsza.html)]<sup>1</sup>;
- effective and maximum use of the Oder River water route and the area on the Oder River in transport, tourist and recreational, economic, integration and environmental terms;
- the effects of the contact of Polish, Czech and German border areas, and of the vicinity of regions with a lower level of development, as well as the ability of the Wrocław stakeholders to take advantage of them;
- dynamic transformations taking place in the spatial structure of Wrocław, which are visible in different forms of urban investments: residential development, services, industrial areas and urban greenery, the by-product of which is, unfortunately, increasing social stratification and functional stratification of public space;
- effective implementation of revitalisation projects allowing for more intense development of the metropolitan functions of Wrocław.

To sum up, it is worth emphasising that the following cities shall have greater chances of enduring the potential upcoming recession:

- learning cities, which shall focus on knowledge and development of people (human capital),
- cities which associate the strategy for numerous areas of management with the city's main strategy (intellectual capital),
- cities which care about trust (trust capital) and communication (relation capital) among all the users of public space,

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<sup>1</sup> In the brand reputation ranking Premium Brand, which covered the voivodeship capital cities, Wrocław was the winner with a score of as many as 75 points out of a total possible of 100. The city's inhabitants and visitors evaluated Wrocław according to a set of five criteria: trust in the city, reference given by people who have visited the city over the last twelve months, the media atmosphere, social involvement, i.e. actions aimed at improving the quality of the inhabitants' life, and the perception of the city a workplace.

- innovative cities which change their functional profiles to improve the quality of life and, at the same time, reduce their costs and find new opportunities for profits.

Wrocław should do its best to fulfill, to an optimal extent, its role of a junction point in international networks and to be characterised by the following features [Jałowicki 2002]:

- directorial nature, which means the gathering of abilities and potential regarding the development of top level strategic and decision making functions, both in the case of enterprises and other institutions;
- globality, which means the achievement of a certain critical mass as regards the competencies and services allowing for relative self-sufficiency, i.e. no need to take advantage of the help of better equipped centres;
- resilience (resistance, elasticity) understood as the ability to maintain the level of development from before a disturbance (shock), quickly return to the level of development from before a disturbance, change the city structures and to achieve the previous (i.e. from before a disturbance) or higher level of development.

Thanks to these directions of changes, Wrocław can increase its chances of success in the context of new challenges related to the building of an innovative learning economy and in the face of turbulent political, economic and social transformations taking place all over the world, and, in particular, in Europe.

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## SCENARIUSZE ROZWOJU WROCŁAWIA W PERSPEKTYWIE 2030

**Streszczenie:** W artykule podjęto próbę charakterystyki cech współczesnej przestrzeni miejskiej oraz kierunków zmian, dzięki którym duże miasto może zwiększyć swoje szanse na sukces w kontekście nowych wyzwań, związanych z budową innowacyjnej gospodarki uczącej się oraz w obliczu turbulentnych przemian politycznych, gospodarczych i społecznych na świecie. Celem pracy jest projekcja trzech możliwych scenariuszy rozwoju Wrocławia zbudowanych

w oparciu o wyniki wcześniej przeprowadzonych badań z wykorzystaniem m.in. analiz SWOT i PEST oraz syntetycznej diagnozy prospektywnej czynników zewnętrznych wpływających na rozwój miasta.

**Słowa kluczowe:** współczesny urbanizm, Wrocław, polityka miejska, scenariusze rozwoju miasta.

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