

**Development of the retail trade concept for small trade**



**AlpCity Partner  
WorK Package  
WP Coordinator  
Subjects involved  
and their role**

Municipality of Grainau (Germany)  
Economic development (WP5)  
Lombardy Region (Italy)  
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Many other people have been involved in the discussions and decisions during the implementation of the study on trade and economy.  
Local Councils of Grainau.  
Inhabitants of Grainau (mostly belonging to the retail and handcraft sectors).

**Spatial area  
involved  
Project budget  
Project purpose**

Municipality of Grainau (3.704 inhabitants)

€ 42.000,00

The project aimed at strengthen the trade industry through a set of tools, which have the scope to support local authorities in developing innovative strategies improving the mentioned sector. A particular effort was carried out in creating new job opportunities especially for young people. The case study implied the finalization of a comprehensive sustainable development concept for trade and economy in the



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| <b>Project methodology</b> | <p>municipality of Grainau, in order to ensure a long-term sustainable development of the village as an attractive trade and business location (developing suitable measures for an increase of attractiveness in the economic location and the inner city).</p> <p>Analysis of existing trade and industry firms.<br/>Analysis of existing problems.<br/>Identification of basic solutions.<br/>Proposals of scenarios to local authorities.<br/>Workshops involving the stakeholders.</p>   |
| <b>Project activities</b>  | <p>Elaboration of an analysis of the present situation: the existing structures, development tendencies and potentials of the economic location Grainau have been analysed and determined together with the challenges to be faced (current trends such as decentralization/centralization).</p> <p>Identifying the development perspectives and sustainable solutions: the present changes in the external framework have been surveyed and suitable development objectives, opportunities and fields of action have been identified in order to develop feasible adaptation strategies.</p> <p>Improving site-related location factors for retail trade.<br/>Raising attractiveness of the inner city through an integrated approach.<br/>Ensuring supply to the local population.<br/>Creation of favourable conditions for job development in the business sector.<br/>Consideration of sustainable spatial planning in respect of the needs of the local population and the tourists: one of the crucial points was to raise the awareness of the inhabitants in terms of promotion for self-initiatives and responsibility for their municipality (through the promotion of the endogenous potential).<br/>Development of a comparative analysis of the Bavarian municipalities for the identification of best practises related to the stabilisation of the inner city.</p>  |
| <b>Achieved results</b>    | <p>Establishment of a project group (formed by a project manager expert on location marketing/economic development, some town planners, the mayor, businesspeople, the local council and some key persons involved in local trade) in order to identify priorities through:</p> <ul style="list-style-type: none"><li>- a strength/weakness analysis,</li><li>- an opportunities / threats analysis,</li><li>- the determination of risks and potentials,</li><li>- the investigation of the fields of action, priorities and adaptation and development strategies,</li><li>- a concept of integrated action for the local economy with linkages to the other case studies and actions implemented in Grainau within AlpCity.</li></ul> <p>Draft of a detailed list of the weak aspects and problems of the local economic development in Grainau.<br/>Provision of an handbook for private stakeholders and the municipality on the way to face problems and challenges.<br/>Development of an overall strategy concerning economic aspects in coherence to local spatial development and urban land use planning ('Bauleitplanung').<br/>Development of a clear strategy for economic stabilisation of the inner city and for ensuring the long-term supply to the population.<br/>Set up of priorities for projects concerning town construction in the inner city by putting emphasis on a concentrated allocation of the local financial resources available.<br/>Development of action guidelines for the municipality concerning optimisation and maximisation of the public buildings use for various events and activities.<br/>Improved information, raised awareness of general public and higher degree of involvement concerning the local decision-making process.</p> |



**Discrepancies  
between planned  
results and results  
achieved**

No evident discrepancies have been detected from the planned activities.

**Instruments  
proposed, revised  
and finalised**

Finalisation of an industry/business/ trade site appraisal.

Start of the follow-up project – a concept for small trade – to settle and get improvements by arts and crafts enterprises in Grainau. The goals of the further investigation should be: the stabilization of the resources in the village centres, the development and improvement of the location village centre, the improvement of the positioning regarding the tourist industry. Moreover the following substantial investigation should be developed: some location recommendations, a strategic proceeding, the project implementation within the municipal development (through an integrated action plan) and some recommendations regarding the own marketing strategy (e.g. flyers, over-local application, etc.).

**Impact on the  
local environment,  
actors and  
stakeholders**

The local stakeholders realized that for the long-term management of the economic location Grainau an intensified engagement and initiative of local stakeholders is necessary. The municipality took its role as initiator, moderator and promoter of ideas and initiatives to mobilise the local stakeholders. There is a diffuse awareness that a strong integration and involvement of the local businesspeople and real estate owners is indispensable. The establishment of an action basis for the long-term management of the local supply revealed to be useful: how to shelter supply and living quality locally, and also how to secure residence near supply especially important for aged inhabitants. The improvement and adjustment of the spatial development plans on the existing internal-local spatial potentials contributed on the reduction of land consumption.

Taking care of tasks by local town council members implied additional voluntary work. Businesspeople and real estate owners were confronted with lack of quality and consequently stimulated for a quality improvement.

**Critical aspects**

Problems emerged during the realisation:

- Key measures concern public (public areas) and private interests (retail trade, catering trade, services, handicraft, other trade): a deep adjusting and coordination with municipality planning has been necessary
- Trade associations and agencies on local level are not organized and should be integrated
- Difficulty in getting support from the outside – motivation and participation of local participants has been absolutely crucial
- Activation of the local businesspeople and real estate owners required high expenditure (time and personnel), which exceeded the possibilities of the local authorities and of honorary engaged citizens
- Limited financial resources (public and private)
- Beyond this a personnel capacity problem exists for the conversion of individual measures (activation of the real estate owners).

**Lessons learned**

The composition of the project group with 10-12 participants works very well: key persons (e.g. opinion leaders) beside the municipal authorities are local businesspeople with good site knowledge and reputation; supra-regional economic representatives seem not to be very interested since they pursue their own interests.

Self-image, self-confidence and local communication must be improved, in order to be able to exploit the existing potentials.

Guidance by the municipality to establish favourable framework-conditions has to be adjusted to the particular interests of the local stakeholders by a clear and open dialog and discussions between the municipality and the stakeholders.

The transfer steps strongly dependent on personnel capacities belonging to the



municipality, can be only partly carried out with honorary activity: a specialized expert analysis and expert knowledge accompanying the process is required.

The integration of different public institutions engaged in local development and planning (for Grainau the authority of Upper Bavaria concerning town construction) is recommended.

After completion of the concept finding work a fast authorisation of the measures and activities concerning the public/private projects is necessary to ensure continuity and the achievement/implementation of goals and measures.

Early clarifying of the decision-making procedure concerning the setting of priorities, the measures to be pursued and the financial and personnel organisation should be outlined in order to ensure a fast and target-oriented implementation.

Effective communication in the village as well as the improvement of quality and attractiveness of the inner city have to be considered as valuable development chances and crucial location factors in many other municipalities.

### **Transferability**

The following elements are considered usefully repeatable in other contexts:

- a combination of the bottom-up and top-down method
- the overall guidance and co-ordination by the municipality
- utilization and combination of external expertise with the know-how of local stakeholders
- inter-sectoral adjustment, integration and combination of results for the development of suitable common strategies and particular strategies for each sector
- motivation, integration and involvement of the local population (this is possible foremost in small alpine towns)

### **Case study Follow-up**

A further project, which directly ties up to the activities implemented within the AlpCity Project, has already been assigned. The involved external expert Mr. Heider will be engaged again to push on with the improvement process. The Municipality of Grainau intends to proceed with the improvement and the new settlement of additional/new retail trade and handcraft enterprises also after the end of the AlpCity Project and it will use this studies (the location appraisal) as a basis for the further procedure.

### **Common issues with other projects**

In Grainau the maintenance and the successful further development of the economic situation stands in the foreground. The Municipality pursued an integrated approach to raise its attractiveness. Therefore this case study stands in a close context with the activities implemented in the other case studies of AlpCity. Regular co-ordination meetings with all other involved internal and external partners were held in order to exchange information and thus enhance the overall added value initiated through AlpCity.

### **SSC Experts' recommandations**

Grainau adopted a public-partnership approach with the involvement of some external experts and moderators, which represents a sort of participation process. This combination of internal and external know-how has produced acceptance of decisions and a real participation of the stakeholders. Furthermore the integration of several sectors in "one overall concept" has produced remarkable results in the implementation of the case study and such successful strategy can surely be exported. However, at present the different structural conditions and the given standards in the alpine countries require a very specific adaptation of the chosen strategy.