GEN-Y CITY

Developing, attracting & retaining Gen-Y 'creative-tech' talent in European cities

Baseline Study

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1.0 BACKGROUND

1.1 Purpose of the Baseline Study

1.1.1 All URBACT action-planning networks are required to produce a baseline study during the development phase of their network. It is a capitalisation exercise, providing partners with an opportunity to start their work with a sound underpinning of knowledge combined with an awareness of the state of play in other European cities, including each of the partner cities. It involves the Lead Expert working closely with the Lead and Project Partners in a process that strengthens understanding amongst the key actors and provides the foundations for the network.

1.1.2 Baseline studies allow the partners to:

- Deepen and share understanding of the way that related policy has developed elsewhere in Europe and at EU level (referred to as the 'state of the art' elsewhere in this document). The study should also be an opportunity for cities to explore with their expert the current state of the art in the discipline. This will ensure that the topic is defined in the most relevant way by taking account of existing work in that field. It will also help to identify what the project's added value could be, as well as underlining potential links to other ongoing projects, programmes and platforms working on similar issues.
- Build knowledge of the issues in each city and deepen the understanding that each partner has of the situation in the other partner cities. This will clarify the policy conditions under which each city operates, facilitate exploration of the specific needs and experience in each city, and thereby verify the relevance of the project.
- Establish baseline indicators relating to the URBACT III Programme level results for each city, in order to assess progress over the course of the project
- Develop a shared understanding of the issues, needs and research agenda for the implementation phase of the project on which partner activities can be planned in detail.

1.1.3 The concept of a baseline is familiar in evaluation as a way of establishing the starting position, before activities commence. This provides a yardstick against which progress can be measured. It is to be envisaged that the baseline document will be finished before the final (real or virtual) meeting of the partnership during the development phase in order to inform the final work programme and application form for phase 2.

1.2 The Main Components of the URBACT III Baseline Study

1.2.1 The URBACT baseline study comprises 3 separate but related components as follows:

1. A **'State of the Art'** providing a European level overview of the topic being addressed by the project and existing knowledge/ projects/ programmes/ good practices, etc. related to the policy challenge to be addressed.
2. **Partner Profiles** providing an analysis of the state of play in all cities/ partners to be involved in the phase 2 application, regarding the local policy challenge to be addressed, existing policies/ action plans, possible focus of the action plan to be developed, etc. This will include a baseline of learning needs and possible contributions of each partner in terms of exchange and learning activities.
3. A **Synthesis** paper bringing together the issues arising from the cross-cutting analysis of the situation in the partner cities, the "state of the art", synthesis of learning needs and potential contributions as well as the baseline for the result indicators. This section will draw out and outline the issues or sub-themes that the project will address.

2.0 INTRODUCTION

2.1 Definition of the main policy challenge to be addressed

The main objective of the GEN-Y CITY Network is to achieve smart, sustainable and inclusive growth, by establishing stronger forms of co-operation between science, local government, businesses and residents to improve the development, attraction and retention of Gen-Y 'Creative-Tech' talent (particularly Creative-Tech entrepreneurs) in European cities.

2.1.1   One of the major challenges currently facing many high technology firms is how best to win 'the war on tech-talent'. According to Business Europe "the lack of STEM-skilled labour will be one of the main obstacles to economic growth in the coming years[1].

2.1.2   In spite of crisis, demand for people with Science, Technology, Engineering and Mathematics (STEM) skills is increasing across the Globe. Many STEM workers are approaching retirement age. Some forecasts suggest around 7m job openings will emerge in the period between 2016 and 2025[2].

2.1.3   Whilst demand for tech professionals continues to increase exponentially, the number of people choosing to pursue tech careers continues to diminish. Whilst the share of STEM University graduates has increased in 15 Member States and at European level since the mid-2000s, the number of STEM Technicians (VET graduates) has decreased over the same period. Skills shortages are particularly acute in technological occupations (Engineering and ITC) and for professionals.

2.1.4   Because of these issues, the unemployment rate for STEM skilled labour across Europe has been very low and well below the total unemployment rate since the beginning of the 2000s, even in countries hit particularly badly by the crisis (such as Greece, Portugal and Spain).

2.1.5   The main reasons why young people consider STEM/tech careers as unattractive are largely because they perceive that jobs that require these skills are too regimented and structured to deliver unto them the level of creativity, flexibility and entrepreneurship they aspire to.

2.1.6   In addition, because social media has given young people a global perspective on life - and because many of them aspire for immediate and intense experiences - they think nothing of jumping on a plane to pursue a particular career or work opportunity. That said, short-term contracts, changing working conditions, uncertainty and low pay are combining to dampen young people's pathway into adulthood[3].

2.1.7   These issues, combined with the current economic crisis, has increased intra-country and intra-European talent mobility, with Europe's population generally migrating from smaller to larger cities and from Southern & Eastern Europe to North West Europe.

2.1.8   All cities across the globe are also under pressure from global talent flows and the 'pull' of more glamorous cities. Whilst authors like Michael Porter[4] have long argued that the combination of few key factors of place (like the availability of labour, the knowledge base, land availability, raw materials, size of the population, local culture etc.) can provide locations with a source of competitive advantage, recent developments have made the whole process of attracting global investment even more challenging.

2.1.9   In addition, the trend towards lifestyle migration (where more and more people are making location decisions based on lifestyle preferences and flexible working arrangements) is also driving the attractiveness of different cities amongst Europe's 'Creative Class'.

2.1.10   Those cities that are successful at developing, attracting and retaining the best 'creative-tech talent' will be more successful in developing, stimulating and attracting high-value firms than those that don't. If cities genuinely aspire to attract high value tech businesses of the future, they need to think very carefully about what kind of places these young creative-tech people want to live in and make sure their cities develop accordingly.

2.1.11   Going forward, it will no longer be sufficient for civic leaders to just assume that their local skills system will deliver enough people with the right skills to sustain the prosperity of their cities. Instead cities will need to focus on developing 'talent ecosystems' which are capable of developing, retaining and attracting the creative and technical specialists that businesses need to maintain their competitive advantage; that can stimulate new high growth business start-ups that are capable of sustaining the prosperity of the city; and that can provide the exciting experiences many young people crave.

2.1.12   In response to these issues, many municipalities need to find new ways of working with these new, so called, 'micro multi-nationals' and 'digital nomads'.

[1] Business Europe (2011): Plugging the Skills Gap – The clock is ticking (science, technology and maths). Business Europe, Brussels.
[2] Encouraging STEM: Comparison of Practices Targeted at Young People in Different Member States, DG for Internal Policies, March 2015
[3] See references to 'The Precariat' in the URBACT 'More Jobs' reports http://urbact.eu/sites/default/files/state_of_the_art_job_generation.pdf
[4] Competitive Advantage of Nations, June 1998, Michael E. Porter

2.1.13   Cities need to promote flexible working arrangements, and find ways to work with these young talents in such a way which allows them to build their careers 'horizontally', whilst working as freelancers or for several employers at the time or employed on temporary contracts.

2.1.14   Collectively, these changes could have profound effects not only on the world of business, but could also further impact on migration patterns across Europe and affect the vibrancy of inner cities. Cities that want to attract creative-tech talent, micro-multi-national and digital nomads will need to be globally connected, both through physical and virtual infrastructure but also in their mind-set.

2.1.15   In response to these issues, the disciplines of skills development, urban growth, talent retention and foreign direct investment are likely to converge, so that recruiting a new employee becomes more like attracting an individual with entrepreneurial drive or attracting an investor. The locations that manage to do this will get a head start in the global game of attracting and retaining talent.

2.1.16   In light of these issues, ALL the cities of Europe need to develop new and adapted policies, approaches and solutions to develop, retain and attract young creative-tech talent (particularly young 'creative-tech' entrepreneurs) if they are to remain prosperous and vibrant cities. The situation is particularly acute in many of the smaller, less well developed, transition and peripheral cities of Europe.

2.1.17   In addition, many of the cities with weaker 'capacities' will need to improve the integration of different urban policies, and develop new, shared governance models to address particular challenges if the solutions they come up with are going to be viable and/or affect the scale of change needed to establish a business environment/quality of life that appeals to young people.

2.1.18   Recognising the problems cited above, the Gen-Y CITY Network is focussed on developing new and adapted urban policies, governance models and integrated action plans that improve European cities ability to develop, attract and retain young 'creative-tech' talents (particularly entrepreneurs).

2.1.19   Because there is clearly a mutual inter relationship between the development, attraction and retention of young people; the attraction and retention of young 'creative-tech' talent; AND the stimulation of new and existing 'creative-tech' firms, the Gen-Y CITY Network will be focussing on all three of these domains. In light of this issue, new urban policies are needed that will better address the Generation-Y labour market and offer integrated solutions which are capable of responding to current challenges such as the need to:

- Generate more young 'creative-tech' talent;
- Address the high unemployment rates amongst Generation Y;
- Enhance entrepreneurship skills amongst Generation Y;
- Improve the match between the skills needs of employers and Generation Y;
- Revitalise city centres to enhance their vibrancy/competitiveness, to appeal to Generation Y;
- Strengthen the creative and cultural industries, tourism and leisure sectors to make cities more sticky to Generation Y;
- Create conditions which are conducive to supporting and developing 'new-economy' companies with innovative business models which provide a source of employment for Generation-Y;
- The need to develop support services and models which better respond to the needs of Generation Y enterprises.

2.2   Contribution to the EU 2020 strategy and 2014/2020 Cohesion Policy

2.2.1   The scope of activities in the GEN-Y CITY Network supports two major Europe 2020 priorities:

- Achieving SMART GROWTH by developing an economy based on knowledge and innovation; and
- Achieving INCLUSIVE GROWTH by fostering a high-employment economy and delivering social and territorial cohesion.

2.2.2   Developing new and adapted urban policies, governance models and integrated action plans for developing, attracting & retaining Gen-Y 'Creative-Tech' talent (particularly entrepreneurs) in European Cities has the potential to improve the EU's performance in;

- Education - by encouraging more young people to learn, study and update their skills; raising Europe's employment rate (thereby creating more and better jobs, especially for women, young people and older workers); helping people of all ages anticipate and manage change through investment in skills & training; and modernising labour markets and welfare systems;

- Research/innovation - by creating new products/services that generate growth and jobs and help address social challenges; and
- Digital society - by improving the use of information and communication technologies.

2.2.3   In addition, exchanging knowledge and learning between some of Europe's more developed, transition and less well developed cities on this issue will also potentially help ensure the benefits of growth reach all parts of the EU. Improving the development, retention and attraction of young people and aspiring young entrepreneurs in some of the more peripheral and smaller European cities is an important step in addressing poverty and social exclusion, thereby helping territorial cohesion through the encouragement of more vibrant social and economic activity.

2.2.4   The project fits also into the Employment objective of Europe 2020 strategy, which states that 75% of the 20-64 year-olds should be employed by 2020. In 2014, according to Eurostat, it was 69.2% for the whole EU, and for partner countries in this project it was respectively: 66.5% for Poland, 70.7% for Latvia, 59.9% for Italy and Spain, 71.8% for Lithuania and 76.2% in the UK. Most of the partnership has a big area of development to contribute to achieving this goal for EU as a whole. Youth unemployment rate in 2013 was 23.4% for the whole EU, and for partner countries in this project it was respectively: 27.3% for Poland, 23.2% for Latvia, 40% for Italy, 55.5% for Spain, 21.9% for Lithuania and 20.5 in the UK. This data shows directly that new support models and policies are needed to bring Generation Y to the labour market and help them find and create new workplaces, offering not only day-to-day survival, but also fulfilling and satisfying jobs.

2.2.5   As far links to Thematic Objectives of EU Cohesion Policy 2014/20 are concerned, the Gen-Y City Network is within the scope of Thematic Objective 3 – Enhancing the competitiveness of SMEs – although it also has links to other Thematic Objectives, as set out below.

2.2.6   TO3 concentrates on promoting entrepreneurship and the creation of new companies, especially based on new ideas. Another area of activity is the development of new business models for SMEs, especially for their internationalisation. In the scope of TO3 it is also possible to support advanced capabilities concerning the development of products and services and SMEs capabilities for growth on different markets and to get involved in innovation processes. The Gen-Y City project fits very well into these assumptions, by:

- Promoting entrepreneurship in a well-defined target group – young people belonging to Generation Y by responding to their specific needs and by offering them conditions to develop innovative and creative business ideas. Those specific needs include using new technologies and ICT, networking, providing elastic support schemes and involving potential and present young entrepreneurs into creating inspiring and attractive locations for their businesses in the city centres.
- Promoting the creation and development of new business ideas, especially in the scope of knowledge-based economy. These ideas will need new business models suitable to changing market conditions and new sectors and technologies they derive from.
- Creating local and international networks of young businesses thus providing opportunities to get to know different markets and find business partners. The networks should provide possibility of experiencing valid and intense collaborations (like during international ICT tournaments), possibility for virtual communication and projects and opportunity to present and develop new business ideas in an international environment.
- The young businesses influenced by the project will be helped to develop an innovation culture in their companies which will help them to grow capabilities to produce innovative products and services in a permanent way.

2.2.7   Connections to other Thematic Objectives include:

- Thematic Objective 10 – Investing in education, training and vocational training for skills and lifelong learning. Improving the take up of STEM skills across the EU will not only improve the competitiveness of SMEs and the EU economy as a whole, but it will also improve the effective functioning of labour markets. Current forecasts for the potential skills shortages in STEM related subjects are so acute that there is a desperate need to improve the alignment of the skills system to address these issues;

- Thematic Objective 9 - Promoting social inclusion, combating poverty and any discrimination. By supporting some of the less developed regions of Europe that are suffering from population decline, the potential exists to combat poverty and promote social inclusion;
- Thematic Objective 1 – Strengthening research, technological development and innovation – all the partners involved in the network will look to their respective specific smart specialization strategies as a starting point to better understand the creative-technical strengths/assets of their region and how their talent pipeline can be better orientated towards stimulating higher levels of RDTI. As a result, each partner should identify their unique mix of most promising sectors, where the support for new business ideas and business models can bring the highest value added;
- Thematic Objective 2 – Enhancing access to, and use and quality of information and communication technologies – in the line of promoting the development of products and services based on ICT, e-commerce and enhancing the demand for ICT. As ICT is a cross cutting technology which has the potential to bring significant value added to other sectors, and is important for Generation Y who were brought up in digital world, ICT will be one of the areas where new business ideas and models will be looked for in partner cities;
- Thematic Objective 8 – Promoting a sustainable and quality employment, self employment and supporting labour mobility – the policies developed in the scope of the project possess the potential to improve the effective functioning of labour markets and help young people to develop innovative and creative ideas which will give them quality employment opportunities which, in turn, can help address the youth unemployment issues that Europe is currently facing;
- Thematic Objective 11 – improving the efficiency of public administration, by inducing the adaptation of urban authorities to the new demands and challenges arising from the necessity to provide effective policy instruments to answer the specific needs of Generation Y companies.

2.2.8   In addition to the above, the GEN-Y CITY Network also supports a number of other important EU policies and programmes, including Erasmus+; Youth on the Move; EURES; Creative Europe etc.

2.3   Building on the URBACT Knowledge

2.3.1   The GEN-Y CITY Network possess significant added value over previous and current URBACT Networks because it focuses on an issue which has not been dealt with before by previous Networks, namely the development, retention and attraction of GEN-Y Creative-Tech Talent in European Cities.

2.3.2   What makes the GEN-Y CITY Network different from past work exploring the economic participation and skills of young people in cities, is that;

- The GEN-Y CITY Network focuses exclusively on enhancing the role and contribution of Millenials to urban development, a cohort of the population that are generally more venturesome, more entrepreneurial and more mobile than past generations (and advances that cities need to develop bespoke policies to retain and attract these people in their cities if they are to maintain/grow their overall prosperity); and
- The GEN-Y CITY Network seeks to recognise that the emerging challenge for every city across Europe is the shortage of tech-talent (and advances that cities that can develop bespoke policies to develop retain and attract Millenials with these skills to their cities will be the real winners in the next economic cycle)

2.3.3   Whilst some networks in the past have dealt with youth issues; skills, branding, creative and cultural industries; and digital technology as subject matter, the GEN-Y CITY network touches on all of these issues, but from the unique perspective of how the participating cities can develop policies which help them develop, retain and acquire the GEN-Y creative-technical talent they need to sustain and grow the prosperity of their cities.

2.3.4   Given the above, there is much that GEN-Y CITY can learn from a number of past and current URBACT networks, particularly;

- **OP-ACT:** Whilst this network did look at the strategic positioning of small and medium sized cities, demographic change, advanced de-industrialization and the linked danger of job losses, it did not necessarily consider how the unique characteristic of the Y-Generation can pose significant threats for these kind f cities (and/or how cities should address these issues);

- **CITYLOGO:** Whilst this network looked at branding and positioning of cities, it did not focus specifically on how cities can create strong 'creative-tech' brands which appeal to young people;
- **CREATIVE CLUSTERS:** This network is important for the GEN-Y CITY Network as it focussed on the creation of creative cities in low density urban areas, something some of the cities involved in the GEN-Y CITY Network need to address if they are to develop as attractive cities for young people;
- **ESIMEC:** This network is important to GEN-Y CITY as it focussed on how medium sized cities can generate new employment opportunities, prepare workers for jobs and address mismatches between the supply/demand for workers, although its focus was more rather more generic than the GEN-Y CITY Network which is focussing specifically on creative-tech skills, young people and their higher propensity to travel to secure suitable employment opportunities;
- **JOBTOWN:** This network focussed on the advancement of Youth Employment and Opportunity across Europe, although it tended to focus more on those that were not in employment, education and training, rather than higher level skills;
- **MY GENERATION AT WORK:** This network promoted employability of young people in a changing labour market, with special focus on enterprising skills and attitudes. In some cities in the GEN-Y CITY network, this issue is important as the encouragement of youth entrepreneurship is seen as an important element of creating suitably attractive employment opportunities in the city;
- **OPENCITIES:** This network looked at how cities can attract and retain migrant populations and what initiatives cities can employ to make themselves a popular choice with international workers. This is an important element of the GEN-Y City Network;
- **TUTUR:** The TUTUR project looked at introducing the method of temporary use in urban regeneration to cities, thereby providing opportunities for enterprise and social innovation. This could be an important element of the GEN-Y CITY Network, as could the REFILL Project, in which the city of Poznan is also a partner;
- **CAPITALISATION REPORTS ON JOBS:** Within the framework of its 2014-2015 capitalisation activities, URBACT set up four working groups to give answers on what can cities do about specific urban challenges. The Job Generation workstream is particularly relevant to the GEN-Y City Project.

2.3.5 As far as URBACT III Networks are concerned, particular networks the GEN-Y CITY Network will develop a closer working relationship with through the implementation of our activities in phase2 will be INTERACTIVE CITIES; RETAIL LINK; TECH-TOWN; and VITAL CITIES. These networks possess some of the specialist knowledge and expertise that GEN-Y CITY could benefit from as the network develops.

3.0 THE GEN-Y CITY 'STATE OF THE ART'

3.1 Setting the scene: Understanding the Context

3.1.1 This section of the study attempts to understand more about the context underpinning the growing war on tech talent and the fundamental role that city partners can play in making a city more attractive to the Y-Generation

The Characteristics of Generation-Y

3.1.2 Whilst it's universally accepted that young people can play a significant role in helping to shape the future competitiveness of Europe's cities, many authors[56] have also recognised that young people today find themselves in a much more challenging situation than any of the previous generations, as a series of unfortunate, unconnected events have largely come together to conspire against them, including;
- **Demographic changes** which have resulted in much of the wealth and power increasingly being held in the hands of the large number of post-war baby boomers, many of whom are living longer;
- **Changing social norms** including the softening of social pressures and greater personal freedoms which have eroded the social contract between generations & led to higher levels of individualism;
- **Changing employment structures** which have resulted in more 'seniors' being in work than ever before, making it increasingly hard for young people to find employment;

[5] The Pinch: How the Baby Boomers took their future and why they should give it back, Atlantic Books (2010)
[6] Jilted Generation: How Britain has bankrupted its youth, Icon Books (2010)

- **Changing housing patterns** driven by increases in the cost of housing in many urban areas (both in real terms and in relation to average salaries) making it harder for many young people to become home-owners, in cultures where this has traditionally been viewed as being the norm. More and more young people are living at home with their parents. There is also some strong evidence to indicate that these issues are making the transition to adulthood harder for young people, with many having to postpone key life events until later in life;
- **Changing debt and inheritance patterns** brought about by an ageing population combined with pension and social care changes, which are resulting in more people holding onto their assets to provide them with much needed security in later life;

3.1.3   For some authors, these issues are fundamentally changing young people's outlook and attitudes, with many young people increasingly looking for more positive, intense life experiences and emotions which deliver instant and immediate satisfaction. Some have characterised the Y Generation as having a stronger 'you only live once' (YOLO) outlook.

3.1.4   Numerous studies have also shown that young people want to develop their careers in a more flexible manner, outside the traditional work paradigms of the older generations. The Y Generation[7] are said to have a tendency to value flexibility over a traditional career, with some evidence suggesting more are turning to self-employment as a means to achieve this goal.

3.1.5   Some analysis[8] suggests that many young people are 'detached from the institutions' but 'networked with friends'. According to this research, they are highly competent in their use of the Internet and technology; they are civic-minded; and they have high expectations in terms of salary and place of work. Other authors have suggested that many young people would generally prefer to work for organisations that have a high sense of purpose, or a bigger ideal.

3.1.6   Generation-Y workers are now entering the labour force in large numbers and research shows that many of them wish to gain international work experience[9]. There is also a trend towards increasing lifestyle migration, where more and more people make their migration and moving decisions based on lifestyle preferences, rather than on economic factors.

3.1.7   Collectively, these issues are creating greater global competition for young talent, whether employed or self-employed. Organisations and cities now have to compete, not only against each other, but also against the start-up scene[10].

Unemployment and the Y-Generation

3.1.8   What the traditional labour market offers Generation-Y nowadays is changing. The current situation is characterised by changing working conditions, increasing uncertainty, short-term contracts and low salaries.

3.1.9   In 2014 as many as 21.9% of young people up to 25 years of age were unemployed in the EU, a much higher proportion than the population as a whole. Nine in ten cities face higher youth unemployment than general unemployment, although overall youth unemployment varies significantly, even within individual countries.

3.1.10   According to research by LSE Cities[11], Southern states generally have the greatest difficulty integrating young adults into the labour market, although there are several examples where more advanced economies have consistently high figures.

3.1.11   Even cities that are otherwise doing fairly well are having serious trouble integrating young people into their workforces. In addition to these issues, the erosion of traditional careers has resulted in the creation of many more unstable, poorly paid jobs. The competition for jobs amongst the young has now become so acute that many authors describe under-employment as being the norm, with some describing this as the gentrification of the labour market (where the majority are over qualified for the work they are doing).

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[7] People born between 1984 and 2000
[8] Millennial in Adulthood, Detached from Institutions, Networked with Friends, Pew Research Institute 2014
[9] PWC (2011) Millennial at work: Reshaping the workplace
[10] Kirss, 2011, cited in A Handbook on Talent Attraction Management for Cities and Regions, Tendensor
[11] Innovation in Europe's Cities: A report by LSE Cities on Bloomberg Philanthropies' 2014 Mayors Challenge

3.1.12 This entire situation questions the validity of old business models and calls for new ones based on networking and new technologies and offering young people meaningful and self-defined jobs. They can be found in many young companies active in innovative and creative sectors.

3.1.13 At the same time, European countries and regions are seeking out new ways of enhancing their competitiveness and innovativeness in the framework of the smart specialization concept and methods to support new business models. These issues are also impacting on migration patterns across Europe.

Population shift and the future 'war for talent'

3.1.14 The current economic crisis has also increased intra-European talent mobility from southern Europe to northern Europe.

Fig1: Youth Unemployment across Europe

An analysis of migration flows across Europe also indicates a number of important trends, namely that Europe's population is shifting to the North-West and the draw of Europe's big and mid-sized cities is causing many smaller, peripheral cities to shrink. Despite fertility rates that are comparable with the West, many Eastern European countries are experiencing lower population growth rates than the rest of Europe. The reasons for this are complex, but can largely be attributed to higher levels of out migration, as many residents leave their home country to pursue employment opportunities in countries that they perceive to be more attractive / affluent.

3.1.15 Increases in unemployment rates (particularly youth unemployment in the Southern Europe) have further contributed to out-migration as young people leave their home country to seek out better employment opportunities.

3.1.16 In a number of Europe's larger cities (such as London) foreign-born residents make up more than 40% of the population. By contrast, in many Eastern European cities, the foreign born population often doesn't exceed 5%.

3.1.17 Because of these issues, employers around the globe are facing the challenge that, despite a growing global population, they will soon have to recruit from a shrinking workforce. This will obviously lead to greater competition for talents. As a result, attracting talents from one's own country, or even other European countries, will increasingly become a zero-sum game, and talent will need to be attracted from other parts of the world. This 'war for talent' will become increasingly acute in sectors that require high skill levels and more education.

3.1.18 Talent mobility has increased 25% relative to the previous decade, and is predicted to increase by 50% by 2020. Looking further forward, a study conducted by Oxford
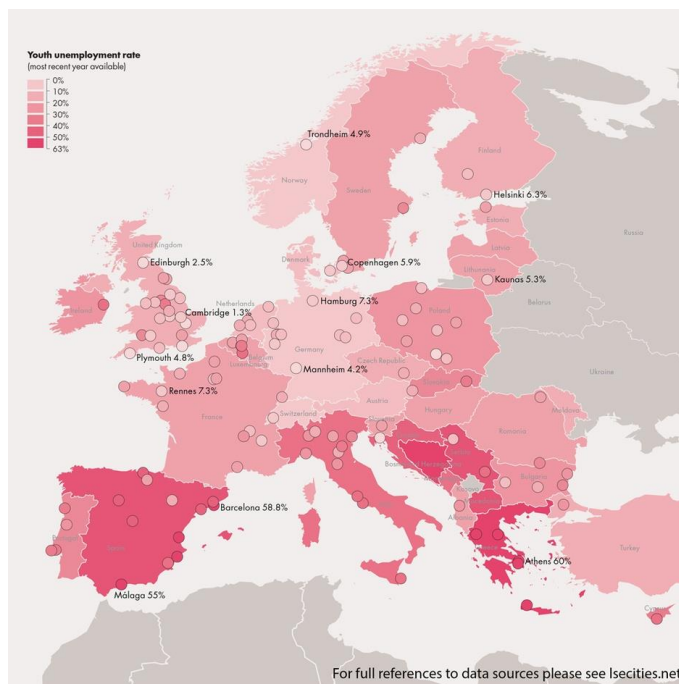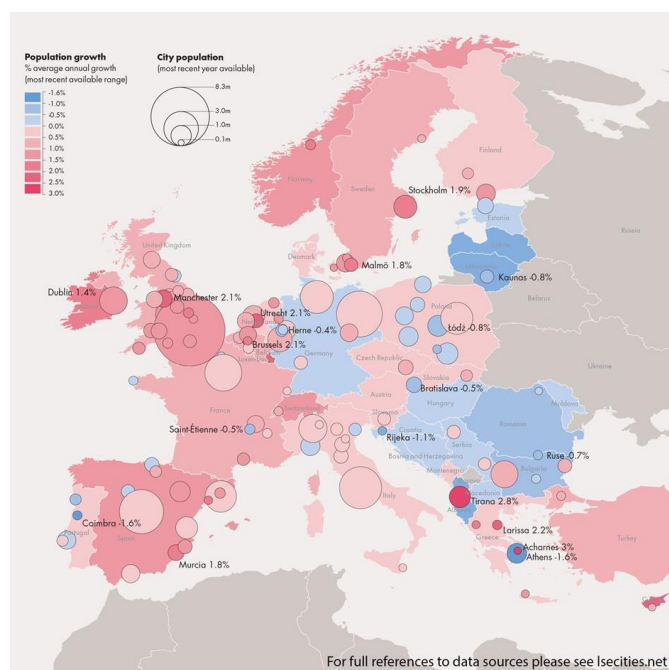

Fig2: Population Growth & Shrinkage across Europe

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Econometrics[12] has found that many cities across Europe are forecast to be suffering from a talent deficit by 2021, with many likely to need to recruit from countries such as India, Indonesia, Colombia, South Africa and Brazil – all of whom were likely to be experiencing a talent surplus.

3.1.19 This same study also forecasts that the most dramatic jump in future demand for workers will be in emerging Asia, where the need for new employees will rise by 22%; closely followed by Latin America (13%); the Middle East/Africa (13%); and Eastern Europe (10%). By contrast, demand for talent in North America, is forecast to rise by 6.1% over the next 10 years and Western Europe is only projected to grow by a much more modest 3.5%. By contrast, the same report suggests the greatest mismatches between supply and demand for talent in Europe in 2021 are likely to be found in various countries (including Spain, Switzerland, Austria, Netherlands, Sweden, Norway, Germany, France, the UK, Greece, Italy and Poland).

3.1.20 The issues described above, combined with low birth rates in many developed countries, are creating global talent shortages. 2010 was the first year with fewer labour market entrants than workers retiring out of the market. Despite a growing global population, the availability of skilled talent is actually shrinking, and no longer just in advanced, aging countries.

3.1.21 This means there is a more acute need to retain local talent in many smaller cities and more peripheral regions and attract more migrant talent to become more globally competitive.
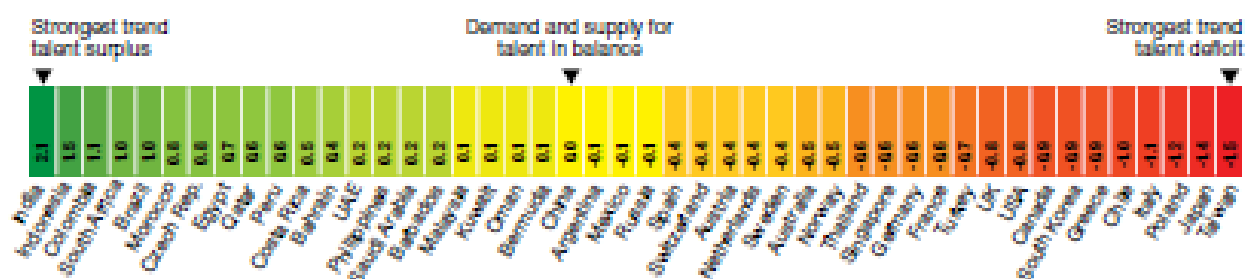
Fig3: The mismatch between supply and demand for talent in 2021

The rise of the 'micro-multinational'

3.1.22 The patterns described above are combining to lead a number of authors to predict that by 2050 the word 'employment', its processes and the very concept will have disappeared. In its place will emerge a new concept, characterised by the rise of a new type of entrepreneur – the 'micro-multinational'.

3.1.23 For these authors, in the economically developed world, the bondage of command-and-control employment is being replaced by self-employment. People are increasingly controlling themselves. Underpinning this shift is the demand from more young people to control of their own working lives and its being further enabled by technology.

3.1.24 In 'The Rise of the Micro-Multinational: How Freelancers and Technology-Savvy Start-Ups are Driving Growth, Jobs and Innovation'[13], The Lisbon Council describes how dramatically the world of work is changing. According to the authors, all net job growth in the US between 1980 and 2005 came from firms that were less than five years old and in each year between 1997 and 2008, more than 2.5 million people simply created their own job by becoming entrepreneurs (and also created more than one million additional paid employment positions each year).

[12] Global Talent 2021, How the new geography of talent will transform human resource strategies, Oxford Economic 2012
[13] The Lisbon Council (2011) The Rise of the Micro-Multinational: How Freelancers and Technology-Savvy Start-Ups Are Driving Growth, Jobs and Innovation

3.1.25   In other words, 65% of all jobs created in the US during that period were jobs that entrepreneurs created for themselves, making self-employment an increasingly important source of employment. In Europe, the numbers are similar. Some 32.6 million people are classified as self-employed, which accounts for more than 15% of total employment.

> **"ENTREPRENEURSHIP PROMISES AUTONOMY, CREATIVITY, INNOVATION AND ARTISTIC EXPRESSION. THESE ARE THE THINGS THAT MAKE MILLENIALS TICK."**
>
> ELISE AMYX

3.1.26   This data is reinforced by a study conducted by EY[14], which found that the vast majority of Europe's self-employed are freelancers, meaning they work for or in one-person companies.

3.1.27   Traditionally, these small, self-starting, service-driven companies would have been described as small-and medium-sized enterprises (SMEs) but with the emergence of new (technology-led) business platforms and the increased openness of the global economy, these companies can enter markets with a minimum of bureaucracy and overhead. Add to this their agility, their unrivalled ability to respond promptly to changing market developments, a collaborative style, superior innovation performance and the lack of the institutional inertia and one begins to see their transformative potential.

3.1.28   In order to retain these Generation-Y entrepreneurs in a city, urban planners need to ensure their cities are attractive, dynamic, vibrant places that young people want to live in. If cities fail to establish themselves as the kind of places that Generation-Y entrepreneurs want to live in, many of them will be the first to leave the city, as they seek out more exciting places, with a stronger sense of identity, a livelier culture and a larger ready market of customers to buy their products and services.

3.1.29   In reality, the first ones to leave will probably be the more adventurous and venturesome ones – the aspiring entrepreneurs – thereby making the case for earlier intervention to try and embed these individuals in the city before they have a chance to move on.

3.2   The war for 'creative-tech' talent

3.2.1   Nowhere is the war for talent more acute than in design and technology related industries. Design and technology based businesses are the high value industries of tomorrow which feed the global competitiveness of regions, generate the greatest prosperity and jobs growth.

3.2.2   However, technology markets are evolving at such a rapid pace, with increasingly shorter life-cycles, that these businesses need people who have the skills to not only deal with the latest technology, but also to adapt to these changes to continue to innovate into the future. Top talent isn't just a nice-to-have for a design and technology business anymore - it's essential for success.

3.2.3   The basic concept of STEAM (Science, Technology, Engineering, Art and Maths) Education was put forward in 2006. Advocates of STEAM Education basically argue that young people can benefit from a rigorous STEM education – which, along with imparting subject-specific knowledge, is associated with the development of deductive and inductive reasoning, logical thinking and problem-solving skills – whilst also developing important creativity, critical thinking, flexibility, adaptability, and social and cross-cultural skills that are often associated with an arts education.

3.2.4   Despite widespread recognition of these issues, tech skills shortages continue to prevail. For example, the Obama administration's Council of Advisors on Science and Technology has predicted a shortfall of 1 million technical professionals by 2020[15]. Similarly, the UK Confederation of British Industry (CBI) recently reported that more than half of UK businesses fear an imminent 'skills emergency', revealing that shortages are most prominent in sectors such as engineering, science and high-tech. Earlier this year, the Cologne Institute for Economic Research (IW) also reported that 96 job types in Germany face a shortage of skilled labour and the tech sector is among the most affected. According to the Dutch Centraal Bureau voor de Statistiek (CBS), an average of 13.6% of vacancies were unfilled each quarter in 2014 across all sectors in the Netherlands, while 21.9% went unfilled in the Information and Communication industry.

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[14] 'The EY G20 Entrepreneurship Barometer 2013 – the power of three: governments, entrepreneurs and corporations'
[15] Report to the President: Engage to Excel: Producing one million additional college graduates with degrees in science, technology, engineering and mathematics, Executive Office of the President, President's Council of Advisors on Science and Technology, February 2012

This data is supported by research[16] by www.Indeed.co.uk which frames the scale and nature of the European Design and Tech talent challenge. According to this research;

- Computer and Mathematical fields are between two and three times more likely to be clicked by international jobseekers than the average job in the US and UK;
- Europe faces fierce competition from US tech hubs: San Francisco, San Jose and other US tech hubs such as Seattle, WA and Austin, TX have international pull;
- According to Indeed salary data, the typical Java developer is paid 47% more on average in the US than in the UK. Thicker tech labour markets and higher density of tech firms allow tech workers in the US to enjoy much higher wages as a result of better job-to-person matches and higher levels of competition for talent;
- To a lesser extent, Europe also faces competition from emerging tech hubs in Asia and the Pacific region which are becoming more aggressive in attracting top tech talent.

3.2.5   This same report identifies the worldwide ranking of cities by Java job postings, which include 12 European Cities, including London (No.1); Madrid (4); Lisbon (6); Milan (11); Rome (13); Paris (14); Kraków (15); Warsaw (17); Barcelona (18); München (19); Wroclaw (25); Berlin (26); and Dublin (27).

4.0   A FRAMEWORK FOR DEVELOPING, ATTRACTING & RETAINING YOUNG CREATIVE-TECH TALENT IN A CITY

4.1   Introduction

4.1.1   In order to address the Gen-Y tech 'brain drain' that many European cities are either currently experiencing, or are forecast to experience as global pressures for talent increase, cities across Europe need to develop integrated strategies across a range of policy interventions.

4.1.2   The new, portfolio-based working arrangements described earlier in this baseline study (i.e. contracting, freelancing etc.) have arrived without much intervention from policymakers, driven largely by advances in technology, entrepreneurial ingenuity and changing work-life preferences.

4.1.3   The subsequent rise of the 'micro-multinational' has already seen positive spill-over effects on the wider economy but their potential is far from exhausted. Indeed, faced with high unemployment rates and low growth, developing new policies to empower these dynamic players could go a long way to driving growth, jobs and innovation.

4.1.4   There are numerous reasons why young people generally leave a city and a similar number of reasons why encouraging them back can be an even bigger challenge. These include industrial stagnation and/or decline; a lack of career opportunities; a weak lifestyle offer; the pull of a more vibrant, energetic city, with more career opportunities; an inability to continue a chosen educational/career pathway because of a broken link in the value chain; negative perceptions created from the last economic downturn etc.

4.1.5   Given the above situation, a plan for developing, retaining and attracting young tech talent in a city should probably consider five key issues;

1. **COLLABORATIVE LEADERSHIP & GOVERNANCE:** Developing suitable governance structures to oversee the implementation of an effective talent strategy and securing consensus on the priorities;
2. **PLACEMAKING:** Strengthening the attraction and retention factors of place (including layout of the city, the leisure offer; the educational offer etc.);
3. **DEVELOPING YOUNG CREATIVE-TECH TALENT IN THE CITY:** Intervening in the skills and talent pipeline to inspire and encourage young people to pursue tech careers;
4. **RETAINING YOUNG PEOPLE IN THE CITY;** Locking in the indigenous population in the city;
5. **ATTRACTING AND EMBEDDING MIGRANT CREATIVE-TECH TALENT IN THE CITY:** Targeting key international markets and talents, to encourage them to locate in the city and embedding international visitors, to lock them into the fabric of the city.

4.1.6   Similarly, a tactical Action Plan for attracting, retaining and embedding young tech talent in a city could consider one or more of these four key issues, as long as there are sufficient actions to develop an integrated plan.

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[16] 'Beyond the Skills Shortage: How Tech Talent is Shaping the Economy', Indeed Inc. 2015

4.1.7   This Baseline will now go on to look at each of the above issues in turn, as part of the consideration of the 'State of the Art'

4.2   Collaborative Leadership and Governance

4.2.1   To develop effective policies and solutions for Generation-Y, cities and urban authorities need to develop a wholly new approach, to offer a different kind of support, adapted to the needs and lifestyles of the Y-Generation and integrate different urban policies, to improve the quality of the business environment and the quality of life for young people. As the businesses to be supported are likely to be innovative and creative, the new policies developed by the GEN-Y CITY Network are going to need to recognise this.

The importance of good Collaborative Leadership

4.2.2   Our initial work in the first phase of this project has identified that any successful tech talent development, retention and attraction strategy needs to be 'place based'. Policies need to be adapted to build on the particular strategic strengths and assets of the city and be overseen by a partnership of public, private, academic and voluntary sector organisations in the city.

4.2.3   It is not enough for such a plan to be designed, conceived and delivered by one single organisation. An effective talent development, retention and attraction strategy needs to draw together a range of different stakeholders within a city, including, Young People; Politicians; Entrepreneurs; Urban Development Specialists; Spatial Planners; Educators (Primary, Secondary and Tertiary); Business Support providers; Inward Investment agencies; Visitor Promotion Specialists; Communications Specialists; and Third Sector Organisations etc.

4.2.4   Partners within the city need to come together to agree the priorities, issues and opportunities on which to focus and establish consensus on how best to take them forward.

4.2.5   Many cities around the globe have already established effective multi-disciplinary 'talent partnerships' which draw in a range of civic leaders to work together and agree their talent priorities. These types of structures can help organisations integrate their respective skills, capability, delivery systems, messaging and marketing activities to ensure the core proposition of the city is well understood. 'Talent Partnerships' can build on existing governance structures or establish new partnership vehicles to address youth retention and attraction policies.

4.2.6   Ideally, they should develop relationships with all the 'touch-points' that a young person might potentially come into contact with as they consider location decisions in their working life (whether an existing or aspiring resident). These could include; representatives from the Municipality; Business Support Organisations; Skills Providers (Primary, Secondary and Tertiary); Inward investment agencies; Visitor Promotion Agencies; Youth Enterprise and Youth Entrepreneurship Organisations; Science Centres; Community Organisations; Representatives from the Creative Industries; Innovation Agencies; Providers of Soft Landing Services etc.

Fig4: Examples of different Quadruple-Helix Talent Partnerships from Cities across the Globe

4.2.7   Nowhere is this more important than in less developed regions that suffer from a GEN-Y tech 'brain drain'. In these regions, a lack of institutional capacity/critical mass means organisational independence needs to be avoided at all costs. Such independence is the enemy of successful talent attraction and retention. Any less developed region which fails to secure a range of partners' commitment to developing a talent strategy will probably struggle to establish sustainable initiatives.

4.3 Placemaking

4.3.1 Place-making is a multi-faceted approach to the planning, design and management of public spaces, which capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and wellbeing.

4.3.2 The concepts behind place-making originated in the 1960s, when writers like Jane Jacobs and William H. Whyte offered groundbreaking ideas about designing cities that catered to people, not just to cars and shopping centres. Their work focused on the importance of creating lively neighbourhoods and inviting public spaces. Jacobs advocated citizen ownership of streets through the now-famous idea of "eyes on the street." Whyte emphasized essential elements for creating social life in public spaces.

4.3.3 These ideas of building urban development policies on the key strategic assets and strengths of a particular place and developing plans through a participatory process with the local community have been further built on by the EU's Smart Specialisation principles, which suggest that countries or regions should identify and select a limited number of priority areas for knowledge-based investments, by building on their industrial, educational and innovation strengths and comparative advantages.

4.3.4 The recommendation under the EU's RIS3 guidelines is that cities support structural change and enable the emergence of new industry sectors by investing in Research & Innovation in areas in which they have strategic potential.

4.3.5 Similarly, city strategies for developing, retaining and attracting young people ought to vary according to local conditions with (for example) it making more sense for some cities to invest in building their youth culture and others strengthening applied areas or practice-based innovation. Furthermore, regions should bring an outward-looking perspective to their strategies, to identify their niches and align their policies with other actors.

Understanding the strengths and weaknesses of a city

4.3.6 As discussed in the previous section of this study, the first step towards developing a talent retention and attraction strategy has to be to understand what the strengths and weaknesses of the city are. Numerous authors have recognised the importance of understanding the 'past' and the 'place' before designing urban policy interventions. Indeed, the whole European principle of Smart Specialisation advocates a targeted investment model, which builds on the distinctive assets that a particular locality has, or the potential it has, rather than 'parachuting' an initiative into a city which has worked well in another location.

4.3.7 There are various tools that a city could use to assess a city's strengths and weaknesses, but whichever is chosen, it's an important that any analysis adopts a critical approach, identifying strategic assets of the city and areas for potential improvement. Blind patriotism, or proud allegiance to the city or the nation state has little place in a SWOT process. A number of research tools can help ensure the information collected is objective, including;

- **Personal interviews:** Particularly useful for getting the story behind an individual's experiences and better understand their attitudes and emotions.
- **Focus groups:** A small-group discussion guided by a trained facilitator to better understand certain groups of residents or when new services or ideas are being considered and need to be tested.
- **Social media research:** As frequent users of social media, young people will often discuss specific challenges and needs that policy makers can learn from.

Gen-Y talent generally prioritise a broad range of urban attributes

4.3.8 When considering how attractive a particular city is to Gen-Y talent, and what needs o be done to make it more attractive, it's probably worth recognising that a number of studies have identified that young people actually prioritise a whole range of urban attributes.

4.3.9 This is important to recognise, as it demonstrates the complexity of the issue, and the fact that the implementation of a successful strategy to attract, retain and embed young talents into Europe's cities is unlikely to be delivered through a quick fix. For example, the diagram overleaf comes from Global Youthful Cities Index[17], which has carried out extensive research amongst young people to look at their

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[17]Global Youthful Cities Index (2015): Ranking the world's 55 most youthful cities, Youthful Cities

perspectives of what they consider to be the most important attributes for living, working and playing in cities around the world.

4.3.10 Broadly speaking, this model provides a useful framework for cities to benchmark their own performance and/or compare themselves to some of the best performing cities in the index.

4.3.11 The author, Youthful Cities, offer any City the potential to participate in any future surveys, to benchmark their own position and identify which policy interventions are worthy of further investment.

Fig5: The most important urban attributes according to more than 10,000 youth surveyed since 2013

Strengthening the physical attributes of place to appeal to GEN-Y

4.3.12 Having undertaken an analysis of the strengths and weaknesses of the city, leaders may need to focus their attention initially on investing in developing the 'product' to strengthen the general attraction and retention factors of place. This could include investment in both the hard and soft 'infrastructure'.

4.3.13 For diverse, tolerant dynamic cities that are highly attractive to international visitors, their starting point will be fundamentally different from those that are less well developed. Less well developed cities will need to start by implementing some fairly basic changes to make their cities more attractive to Gen-Y.

4.3.14 Many of these strategies are likely to be fairly traditional in nature, as many of the investments are likely to be focussed on improving its general look and feel or building the capacity of the city. Others that are

in transition, or are more developed, will be able to be more sophisticated in their choice of strategy, having already made some of the basic foundation investments.

4.3.15   Depending on the starting point of the city, this could focus on renewing all or part of the city, or improving the design and layout of the city to better appeal to young people. Similarly, it could include a focus on improving certain elements of the city – for example **the built environment; natural environment; social environment; transport infrastructure**; and/or t**he services available to residents.**

4.3.16   Generally speaking, whilst current thinking on urban design and development would suggest young people favour affordable, compact, vibrant and liveable cities, the approach adopted in a particular city has to be tailored towards the needs of that city. Quality of life - as embodied in a city's vibrancy and liveability – is becoming an increasingly important factor influencing business location decisions, especially among high-technology and knowledge intensive firms.

4.3.17   Affordability is extremely important to young people. According to YouthfulCities, affordability and safety are the top two urban attributes young people look for in a city, regardless of region, age or gender. The Youthful Cities Affordability Index[18]tracks nine measures of urban life across 25 of the world's largest cities. It compares the price of rent, tax, travel, a dozen eggs, a cinema ticket, a burger, music concerts and flights, as well as the minimum wage. In 2015, Sydney was awarded the title of Most Affordable City for Youth. Like last year's winner, Paris, Sydney is the city with the highest local minimum wage. Most of the cities in the top five show up there because of their relatively high minimum wages. Detroit's high finish in affordability is driven less by its minimum wage and more-so by its affordable housing stock, which is also becoming increasingly important.

4.3.18   Regenerating and reinventing a former industrial city to be an attractive, compact, vibrant and liveable city is unlikely to be a quick job. Experiences like Manchester, Drammen and Kingston upon Hull suggest a concerted, integrated and visionary programme of investment, regeneration and renewal is needed over a few decades to achieve this goal.

4.3.19   In addition, these case studies point towards the importance of combining hard regeneration, with strategies to develop the creative and cultural industries and invest in a cities knowledge base/research infrastructure, to make the city a diverse, appealing, tolerant, safe city, with a high quality of life.

HULL (UK) & DRAMMEN (NO): Regenerating former industrial cities

Kingston upon Hull, in the North of England, was voted the UK's worst city to live in a 2005 Channel 4 survey of the 'Best and Worst Places to Live' in the UK based on statistics for crime, education, employment, environment and lifestyle at that time. Armed with statistics from all 434 UK local authorities, researchers said Hull had the highest crime rate in the country, the worst education system and (with 101 chip shops), was also deemed the fattest town in the UK.

By 2015, Hull had been named 8th best city in the world to visit in 2016 by Rough Guides, alongside destinations such as Reykjavik, Mexico City and Seoul. The travel guide publisher said: *"It'll be brimming with new hotels and restaurants, and even more of that distinctive home-grown creativity the city has always had. There are atmospheric old-timey pubs, eight excellent museums and a picturesque Old Town with cobbled streets. This year's fun is set to culminate in the September Freedom Festival, when the entire city is turned into a stage for performers and artists."*

Eight years of partnership working between Hull City Council and housing and regeneration specialist, Keepmoat has regenerated the Newington and St. Andrews area of the city, delivering in excess of over 1400 new homes following the demolition of existing substandard homes, the refurbishment of 2000 existing homes. Hull launched a£25 million public realm strategy investing £15 million in a new digital centre @TheDock. The near derelict wasteland of Humber Street received government support to establish a jewellery gallery, a museum of club culture, music and festival activity. It is now a street full of scaffolding as private investment follows public to see the arts as the permanent solution rather than a 'meanwhile use'. £20 million of positive media coverage has already seen a 15% increase in hotel income and a turnaround in retail. The University of Hull saw an 8% increase in students for its cultural programmes. All this work culminated in the city being announced as the UK's 2016 Capital of Culture.

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[18]Youthful Cities Affordability Report (2015), Youthful Cities

Drammen, in Norway, is a city of 63 000 inhabitants 41 km SW of Oslo (36 min) which sits in the Oslofjord region. A few decades ago Drammen had a reputation for being a somewhat grey industrial town. The physical development of Drammen has largely followed industrial growth patterns, with new 'satellite' neighbourhoods developing in the hills outside the existing urban area In the 1960's,70's and 80's. At the end of this period of development, the city centre was forgotten, the river was polluted, and the traffic terrible and the environmental challenges for the city going into the 1990's were tremendous.

In order to regenerate and renew the city Drammen enacted a range of strategies, including; Cleansing of the river 1986 – 95, plan for sewage handling; Riverbank redevelopments 1994 – 2007; Relocation of roads' network 2000 – 2010; 'String' development along the river; city axis / inner city investments with high quality, based on the concept of 'Naturbania'; a Mobilty Strategy for the municipality 2010; Mobility Plans for each municipal branch 2011; and a Car Share Market for public authorities and inhabitants 2011.

In 2008, Drammen took the decision to develop the cultural and creative industries as one of the key priority areas for economic growth and commissioned Papirbredden Innovation to carry out a state of the art analysis and develop an action plan for the development of the CCI sector in the city. The implementation of the action plan began in 2009, and led to the growth in the sector, and eventually to the formation of the **Kompus Culture and Creative Industries Cluster**(www.kompus.no), a multidisciplinary and multi-stakeholder cluster consisting of leading actors from the private / public sector, industry and academia collaborating with the goal to promote creative and cultural industries. Through the cluster, new industries have emerged (including the rhythmical music; the computer games and web design clusters) and older cultural industries have developed wider mass market appeal (e.g. books, high fashion, designer goods).

Today, Drammen is a fashionable city, with a modern environment and surroundings and a modern city beach.

Stimulating the creative 'buzz' in the city

4.3.20   Whilst 'YouthfulCities' research suggests Safety and Affordability are key attributes young people look for in a city, numerous authors (including Landry, Florida and Granovetter) have also recognised the important role the creative and cultural industries play in attracting and retaining creative entrepreneurs to a city. This is supported by the work of Youthful Cities – which illustrates how some of the most popular cities in the Global Index (like New York, London and Berlin, for example) perform extremely well on this dimension.

4.3.21   Cities that offer a wide variety of cultural and creative experiences are more likely to be attractive to young talents. More and more people are building a lifestyle around their creative experiences. There have been many studies that established the benefits on workers of exposure to different forms of art. In addition, culture can be used to establish more open and tolerant social environments.

4.3.22   Richard Florida's work identified how important young, creative people (a collective he referred to as 'the creative class') are in feeding entrepreneurship in a city, with those cities with high percentages of creative classes having higher scores on the Global Entrepreneurship Index. In developing his thinking on the creative city, Florida placed particular emphasis on Talent, Technology and Tolerance, as tree key attributes of the creative city. In The Flight of the Creative Class[19], Florida expands his research to cover the global competition to attract the Creative Class, noting that whilst the USA once led the world in terms of creative capital it is increasingly being challenged by numerous small countries, like Ireland, New Zealand and Finland.

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[19] The Flight of the Creative Class: The New Global Competition for Talent, Richard Florida, 2010

4.3.23   In the Creative City, Charles Landry[20] identified four main attributes that underpin the 'creative milieu', in a city, which he described as supporting locality; harnessing diversity; maximising interactions; and providing capacity. In 'Creativity and the City: Thinking through the Steps'[21], Landry states *"the goal of cities which try to be creative is to create conditions which are open enough so urban decision makers can: Rethink potential such as turning waste into a commercial resource; revalue hidden assets such as discovering historic traditions that can be turned into a new product; re-conceive and re-measure assets such as understanding that developing social capital also generates wealth; reignite passion for the city by for example developing programmes so people can learn to love their city; rekindle the desire for learning and entrepreneurship by, for instance, creating learning modules much more in tune with young peoples' desires; reinvest in your talent by not only importing outside talent but fostering local talent; reassess what creativity for your city actually is by being honest about your obstacles and looking at your cultural resources afresh; realign rules and incentives to your new vision rather than seeing your vision as being determined by existing rules; reconfigure, reposition and represent where your city stands and by knitting the threads together to retell your urban story that galvanises citizens to act. To elaborate on learning it might mean: Rethinking the curricula to teach higher order skills, like learning to learn and to think, rather than more topics or alternatively to think across disciplines beyond the silos rather than learning facts. The resilience to survive requires new educational curricula. The Australian curriculum is an example of moving in this direction. Given that people now have more choice and mobility about where they want to be the physical setting, ambiance and atmosphere is key. This is the stage, the container or platform within which activity takes place and develops. It generates the milieu or environment. The milieu mixes hard and soft infrastructure. The hard consists of road, buildings and physical things, the soft the interactions between people, the intangible feelings people have about the place"*.

4.3.24   What Landry does is move us from merely thinking about the soft elements of creative infrastructure, to start to also recognise the importance of spatial elements of urban design, to recognise the importance of the physical attributes of a city and it capability to support creative individuals. This work has been built on by numerous authors that have recognised the importance that density plays in creating vibrant city centres, and the importance of what others have described as 'third spaces' (places other than work and home) in which creative's can meet and

Characteristics	'Creative' neighbourhoods	'Science' neighbourhoods
Firm location	Edge of core	Suburban
Office rents	Medium–high	Low–medium
Firm structure	Micro–small	Medium–large
Anchors	Venues; institutions	Large firms; institutions
Workforce location	Overlapping	Adjacent
Transportation	Public; walk; bike	Private (cars)
Density	Very high	Low–medium
Land use	Mixed	Mono
Building types	Varied; adapted reuse	New; purpose built
Bars, restaurants, cafes	Dense; authentic	Sparse; inauthentic
Change/ evolution	Gentrification	Sprawl
Social dynamics	Larger social networks; inter-firm (?)	Smaller social networks; intra-firm (?)

Fig6: Summary of characteristics of Creative and Science neighbourhoods

interact. Landry recognised that perfect locations for Generation-Y and Generation-Y entrepreneurs are city centres that offer numerous opportunities for networking, use of cultural and other services as well as the "city buzz" and atmosphere that is inspirational for innovation and creation.

4.3.25   In addition to the Creative and Cultural Industries (CCI), a number of authors have also recognised the importance of the encouragement of small-scale independent retail outlets, next to pedestrian areas, to provide the routes to market cultural practitioners need to sell their wares. This kind of development not only helps promote a buzz, but can help strengthen the development of 'creative zones' in a city.

4.3.26   Indeed, a number of different authors have categorised 'third spaces' to encompass;
- 'Cultural' meeting places, which stem from the prevailing cultural norms of a city. Good examples could include pubs, coffee shops, parks etc.

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[20] The Creative City: A toolkit for Urban Innovators, Charles Landry. 2000
[21] Creativity and the City: Thinking through the Steps By Charles Landry, COMEDIA (2007)

- 'Creative' meeting places where creative people who share the same interest or lifestyle prefer to meet. Good examples could include art galleries, music venues or artisan café's;
- 'Professional' meeting places where people meet to discuss work-related issues. Good examples could include science parks, incubation centres and cafés.

4.3.27   In his influential book 'The Great Good Place', Ray Oldenburg[22] argues that third places are important for civil society, democracy, civic engagement, and establishing feelings of a sense of place. Oldenburg suggests third places generally are: free or inexpensive; food and drink, while not essential, are important; highly accessible: within walking distance of home or work; involve regulars; welcoming and comfortable; attract both old and new friends.

4.3.28   More recently, a new study published in the Journal Regional Studies from the Martin Prosperity Institute (MPI) and University of Toronto, which takes a more detailed look at the kinds of neighbourhoods that are home to high-tech industries versus those that foster vibrant arts, cultural and music scenes. The author, Greg Spencer bases his analysis on Canada's big three city-regions: Toronto, Vancouver and Montreal. Spencer defines high-tech or "science-based" industries as including computer, software, pharmaceuticals and medicine, as well as research and development, while 'creative' industries include film and video, music, radio and television, and design, as well as independent artists, writers and performers[23].The main finding of the study is that these two types of activities—science-based versus creative industries—are generally based in very different kinds of locations. The table to the left, from the study, summarizes these differences.

4.3.29   Put simply, science-based firms and industries tend to gravitate to the suburbs, along highway interchanges, and in newer, lower density suburban campuses. Conversely, creative industries tend to locate in more urban, denser areas, closer to the city centre. Spencer notes that creative workers are more likely to live in or near the neighbourhoods in which they work, while science and engineering workers live farther away and are more likely to commute by car. Spencer identifies that both types of neighbourhood have 'anchors.' The anchors for high-tech districts are generally other large high-tech firms and research universities (particularly those with STEM curricula) whilst the 'anchors' for creative neighbourhoods can include universities, but also specialized arts, music or design colleges, galleries, performance venues and theatres. He concludes by stating that the evidence seems to indicate that it is harder to create *'creative neighbourhoods' from scratch than their science-based counterparts. As Spencer writes, 'Most of the creative neighbourhoods highlighted in [the] paper were not produced intentionally but rather evolved into what they are due to their highly flexible and adaptable characteristics. This in the end may hold the secret to any successful marriage between urban design and economic development.'*

4.3.30   It is often pointed out that the role of face-to-face communication and interaction is essential in stimulating the creative-knowledge economy. Creating the right conditions in a city to grow and develop innovative and creative companies in revitalised city centres requires investment in community capacity building and infrastructure. In the Creative City, Landry[24] identifies a range of potential typologies of culture-led regeneration which cities could use to underpin their strategies, including;

- **The building as regenerator:** developing an 'iconic' arts building or buildings to strengthen the capability of arts organisations in the city;
- **Artists' activity as regenerators:** community initiated building projects, encouraging and supporting groups of artists to join forces to operate from a redundant building;
- **Events as regenerators:** Possible futures are explored by a cultural event, which becomes the catalyst for regeneration;
- **Planning regulation as regenerator:** For example, adopting zoning policies that favour large-scale development or encourage residential and small business development can have major impacts. **Flexibility as regenerator:** For example, changing licensing hours and bye-laws at festival periods to change the perception of an area;
- **Social confidence as regenerator:** Regeneration depends on people, and participation in the arts can transform individual and communities self-confidence;

[22] The Great Good Place, Ray Oldenburg, New York: Parragon Books, 1989
[23] Knowledge Neighbourhoods: Urban Form and Evolutionary Economic Geography, Spencer GM, Regional Studies, Volume 49, Issue 5, 2015
[24] Adapted from http://www.reading.ac.uk/PeBBu/state_of_art/urban_approaches/creative_city/creative_city.htm

- **Mechanisms as regenerators:** Mechanisms and schemes, like the US Percent for Art scheme, which allocates a proportion of building costs (usually 1%) to art can improve the quality of the fabric;
- **The individual as regenerator:** The critical role of individuals in regeneration has already been mentioned. Their vision, tenacity, even obsession is always a factor;
- **The artist as regenerator:** For example, using activities like 'artists in residence' to transform cities;
- **Marketing as regenerator:** With, for example, the success of one event giving confidence to take on bolder projects, creating a virtuous cycle of initiatives.
- **The organisation as regenerator:** the presence of an arts organisation can be invaluable to a city, popularising the use of art in public places as a means of creating better quality environments;

4.4 Developing Young Creative-Tech talent in the city

4.4.1 An earlier section of this Baseline Study sought to recognise how important 'creative-tech' skills are for the future of the European economy, how much skill shortages in Science, Technology, Engineering, Art and Maths (STEAM) disciplines are constraining many high growth firms and how Europe risks losing the best talent to other cities around the globe.

4.4.2 For example, it's clear that automation and technology is shaping the skills young people need to be successful and the skills employers are looking for in young people. Cities that are more successful at ensuring their young people possess these skills will be more effective at retaining and embedding these young people in the labour market.

4.4.3 In addition, earlier sections of this Study have pointed to some of the challenges that the 'mainstream' education sector experiences in delivering relevant and up-to-date design and technology skills.

> **"AND ALSO WE HAVE TO FOCUS ON SKILLS FOR THESE INNOVATIONS. THAT IS WHY WE NEED TO IMPROVE THE AVAILABLE SKILLS BASE INCREASING THE NUMBER OF STEM – SCIENCE, TECHNOLOGY, ENGINEERING AND MATHEMATICS GRADUATES – FOSTERING INTER-DISCIPLINARITY, TO PROMOTE ENTREPRENEURSHIP EDUCATION AND TRAINING, AND TO ENCOURAGE WOMEN ENTREPRENEURS…"**
>
> PRESIDENT JOSE MANUEL BARROSO ON MISSION GROWTH - ENSURING EUROPE'S FUTURE THROUGH GROWTH AND STABILITY, MAY 2012

4.4.4 Digital Technologies are also important to many Millenials and Generation-Y entrepreneurs. ICT enables people to work globally without changing location. In that sense, work now is much more weakly connected on geographic location and has in some cases led to flexible work models. Freelancers, for example, work where and when they want are becoming more common, which helps widen the global talent pool. At the same time – somewhat paradoxically – economic growth is concentrating in urban regions and clusters of businesses where proximity and knowledge sharing lead to innovation. This, in turn, helps drive urbanisation.

4.4.5 In addition to the above issue, many authors have started to recognise how automation and technology is likely to impact on labour markets going forward and further reinforced the importance of these skills to ensure young people possess the skills and capabilities to deliver the higher value tasks that are unlikely to be capable of being automated, going forward.

4.4.6 In a 2013 white paper titled Dancing with Robots: Human Skills for Computerized Work, Richard Murnane and Frank Levy argue that in the computer age, the skills which are valuable in the new labour market are significantly different than what they were several decades ago.

4.4.7 Put simply, they argue that in the past three decades, jobs requiring routine manual or routine cognitive skills have declined and jobs requiring solving unstructured problems, communication, and non-routine manual work have grown. They go on to assert that the best chance of preparing young people for decent paying jobs in the decades ahead is helping them develop the skills to solve these kinds of complex tasks.

4.4.8 In March, the World Economic Forum released their New Vision for Education Report, which also identified a set of "21st century skills" that new entrants into the future labour market would need to be

effective in the future labour market. The report broke these into three categories: 'Foundational Literacies', 'Competencies' and 'Character Qualities', as illustrated by the diagram overleaf.

Fig 9: World Economic Forum, New Vision for Education and "21st century skills"

4.4.9 The foundational literacies are reading, writing, sciences, along with more practical skills like financial literacy. Even in a world of rapid change, young people still need to learn how to read, write, do basic math, and understand how our society works.

4.4.10 The competencies are often referred to as the 4Cs — critical thinking, creativity, communication and collaboration — the very things computers currently aren't good at. Developing character qualities such as curiosity, persistence, adaptability and leadership help students become active creators of their own lives, finding and pursuing what is personally meaningful to them.

4.4.11 Much of the educational reform work examined through this study suggests a significant number of cities find the whole process of educational reform to deliver better creative-tech talent a little challenging, largely because much of the governance of the education system and/or the curriculum structure is led by national, or in some cases, regional government actors rather than the city.

4.4.12 In addition to this challenge, increasing numbers of Gen-Y are turning away from technician and STEM careers. The reasons for this are complex, but include a mix of issues, including the perception of many young people that technician careers are too formalised, regimented and insufficiently creative for them, peer pressure, media representation and parental influence.

4.4.13 Ultimately, this is resulting in fewer young people choosing to pursue these careers, in favour of more humanistic subjects. That said, there is evidence of some interesting work being undertaken across Europe to try and increase young people's interest in STEAM careers.

4.4.14 This diminishing interesting in pursuing science, technology and engineering careers has the potential to have a significant impact on Europe's economy. In 2007, a Carnegie Foundation commission found that a nation's capacity to innovate and thrive in the modern workforce depends on a foundation of math and science learning. They concluded that a sustained, vibrant democracy is dependent upon this foundation in STEAM.

4.4.15 Again, research undertaken through this study suggests that really effective systems for developing more technician workers generally rely on trying to build 'whole systems' solutions, rather than just delivering one or two piecemeal initiatives.

4.4.16 Generally speaking, good 'Creative-Tech' Talent systems include some or all of the following;

In School Delivery of 'Creative-Tech' Skills

4.4.17 In the majority of cities examined, our research suggested the secondary educational system was either structured around a single tier (comprehensive) system or a two tier (vocational and grammar) system.

4.4.18 Clearly, there is a massive amount of variety in the different training and educational systems around Europe, and this could be the subject of a whole standalone project. In a limited number of cases, some cities who have managed to re-structure their primary and secondary education systems to try and improve their capability to generate more Tech talent.
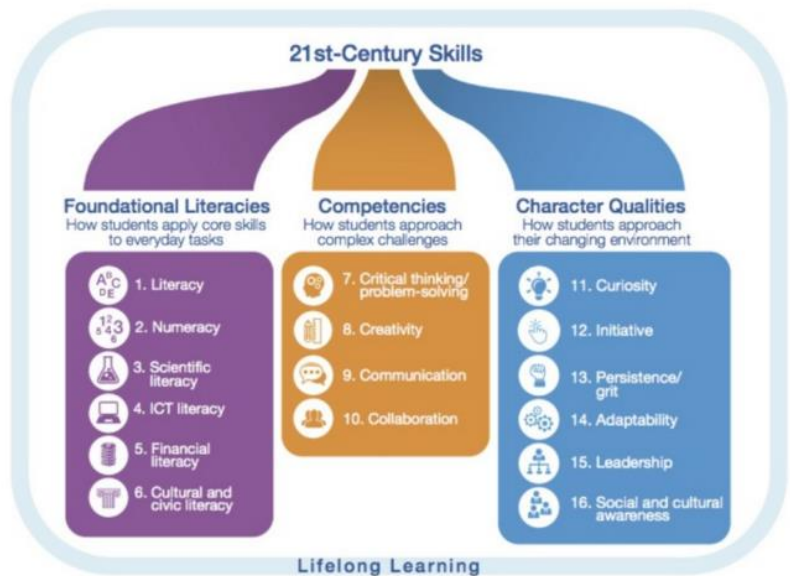
4.4.19   In order to improve the effectiveness of the educational system in delivering against the future needs of employers, various authors and policy makers have suggested utilising a range of tools and techniques, including[25];

- **Innovative Governance Solutions:** Making the Education system more accountable to business, by ensuring performance measures accurately target improvements in the relevance of the skills delivered to employers. In some cases, this has led to a wholesale redefinition of the role of business in governing the education system;
- **Strategic Planning Approaches:** Encouraging local areas to develop multi-year skills strategies and sector plans to articulate what the needs of employers are and shape the delivery of education outcomes;
- **Data Driven Solutions:** Endeavouring to use longitudinal LMI studies to shape improved labour market outcomes. For example, in 2009 the US Department of Labour established the 'Workforce Data Quality Initiative' that provided grants for states to build or expand longitudinal databases of workforce data and link them to education data to help improve the overall performance of workforce development programs. This programme developed a 10 point plan for the effective use of LMI in shaping demand led skills systems
- **Qualification Framework solutions:** Involving employers in establishing Employment Qualification Frameworks (EQFs) for key industries can help formalize the development, adoption and continual revision of skill standards for critical industries in a particular city or region;
- **Innovative Funding solutions:** Ensuring that training providers secure their funding for training young people from employers, rather than the state can help to ensure skills systems remain responsive to the needs of employers

4.4.20   That said, much of the evidence suggests trying to improve the alignment of the skills system to better deliver what employers need is not a new challenge. Indeed, some pre—eminent economists identified that this was a particular problem as far back as the end of the last century.

4.4.21   In reality, a range of these types of tools are needed to improve the effectiveness of the skills system at delivering what employers need. City officials will need to look carefully at how their skills systems are organised, identify what 'locus of control' they have over changing and shaping the system, and develop a suite of policy interventions which suit their particular circumstances.

4.4.22   In addition to trying to design a skills system that provides the skilled people that a city needs to perform effectively, many cities have also started to turn their attention towards ensuring their young people are equipped with the skills needed to succeed in the world of work

4.4.23   In simple terms, many authors describe these skills as 'Enterprise Skills'. It is generally recognised how important providing young people with good quality enterprise skills is, in developing an effective talent management system.

4.4.24   The EU's framework for key competences identifies and defines the key abilities and knowledge that a person needs to achieve employment, personal fulfilment, social inclusion and active citizenship in today's rapidly changing world[26]. In this context, enterprise competences are defined as an individual's ability to turn ideas into action. This transversal set of skills refers to creativity, innovation and risk-taking as well as general management skills needed to achieve objectives.

4.4.25   Enhancement of enterprise skills is endorsed as a key long-term priority in the ET 2020 framework. The Europe 2020 strategy also recognises it is crucial to the transition to a knowledge-based society. The importance of enhancing creativity, innovation and enterprise through education is highlighted in three flagship initiatives: 'Youth on the move', 'An Agenda for new skills and jobs' and 'Innovation Union'.

4.4.26   In addition to the EU definition of enterprise skills, many authors have recognised the importance of developing young people to be T-shaped learners.

4.4.27   T- Shaped people have two kinds of abilities. The vertical bar of the T represents depth of expertise in a single field (being an engineer, biologist, computer scientist), whereas the horizontal stroke of the T is the ability to collaborate across the disciplines (being collaborative and empathetic).

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[25]After 'State Best Practices to Align Educational Supply with Occupational Demand' by Barry E. Sternand William Sederburg, Mar 2014
[26]See http://ec.europa.eu/education/tools/llp_en.htm

4.4.28 Perhaps the most interesting case studies to look at about how a city might reconfigure its own education system to better prepare people for the future world of work is provided by one of the partners in the GEN-Y City Project, Bologna, which has reformed its 14-19 education system, to prioritise
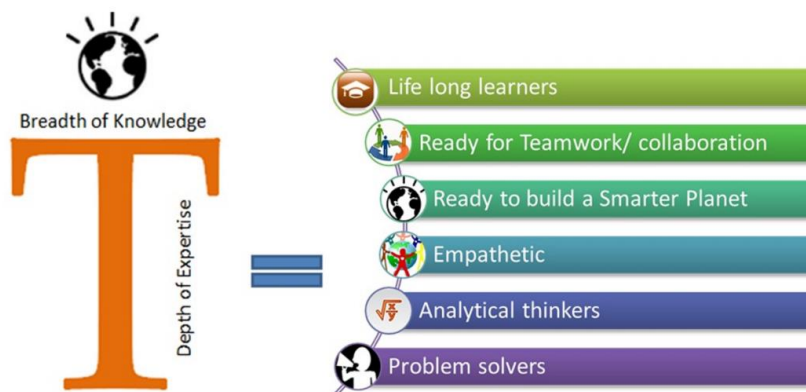

Fig 10: Creating T shaped learners

a particular focus on strengthening the links between schools and the industries of the future.

4.4.29 This in turn has led to the introduction of a new layer of technical schools (to augment the existing vocational and grammar schools) to create a stronger link between thinking and doing.

4.4.30 Initially, nine technical institutes were established (covering mechanics, electronics, ICT, chemistry, graphics, logistics and fashion design). To date, they have focused on four priorities: lower secondary schools and educational guidance; partnerships with companies; curricula methodology and organisational innovation; and network activities. By Sept 2014, this network was expanded to 22 technical and vocational schools with Business Administration, Finance, ICT, Marketing, International Commerce, Tourism, Food, Agro industry, Building, Environment and Territory management being added. Activities have also expanded to include training the teachers, delivering projects in schools in partnership with enterprises, seminars and training.

'Extra-Curricular' Enrichment Activities

4.4.31 Faced with increasingly tight public sector finances and nationally controlled education systems, some cities are trying to stimulate more market based STEM inspiration activities, by closer working with private sector firms or community organisations.

4.4.32 These market-based mechanisms can include Pre-school clubs, Coding Clubs, STEM Clubs, STEM Challenges, Specialist Kindergartens, Science Ambassador Programmes, Challenge Activities, Children's Parties, and Museum Nights etc. One particular recent development which is sweeping Europe is the rise of **Fab Labs** (see https://www.fablabs.io/labs).

4.4.33 A Fab Lab (or fabrication laboratory) is a small-scale workshop offering access to (personal) digital fabrication equipment and skills. A fab lab is generally equipped with an array of flexible computer controlled tools that cover several different length scales and various materials, with the aim to make "almost anything". This includes technology-enabled products generally perceived as limited to mass production. While fab labs have yet to compete with mass production and its associated economies of scale in fabricating widely distributed products, they have already shown the potential to empower individuals to create smart devices for themselves. These devices can be tailored to local or personal needs in ways that are not practical or economical using mass production. The fab lab program was initiated to broadly explore how the content of information relates to its physical representation and how an under-served community can be powered by technology at the grassroots level. The program began as collaboration between the Grassroots Invention Group and the Centre for Bits and Atoms at the Media Lab in the Massachusetts Institute of Technology with a grant from the National Science Foundation.

4.4.34 Of late, there has also been some growing interest in specialised business support services have started to emerge to help cities to stimulate more market based delivery of STEM inspiration.

Philanthropic and Not For Profit Delivery Mechanisms

4.4.35   Across Europe, cities are also trying to encourage manufacturing, science and technology entrepreneurs who have made their fortune in a particular city to reinvest back in STEM inspiration activities in that city. More often than not, the entrepreneurs that can be persuaded to put something back into their city are likely to run family owned businesses, or recently sold a tech business, and have strong roots in a particular city.

4.4.36   Science Discovery centres and museums are generally established to foster creativity and critical thinking and encourage citizens to engage with science. In some cases, they run seminars and workshops to ensure mainstream teachers are equipped with the technology skills they need to support young people's learning. Ecsite (http://www.ecsite.eu/) is the European network of Science Centres, which has over 350 organisations in membership across Europe and the world;

Science Oxford (UK) & the La Fondazione Golinelli (IT) : Philanthropic Science Centres

Science Oxford (http://www.scienceoxford.com/) is the public face of The Oxford Trust, an educational charity. It was established in 1985 by Sir Martin and Lady Wood, who founded Oxford Instruments in 1959. In Magnetic Venture (OUP 2001) Audrey Wood wrote about starting the Trust: *'. . . there was a persistent gulf between academia and industry that formed a barrier to the cross-fertilisation of ideas and the exploitation of the results of research. Science education was also failing the future economy; companies like Oxford Instruments were finding the shortage of well-qualified scientists and technologists a brake on growth. As a secondary-school governor, I was disturbed by the diminishing choice when appointing science teachers, and by the falling numbers of children wanting to study science and technology at school and university.'*

In 1985 the Trust opened the first innovation centre in the region. Over the past 25 years the Trust has created venture-angel networks and many more innovation centres. Oxford Innovation, a spin-out company from The Oxford Trust, manages these innovation centres. It has supported thousands of companies and is the UK's leading operator of business and innovation centres.

In 1990 the Trust opened Curioxity, a science discovery centre for primary school children in Oxford. In 1992 the Trust launched the annual Oxfordshire Science Festival which now attracts 30,000 people with events being held all over the county.

In October 2005 Science Oxford became the public brand for The Oxford Trust and the Trust opened a centre for science and enterprise located in East Oxford. The centre had an interactive hands-on discovery zone for schools and families, and also organised over 800 events for families, adults, and local businesspeople. Around 90,000 people came to one of Science Oxford Live's events and exhibitions. Science Oxford continued to run a vibrant schools programme during this period, which reached about 20,000 school pupils each year (aged from 5 to 18 years old) and continues to do so.

The Foundation Golinelli (http://www.fondazionegolinelli.it/) was born in Bologna in 1988 with the support of the entrepreneur and philanthropist Marino Golinelli. Today it is a unique example in Italy of a fully operational private foundation, inspired by the model of American philanthropic foundations, which deals in an integrated way with education, training and culture to foster the intellectual and ethical growth of young people and society and with the objective to contribute to the sustainable development of Italy.

One of the most important strategic goals of The Foundation Golinelli is to provide children (especially schoolchildren), the future citizens of tomorrow, with guidelines and tools that enable them to grow responsibly, civilly and socially, fostering the creation of ethical behaviour, for a more cohesive society.

Science / Tech Inspired Campaigns

4.4.37   A number of cities have also tried to make their brands synonymous with scientific endeavour and embed a culture of technology and manufacturing into their cities, by drawing together what STEM inspiration activity does exist in a particular place into a single portal, or festival and/or bid for International STEM events and exhibitions. Examples include;

- **Made in Sheffield** (http://www.madeinsheffield.org/) - is a unique brand and the brand mark that clearly identifies products manufactured within a distinct geographical location in the north of England, with a strong legacy of steel making. In addition to promoting products made in Sheffield the brand also delivers training and education activities to try and promote the take up of STEM careers;
- **STEMcityPHL** (http://www.stemcityphl.org/) - is a civic campaign to build collective public will for excellent STEM education and opportunities, ensuring that all Philadelphians can participate in the economy of today and tomorrow.   Launched and by the Mayor's Office of Education in partnership with the Philadelphia Education Fund, other local non-profits and local businesses including Saint Gobain, GlaxoSmithKline and IBM, over the next six years STEMcityPHL will act with urgency to: create a citywide brand for STEM efforts; provide a single-access point for STEM interest to foundations, expanding non-profits, businesses, and schools; create synergy and align resources among programs and efforts; ensure quality STEM programming is available across the K-12 continuum and throughout all neighbourhoods of Philadelphia; and catalyze a movement that will increase STEM fluency among Philadelphia's youth
- **East London Tech City** - (http://www.techcityuk.com/) also known as Tech City, formerly known as Silicon Roundabout, is a technology cluster located in Central and East London. It broadly occupies the part of London's East End between Old Street (the boundary of Central and East London) and the Queen Elizabeth Olympic Park in Stratford,[1] with its locus in the Shoreditch area. It is the third-largest technology start-up cluster in the world after San Francisco and New York City
- **Montreal** - was designated 'UNESCO City of Design' (http://mtlunescodesign.com/en/) alongside Berlin and Buenos Aries as part of UNESCO's 'Creative Cities Network'. In the summer of 2007, Scotland was host to the 'Six Cities Design Festival', a £3 million initiative aimed at celebrating and raising awareness of the value of design and creativity in all six of Scotland's cities. This year, Turin is 'World Design Capital', a title given by the International Council of Societies of Industrial Design and promoted by the International Design Alliance.
- **Copenhagen** – was designated European City of Science in 2014 (http://esof2014.org/). EuroScience Open Forum – is the biennial pan-European meeting dedicated to scientific research and innovation. At ESOF meetings leading scientists, researchers, young researchers, business people, entrepreneurs and innovators, policy makers, science and technology communicators and the general public from all over Europe discuss new discoveries and debate the direction that research is taking in the sciences, humanities and social sciences.

4.4.38   Many cities also organise science and technology festivals, to co-ordinate the work of a range of partners in promoting STEM skills and careers. EUSEA (http://www.eusea.info/) is the European Science Events Association, which provides a detail list of a range of Science and Technology events from across the whole of Europe.

4.5   Retaining young people in the city

4.5.1   In addition to focusing on how to improve the development of Creative-Tech Talent in a city, cities that are doing well at this, but still suffering from significant out migration also need to think about what more they might do to retain more people in a city.

4.5.2   Clearly, placemaking forms an important part of any potential retention strategy, but urban planners also need to look at what they can do to improve the scale and quality of employment opportunities in the city. There are a range of things that cities might do to increase the quantity and quality of opportunity that exists in a city.

Improving the alignment of the labour market

4.5.3   Having understood the inherent strengths and weaknesses of a city and developed an investment plan to further develop the hard and soft elements of the city to improve its overall attractiveness to young people and creative/'tech' entrepreneurs, a city would naturally turn its attention to implementing a number of more sophisticated talent retention strategies.

4.5.4   Generally speaking, talent retention strategies tend to focus on trying to 'lock' the indigenous population into a city by utilising a range of proactive labour market interventions to strengthen pathways from education into employment and self-employment in a city.

4.5.5　In the grand scheme of things, investment in human capital is vital in ensuring cities have access to the talent they need to function effectively and efficiently. In order for any city to stimulate growth, improve their productivity and enhance their overall prosperity, cities need to fully harness the skills available in the labour market and direct their people at delivering growth in those areas of the economy that offer the greatest return.

4.5.6　Indeed, given the dynamic, heterogeneous nature of the labour market and the economy, the range of external influences young people have and the growing expectations that many Generation-Y people have that the world 'owes them a living', it's clear that proactive intervention is needed to ensure cities deliver well functioning labour markets.

Understanding missed retention opportunities

4.5.7　Solving out-migration issues potentially has a much wider impact on the economy than merely impacting on the effective performance of businesses. It can also impact on the retention of young people in localities and therefore help support the creation of vibrant cities and sustainable communities. Given the financial pressures on the public sector, public intervention to address these issues is becoming increasingly challenging. In response to these issues, funding of the skills market in many areas across Europe is becoming increasingly demand orientated. However, there are a number of structural issues that can make it somewhat difficult to align the aspirations of young people with the needs of business. These are issues that need to be addressed in coming up with a new model;

- **Weaknesses in Labour Market Information:** Labour market information is imperfect. It often presents a rear view picture and/or a 'policy off' model of the future. Forecasting replacement and expansion demand is difficult;
- **Weaknesses in Employer Knowledge &Understanding;** Employers don't often have a good understanding of gaps, skills and vacancies. Many don't evaluate the ROI of training and don't know where basic, core and key skills impact on their productivity;
- **Time Lags in Delivery:** There are time lags in demand and being able to create supply sufficiently fast enough. Accrediting qualifications can take up to 3 years. Predicting the future and responding in real time is commercially challenging;
- **Inspiration Issues:** Media exposure to certain careers influences young people; they are influenced by career stereo-types; they have a lack of 'technical role' models; they have a perception of the world of work that is more fluid than many technical industries; Jobs gentrification is increasing etc.
- **Funding Model Issues:** There is a lack of business commitment to invest; heavy government investment in skills creates can lead to a misalignment in the skills system (heavily supply led); a lack of capital investment by government in the education sector can make it difficult for skills providers to maintain pace with industry (some might argue the level of investment is impossible to maintain pace with industry);the unit costs generally paid by government (alone) makes it difficult to deliver qualifications; Recruiting highly skilled and 'leading edge' trainers can also be a challenge;
- **Demand Side Issues:** small businesses lack capacity; they often consider skills is something which is not their issue to solve;
- **Interface issues:** Providing young people with up to date information on careers can be a challenge; in overly academic education systems, the pressure to achieve qualifications can impact on young people's exposure to the world of work; ensuring educationalists have an accurate, up-to-date understanding of the needs of industry can be a challenge.

4.5.8　In order to deal with these issues, cities need to think of the skills system as an eco-system, and design effective interventions to address each of the above challenges. In response to these issues, many member states are trying to push more of the cost of training young people onto young people themselves and/or businesses (through a greater reliance on an Apprenticeship Model). However, these inherent market failures can make co-creation a challenge.

4.5.9　That said, many cities are generally intervening in three or four key areas to improve the effective function of their labour markets, namely;

- Improving the alignment between the needs of employers & the career aspirations of young people;
- Improving the enterprise and work readiness skills of young people;
- Stimulating higher levels of interest in design and technology skills;

- Improving entrepreneurship pathways for young people;

4.5.10 Let's go on to look at each one of these in turn.

Interventions to improve the alignment of supply and demand in the labour market

4.5.11 As far as employing Generation-Y people is concerned, many employers across Europe continue to report they are dissatisfied with the majority of job applicants' skills. According to one McKinsey study[27] 27% reported that they have left a vacancy open in the past year because they could not find anyone with the right skills. 33% said the lack of skills is causing major business problems, in the form of cost, quality, or time. Employers from countries where youth unemployment is highest reported the greatest problems. According to this same study, 74% of education providers were confident that their graduates were prepared for work, but only 38% of young people and 35% of employers agreed.

4.5.12 Some of the reasons often cited for the current high levels of youth unemployment are the poor mismatch between the career aspirations of young people and the skills needs of employers; the poor work readiness skills of young people; and the fact that many employers, education providers, and young people simply fail to understand each another. Many students lack access to good quality information and guidance about what potential careers exist for them and many more do not pursue work experience, in spite of this being a good predictor of how quickly a young person will find a job after their studies are completed.

4.5.13 To refine their understanding of the issue, McKinsey divided young people and employers into segments to examine different interventions needed to achieve better education-to-employment outcomes. Specifically, they looked at how much support young people received on their path from education to employment, and the extent of their desire to develop skills that would make them more employable. From this work, they concluded that those that achieved a good employment outcome (the so-called 'high achievers') represented only 10% of the youth surveyed.
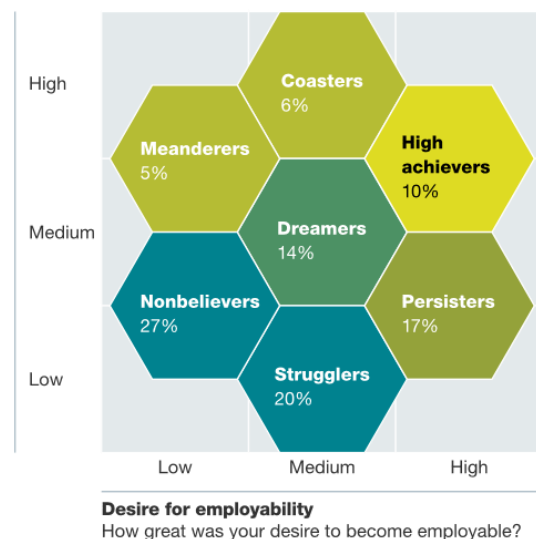
4.5.14 They also identified that this group succeeded because the young people in it receive a strong education and good information; they also focus on finding opportunities to build job skills. Another two segments, representing 11 percent of youths surveyed (what they called 'coasters' and 'meanderers') receive strong support but are less motivated and end up only moderately satisfied with their job outcomes.

4.5.15 The remaining four segments (79%) are frustrated by a lack of support and unhappy at their prospects. They exhibit different responses to these circumstances, from fighting for every opportunity they can get (but rarely succeeding) to losing heart and leaving education at the first opportunity.

4.5.16 This research offers a salutary lesson to any urban planner potentially further reinforcing the point that it would potentially be highly risky for a city to adopt a

Fig 11: Youth segmentation based on practices, beliefs and educational achievement

[27]McKinsey & Co (2014), Education to employment: Getting Europe's youth into work

sole focus on trying to stimulate more Generation-Y entrepreneurs.

4.5.17   The reasons for adopting a more differentiated approach are numerous, but include the fact that adopting such an approach is more likely to produce a better functioning labour market and also result in a happier, better balanced population.

4.5.18   This last point is particularly important when one considers how young people are responding to the current demands that society places on them. According to the World Health Organisation (WHO) report on the 'Health of Young People in Europe', mental disorders in young people are on the rise with an estimated 10- 20% of young Europeans suffering from mental or behavioural disorders. On average, one out of five children and adolescents suffers from developmental, emotional or behavioural problems and approximately one-eighth has a clinically diagnosed mental disorder.

Interventions to encourage entrepreneurship amongst the Y-Generation

4.5.19   In addition to improving the alignment between the skills that employer's need and the career aspirations of young people, some cities have also sought to retain their more venturesome individuals by promoting a range of youth entrepreneurship programmes during the latter stages of particular educational pathways.

4.5.20   According to the Global Entrepreneurship Monitor (GEM)[28] and a Cornell University study into Youth Entrepreneurship in Europe[29] whilst 48 % of young people in Europe indicated that self-employment would either be 'very feasible' or 'quite feasible' within the next five years, only 6.5% of people (2.67 million) between 15 and 29 were self−employed.

Retaining GEN-Y talent by improving the alignment between the skills system & the labour market

A range of policy interventions across Europe are having a positive impact on improving the alignment between the career aspirations of young people and the needs of employers. Many of these operate at different levels of the education system (i.e. primary, secondary, tertiary etc) and some even outside the formal education system. For example, as far as improving the provision of **information, advice and guidance and business-education links is concerned**;

- In the United Kingdom, the government has established the Careers and Enterprise Company (CEC - https://www.careersandenterprise.co.uk/) to fund a range of 'local' projects to inspire young people and help them to prepare for and take control of their futures during their **secondary education**. The projects the CEC supports are generally run by Local Enterprise Partnerships and try to help young people make the link between their education and their futures and build the attitudes and attributes young people will need throughout their careers. CEC has also created a national network of local Enterprise Adviser's to create lasting connections between local businesses and the schools and colleges in a particular area. These volunteers, drawn from business and other employers, large and small, help to develop effective employer engagement plans. Clusters of schools and colleges and Enterprise Advisers are supported by a full time Enterprise Coordinator who brings together the schools and employers in the cluster effectively.

- In Belgium, a network of education and business representatives (Studienkreis Schule & Wirtschaft) focuses on cooperation and the **transition between school and work**. It runs several projects and activities to facilitate meetings between students and businesses and fosters the development of an entrepreneurial spirit. It also organises one-day extracurricular activities, (Technikids for 5th and 6th year of primary school and Dream Day for 5th, 6th or 7th year of upper secondary school) allow students to become familiar with the work of different professions.

- In Cyprus, students in the 2nd year of lower secondary education can gain experience in a profession of their choice over one week. Two or three times a year, the Enterprise Day programme also gives students the opportunity to **become familiar with the workplace** and the daily activities of a person in business.

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[28] http://www.gemconsortium.org/

[29] Youth Entrepreneurship in Europe: Values, Attitudes, Policies (2015) Cornell University

- In the Tampere city region, the Unipoli Tampere Mentoring Programme is tailored to international degree students at the three main universities in the region. The overall purpose of the programme is to **offer international students better access to working life** by bringing employers and students together. The programme was first piloted in 2010-2011 through European Union funding, but is now run as a permanent service of the Unipoli Tampere network, comprising the three main universities in the region. It is conducted every year from September to April and the working language is English. The programme has gained nationwide popularity and has been used as a benchmark by other universities around Finland.
- In Oulu, in Finland, the university uses **culture coaching to retain international graduates in a city** (http://www.oulu.fi/english/cooperation/employer-liaison/culture-coaching) by matching international students to SMEs who wish to get help with their exporting and internationalising activities, with the student providing cost effective coaching support. International students use their knowledge of their home country's business culture, regulations and language, and their overseas networks, to support businesses to enter new markets.
- In Riga, the Riga International School of Economics and Business Administration in Latvia (www.riseba.lv) offers **project management internships** to students to try and retain them in the city. This internship in project management gives an opportunity for students to apply their knowledge of project management in practice, by preparing a real project application in one of national or European project programmes.
- Sparnai (http://www.verslilietuva.lt/lt/sparnai/) is a Lithuanian programme for aspiring young export managers that seeks to match new graduates with small and medium enterprises in the region and to **develop future export leaders**. This export leader programme is a part of "Opportunities for business to develop and expand" project financed by the EUSIF "Economic growth" scheme.

As far as **Social Innovation** is concerned;

- **City Studio** (http://citystudiovancouver.com/) is a project of the Campus-City Collaborative, conceptualized to directly involve undergraduate students in the process of solving social challenges linked to Vancouver's pursuit of its "Greenest City" goals. This innovative studio program enrols up to 20 students from six different post-secondary institutions each semester in a program that emphasizes design thinking, dialogue and leadership development.

As far as **the governance of the education system is concerned**;

- In Germany, social partners are closely involved in the development and updating of training plans for each qualification that can be obtained through apprenticeships and/or vocational training. Such training plans, formally issued by the Ministry of Economic Affairs and Technology, regulate the duration of the apprenticeship, describe the profile of the profession and set out final exam requirements. The chambers of commerce are responsible for providing advisory services to participating companies and supervising company-based training. They also register apprenticeship contracts; assess the suitability of training firms and monitor their training; assess the aptitude of VET trainers; provide advice to training firms and apprentices; and organize and carry out final exams.
- In Poland, to meet the Business Processing (BPO) Industry's need for skilled labour in the Polish region of Pomerania, the Invest in Pomerania agency, higher education institutions, the regional employment agency and several of the main BPO firms launched a 'BPO College', which delivers a six-month training course targeting unemployed university graduates, tailored to meet the needs of the rapidly expanding BPO industry.

As far as **funding education and training is concerned**;

- In Germany, responsibility for funding vocational schools lies with the Länder (states), while companies bear the costs of workplace training. In some sectors, companies pay a levy (or contribution towards a general fund) that covers the apprenticeship costs of the institutions, while in other sectors each company bears its own costs.
- In the United Kingdom, the government is increasingly passing the responsibility for funding vocational education to employers (via the introduction of an apprenticeship levy for large companies and the expansion of Employer Opportunity Pilots, which provide match funding for employer led skills initiatives) and/or individuals (by expanding the introduction of personal loans for individuals looking to pursue their education beyond the age of 18)

4.5.21　Taken together with the evidence in the increasing rise of the 'micro-multinational' and these figures suggest there is an increasing mismatch between the entrepreneurship aspirations of young people and the ability of many member states to help young people realise these dreams.

4.5.22　As far as aspirations are concerned, Poland takes the lead with more than half its working-age population expressing good self-perceived entrepreneurial capabilities. However, in most Nordic countries, as well as in Italy and France, fewer adults display confidence in their entrepreneurial competences.

4.5.23　Rates of actual youth self-employment differ between Member States, being highest in Italy and Greece (about 15% of those who work) and lowest in Germany and Denmark (3% or less).

4.5.24　In addition, labour markets with high levels of young people not in employment, education or training (NEETs) – like Italy, Greece, Romania and Spain - are also more likely to have high levels of young self-employed. This Cornell University study also found that;

- Young European entrepreneurs are more likely to run small-scale businesses and less likely to hire employees than older self-employed people.
- One in three of them work on a part-time basis and sectors where they are most active are construction, wholesale and retail, the primary sector and other service activities.
- Only one in three young self-employed in the EU is women. Therefore, the report suggests that attention should be paid to promoting entrepreneurship from a gender-equality perspective.
- Young self-employed people have different values and personality traits to non-entrepreneurs. Showing innovation, strong creativity, a willingness to take risks, independence and autonomy are characteristic of an entrepreneurial personality. Yet, these young people value the experience and know-how of other, more senior entrepreneurs, who can provide advice and mentoring.

4.5.25　In light of this evidence, there are a range of potential interventions that policy makers could chose to utilise to support young people into entrepreneurship and retain them in the locality, including;

- **School Entrepreneurship Programmes:** including whole school projects; community entrepreneurship programmes; after school clubs etc.
- **Graduate Entrepreneurship Programmes**: including whole university programmes, international student programmes etc;
- **Social Entrepreneurship Programmes;** to encourage young people to come up with solutions to community problems, often by working closely with the public sector;
- **Creative Entrepreneurship Programmes**: particularly to support creative individuals to manage their pathways from education into employment;

4.5.26　Whilst these categories of programme largely describe the life-stage or the type of enterprise that the individual is looking to establish, a similar number of categories have emerged around the type of support the entrepreneur might be looking for (incubation, access to finance, mentoring etc).

4.5.27　In many countries, closer cooperation between stakeholders in education and business is one of the means used to promote and implement entrepreneurship education. Again, the particular mix adopted in any particular city will depend on the starting point of the city, the goals of city administrators etc.

4.5.28　In response to these various issues, its vital for cities to develop positive strategies for equipping their young people with the design and technology skills industry needs to remain competitive and to explore how they can support these individuals progress into self employment

Encouraging Digital Entrepreneurship

4.5.29　The European Digital City Index (EDCi)[30] describes how well different European cities support digital entrepreneurship. Produced as part of the European Digital Forum, its ultimate aim is to support digital entrepreneurship across Europe.

4.5.30　According to NESTA, the index provides information about the strengths and weaknesses of local ecosystems Index for start-ups and scale-ups, allowing them to plan accordingly. For policy makers, the index provides a tool to benchmark cities and decide where they may need to devote more resources.

4.5.31　It was produced as part of the European Digital Forum, which exists to support digital entrepreneurship and digital start-ups across Europe. The underpinning data set consists of 38 indicators grouped into 10

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[30] European Digital City Index (2015), Nesta

Themes: covering Access to Capital, Entrepreneurial Culture, Mentoring & Managerial Assistance, Skills, Business Environment, Digital Infrastructure, Knowledge Spillovers, Market, Lifestyle, Non-digital Infrastructure. The themes are similar to the OECD's six categories of entrepreneurial determinants[31], with some additions.

4.5.32   The current ranking of Digital Cities in the EDCi places London 1st; Amsterdam 2nd; Stockholm 3rd; Helsinki 4th; Copenhagen 5th; Paris 6th; Berlin 7th; Dublin 8th; Brussels 9th; and Munich 10th. None of the GEN-Y CITY partners appear in the top 35 cities.

Retaining GEN-Y talent by embedding entrepreneurship into educational pathways

As far as **encouraging entrepreneurship in school** is concerned;

- In Latvia, in September-October 2011, the Investment and Development Agency of Latvia (LIAA) organised meetings of upper secondary students (taking Economics and Basics of business economics) and representatives of 20 successful and innovative enterprises working in sectors such as pharmacy and food production. Students and their teachers met with business managers and had the opportunity to discuss topics on innovative business solutions and support measures for new entrepreneurship initiatives (for instance, through a business 'incubator' organisation in the regions).

- In Romania, the Business Plan Competition, aimed at all registered training firms, was introduced in 2008/09 as a joint initiative of the Ministry of Education, Research, Youth and Sports, the National Centre for the Development of Vocational and Technical Education, KulturKontakt Austria and other social partners.

- In the Flemish Community of Belgium and within the framework of the European Regional Development Fund, the project Proleron aims to raise the standard of entrepreneurial education by training secondary school teachers in entrepreneurship and developing their entrepreneurial attitudes through adopting non-traditional approaches and teaching methods and by using non-traditional pedagogical tools.

- In the UK, the National Enterprise Academy, offers programs at a number of UK colleges to "bring the boardroom into the classroom", making learning about business a more practical experience. During the courses students are taught about business by real business people.

- In Malta, the Government launched the Entrepreneurship through Education Scheme in February 2011. Its aim is to provide support to all schools in primary and lower secondary education for the implementation of projects promoting entrepreneurship, including entrepreneurship teaching material, networking initiatives, provision of lectures and relevant teacher training, visits to local businesses and entrepreneurial activity

- In Cyprus, the University of Cyprus in collaboration with the Ministry of Education and Culture conducts an annual entrepreneurship competition for students in the second and third year of upper secondary education. In addition, a new programme has been introduced in some schools, called 'simulation sample enterprises'. During a whole year, students divide into groups to work on a specific area of entrepreneurship, building their own understanding of what an enterprise is.

- In Austria, the Entrepreneur's Skills Certificate is a course of four modules covering essential and practical questions on entrepreneurship. It can be delivered alongside the core curriculum in school settings from lower secondary education. Starting as a small initiative in 2004/05, 167 schools were offering the course in 2008/09 and 21 100 students had already gained the certificate by August 2010

- In the Netherlands, the Education and Entrepreneurship Action Programme 2007 and 2009 also included a training programme for teachers to ensure they act in an entrepreneurial manner themselves and to help them encourage entrepreneurial behaviour in their students. Forty teachers were trained who, in turn, acted as trainers to help train a thousand teachers in primary, secondary and middle vocational education.

- In Latvia, the non-profit organisation Junior Achievement – Young Enterprise Latvia plays an active role in organising seminars and workshops for students on establishing and running Student Learning Enterprises. Seminars for students and their teachers take place in various cities of Latvia. The main aim of the programme is to enhance students' entrepreneurship skills and to develop their decision making skills. In the school year 2010/11 more than 560 Student Learning Enterprises were established.

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[31]OECD, Indicators of entrepreneurial determinants

- In Lithuania, Junior Achievement is one of the leaders in the promotion of entrepreneurship education and their programs are taught in 40 % of Lithuanian secondary schools. In Romania, their programmes are implemented in over1000 schools, due to a partnership with the Ministry of Education and the financial support provided by the business community.

As far as **Graduate Entrepreneurship** is concerned;

- In the Tampere city region, The Unipoli Tampere Entrepreneurship Programme is a newer pilot project introduced in 2013 that also targets international degree students. The program consists of three mentoring days between September and January. During the mentoring days the students get help understanding their personal readiness to become an entrepreneur. They will also get familiar with the process of setting up a company and what is needed to start operating and creating value in a business. Mentors will be local entrepreneurs whose role is more like a sparring partner and someone to share experiences with than a trainer or adviser.
- In the Aalto University Small Business Centre in Finland (www.start-upcenter.fi) potential graduate entrepreneurs can take space in the Aalto-Up Centre, a successful and fast developing business accelerator and incubator which helps early stage graduate entrepreneurs accelerate their growth,

As far as **Social Entrepreneurship** is concerned;

- Many cities have designed Internship programmes, to enable young people to acquire work experience in social enterprises and provide them with meaningful employment in a locality. Whilst the pay in these situations is rarely competitive, these kind of experiences can help GEN-Y feel they are having a much wider impact on society – something they are particularly motivated by
- More innovative models can include a closer collaboration between public sector organisations and young people on Social Innovation projects, which provide young people with the ability to bring forward business ideas that solve particular social problems a city might have. For example, The Young Foundation is working with communities across Northern Ireland to develop 24 innovative projects and ideas that enable young people to get involved in delivering the social change (www.amplifyni.org)

As far as **Creative Entrepreneurship** is concerned;

- Some cities have developing networks of freelancers; to make it easier for creative's to find contracts and career opportunities.
- Others are bringing cities, large firms and young people together in Hackathons, Meetups, Sandpits and World Café's to come up with new digital solutions to delivering old solutions, with young people potentially being offered the opportunity to work on projects or ideas emerging from these activities.

4.6   Attracting and embedding creative-tech talent in the city

4.6.1   Assuming a particular city has been reasonably successful in regenerating its urban environment and arresting any potential brain drain away from the city, it may choose to invest time and money in trying to develop additional talent retention policies, by appealing to global talents by starting to encourage them to locate in their city.

4.6.2   In reality, talent attraction is a far more complex issue than urban development and talent retention, as location decisions can also generally be linked to raft of additional issues, such as language, culture, salary levels, perception of place, affordability quality of life etc.

4.6.3   In support of much of the work covered to date, which indicates the design and layout of the city, the quality of life on offer and its reputation are key factors that underpin a city's ability to attract top talent, in 'Tools & Strategies for Innovative Talent Attraction and Retention'[32], Tendensor identify ten attraction factors for cities and regions aiming to attract global talent;

- **A place with a strong reputation;**
- **A critical mass of attractive employers and job offerings;**
- **A liveable city with scenes for a talented lifestyle;**

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32 Tools and Strategies for Innovative Talent Attraction and Retention - a Handbook for Cities and Regions, Copyright: Tendensor, 2014

- **A range of suitable and affordable housing;**
- **Transport Connectivity which provides easy access to the world;**
- **A safe, healthy and clean local environment;**
- **World class public services;**
- **An open social climate;**
- **A strong commitment to co-creating the future of the place;** and
- **A personal connection with the individual;**

4.6.4   In addition to these issues, Tendensor also suggest talent attraction can be simplified by;

- **Simple processes to help visitors to obtain work permits;**
- **High-quality pre-arrival information on working and living in a country;** and
- **A culture which welcomes foreigners;**

4.6.5   However, in many member states, these issues are largely controlled by the national governments, rather than city administrations, so many not be capable of being altered.

4.6.6   That said, in 'Talent retention policy and initiatives in the Baltic Sea Region'[33]Tendensor identify 11 recommended activities and practices cities should use when trying to retain and attract talent;
- Create sound pre-arrival expectations through honest marketing and expectations management;
- Create one-stop-shop solutions for welcoming and soft landing of talent;
- Involve talents and social entrepreneurs in expat services– going from triple helix to quadruple helix partnerships;
- Help create professional and social networks for talents;
- Use cluster networks and open innovation platforms to facilitate soft landing and integration.
- Take steps to understand talents' needs;
- Take steps to understand and satisfy business needs;
- Use internal branding and profiling to improve local pride;
- Employ 'sea turtle recruitment' to re-attract the Diaspora;
- Professionalise the talent management role; and
- Create awareness and mutual cultural intelligence between international talents and host communities.

4.6.7   Similarly, in 'Talent Magnets: Cities and Universities Building the Workforce for a Knowledge Economy'[34], the World Class Cities Partnership suggest that *"successful cities utilize relationships for talent attraction and retention. Whether connecting with the Diaspora, creating job opportunities for college students through internships, or building roots to the city through housing opportunities …. Cities benefit from building strong relationships between knowledge-economy workers and their city surroundings. Cities with strategies that recognize talent as a 'flow' – both inward and outward – appear to stay ahead of the game despite the effects of economic conditions, as they are able to establish connectedness with current residents and turn emigrants into ambassadors"*.

4.6.8   They identify five key elements of successful talent attraction and retention strategies, namely;

- Early Student Integration upon graduation;
- Strong university/city partnerships (or quadruple helix partnerships);
- Strong brand promotion;
- Embracing Immigration; and
- Striving for a high quality of life and cost of living;

The need for collaborative working at the heart of the talent attraction process

4.6.9   Numerous authors have identified how important collaborative working is to promoting talent attraction. As far as operational delivery is concerned, Tendensor identify seven potential delivery models for structuring Talent Attraction Management (TAM) which they characterise as ranging from a public sector-driven model; through to the single forerunner approach, suggesting there is a natural path from the

[33] Talent retention policy and initiatives in the Baltic Sea Region: a situation analysis, Marcus Andersson and Adrian Solitander, Tendensor, 2014

[34] 'Talent Magnets: Cities and Universities Building the Workforce for a Knowledge Economy :Best Practices for Talent Attraction & Retention', the World Class Cities Partnership, 2013

former (which they describe as being the least mature) to the single forerunner approach (which they describe as the more sophisticated).

4.6.10   Whilst the subtle differences between some of the models is a little difficult to differentiate between, what is clear is that many of the models are built on Quadruple helix governance models that seek to pull a range of partners together to develop a joint strategy for talent attraction in a particular area.

4.6.11   Tendensor also suggest that the team who co-ordinates the place branding strategy should possess a wide range of competencies and skills, including:

- A deep understanding of how private businesses are operated and what conditions are needed for prosperity and growth;
- Understanding of inter-sectoral relations and an ability to build trust and common agreements;
- Insight in decision-making patterns, behaviour and values of talents and other target groups;
- Excellent marketing and communications skills;
- Sharing of common values, such as openness and social responsibility; and
- Consistency over time and an ability to demonstrate good results.

4.6.12   This material further supports the idea that place based marketing specialists need to be catalysts of collaborative communication campaigns, rather than traditional 'corporate' marketing experts.

4.6.13   Indeed, Tendensor also go on to suggest a number of types of business that they believe are particularly useful to involve (and likely to be favourably disposed towards collaborating) on talent attraction campaigns. These include;

- Large, 'gorilla' companies that have a large number of employees
- Companies searching for experts and highly niche skills;
- Fast growing companies;
- Providers of transportation services (including bus, train, harbour or airport operators);and
- Providers of business (including real estate companies, local banks, and auditing/consulting firms);

Talent Segmentation

4.6.14   In common with most marketing programmes these days, it's important to be clear about who the city is targeting when its seeking to attract talent to the area. Clearly, there is no point attracting people to come to a particular city if there are no opportunities for those people. Doing so could merely create too much negative press coverage.

4.6.15   In reality the target markets are likely to be based on the particular goals of the city and break down into a few key segments;

- **Overseas Visitors:** Tourism and leisure visitors, as traditionally targeted by traditional Destination Management Organisations;
- **Business Visitors:** as traditionally targeted through Foreign Direct Investment Agencies;
- **Potential Workers:** as traditionally targeted by the firms described earlier;
- **International Students:** likely particularly to be sought after by University partners; and
- **Expat returners:** encouraging those that have left their homeland to return home;

4.6.16   In many cities, the overseas visitor segment is the one that traditionally receives the greatest attention. That said, business visitors, workers, students and expat returners are generally more embedded than tourism visitors. In reality, many cities target these types of visitors through campaigns they run at main transportation hubs. If a location has an ambition to target international talent airports and train stations are ideal places to reach them.

MAKE YOUR CHRISTMAS
COMMUTE SHORTER NEXT YEAR.
COME #HOMETOWORK IN 2016.   #hometoworl

This poster, to be put on display at Irish airports in the coming days, shows an emigrant arriving back to Ireland for Christmas.

Fig 12: Campaign used by Dublin to target returning talents

4.6.17   If its returning expat's that a city is looking to target then special holiday periods (such as Christmas) are a

particularly useful time to target potential returners. Dublin, for example, ran a high profile campaign at the back end of 2015 targeting people returning home for the Christmas vacation.

4.6.18   As far as Foreign Direct investment is concerned, whilst the traditional model has largely been about trying to target mobile business investment, the market is increasingly shifting to focus on individual entrepreneurs and 'micro-multinationals'.

4.6.19   Also, recognising that these segments are not wholly mutually exclusive (in that many students also need to take up part-time work whilst studying; students can also be entrepreneurs etc.) and the definition between some of these segments amongst the Y-Generation are blurring, there is an argument to suggest that a city's ability to offer the visitor a portfolio of opportunities (work, self-employment, study, cultural experience etc.) is an important aspect going forward.

4.6.20   This issue further reinforces the principle of greater collaboration across a range of partners and the idea that talent attraction works best when cities can define clear segments of the market that they are trying to target (for example, if Universities, Large Employers and business clusters are all targeting the same type of worker – like software developers or laboratory technicians/bioscience specialists) this helps with common messaging.

4.6.21   In this way, talent attraction principles and messages should potentially be seen as building from the Smart Specialisation Plan of a particular locality – attracting the employees, students and entrepreneurs to a city that can add value to the future research and innovation potential of place.

Defining the cities Unique Selling Proposition (USP)

4.6.22   Having understood who the city is trying to attract – or perhaps more importantly – what talent deficits the city is looking to plug, it's important for any city to define what unique selling proposition (USP) the city has that can be used to create and build a point of difference for the city. If any analysis indicates that the city has a potentially weak offer for certain segments, then it may be that the city needs to invest further in its product, or programme, to create more hard and soft infrastructure.

4.6.23   Whatever USP is developed, these need to be based on the selected target segments and the brand positioning of the city. Recognising it is no longer enough to speak in general terms about a city's specific sector strengths (e.g. life science, design, ICT or new materials) - because the competition to be truly globally significant in these sectors is fierce) further differentiation may be needed to identify niche, or a super-niche, segments within these industries.

4.6.24   Superficial slogans which don't have a clear relevance to the actual reality of what a particular place has to offer can be counterproductive. These can be widely and easily undermined by third parties and create negative consumers whose experience doesn't match their expectations.

4.6.25   Different features of the place should be packaged into themed attraction propositions. These need to include combinations of tangible 'points of difference' and 'softer' factors to inspire. Cities can no longer define or differentiate themselves on the old paradigms of the software city, or the life-science city, as these are too generic. Qualitative factors, such as values, identity, personalities, culture or habits need to be used to good effect to differentiate.

The blurring of 'traditional' lines between individual and business facing services

4.6.26   In addition, recognising how important positive word of mouth is in generating favourable marketing for a city amongst an increasingly globally networked Y-Generation, it's also vital for cities to understand what 'touch-points' an individual has in a city, and how their contact with a range of agencies and environments can influence their opinion of a city.

4.6.27   Recognising that the rise of 'micro-multinationals' means 'old paradigms' between a range of different departments and services in the city don't really have a place going forward , it's important for the city to consider how best to integrate traditional consumer focussed services (like enterprise and entrepreneurship skills; destination management; and professional and social soft landing networks) and business focussed services (like business support; Inward Investment; and soft landing services).

4.6.28   Moving forward, in response to these issues, many municipalities are rethinking the way these services are organised and endeavouring to ensure the 'customer journey' within the city is more joined up and effective. In seeking to review the potential needs of customers and how they interact with a city, planners should explore the key messages customers get and also ensure different agencies are aware of

the services that others provide. The diagram overleaf illustrates how these various services need to be far more integrated in the current market environment.
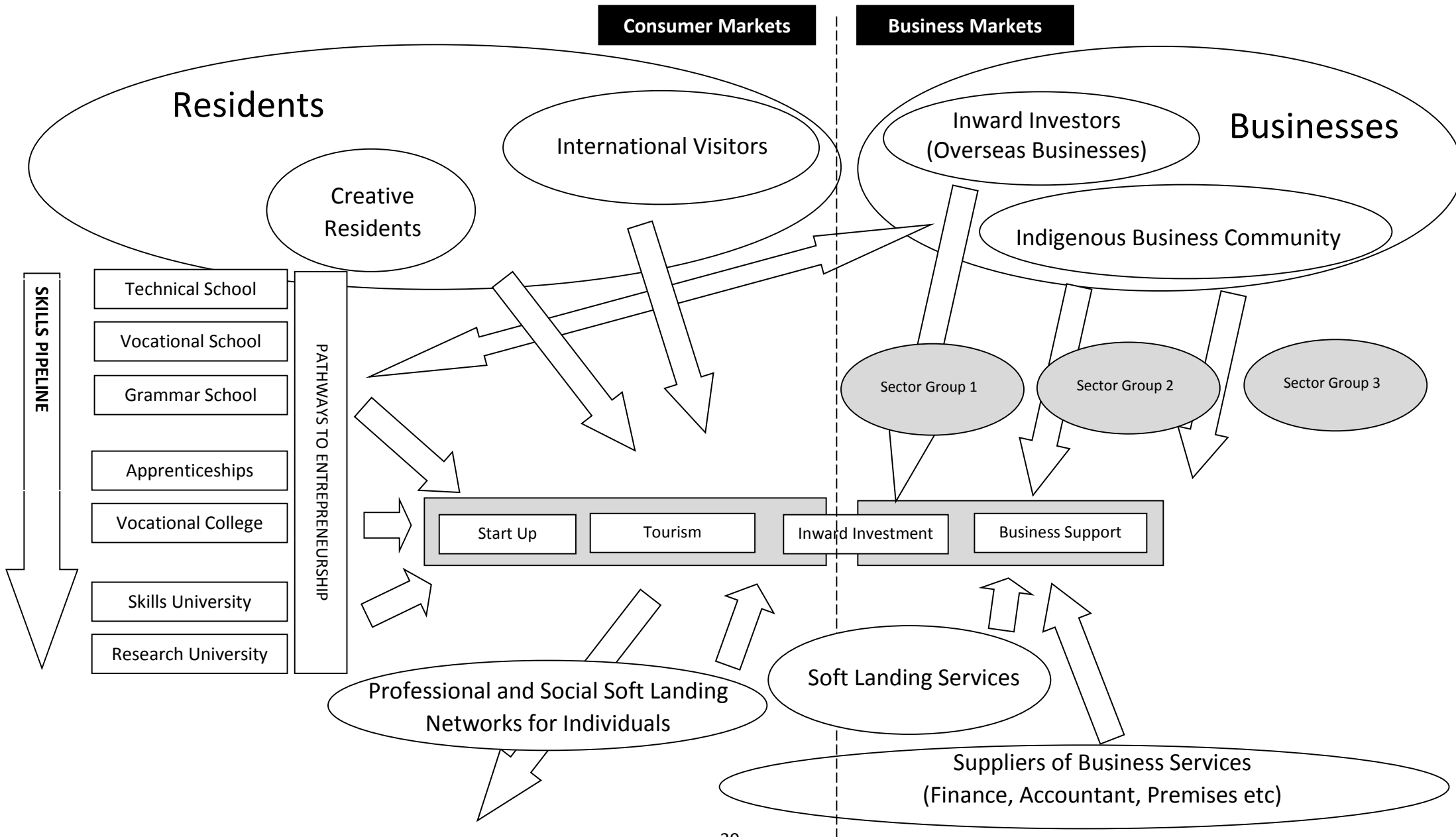
The Visitor Destination Offer as part of the Talent Attraction Offer

4.6.29   In thinking about talent attraction in this way, it's clear that the discipline has borrowed greatly from the principles of visitor destination marketing. Indeed, there is an argument for suggesting that visitor destination marketing forms an essential component of the talent attraction toolkit, as it supports a city to reinforce its brand values and draw in visitors to experience all that it has to offer.

4.6.30   Indeed, many cities seek to develop their leisure and tourism offer as an essential component of their talent attraction programme, and this is why for many cities it's important to have a strong focus on building and developing the independent retail and creative and cultural sectors as part of the overall strategy of place development. Cities that have a strong international leisure and tourism offer and that offer a wide variety of cultural amenities and events are more likely to attract talents. More and more of the Y-Generation are building their lifestyles around creative and cultural experiences, although some may not recognise this is what is drawing them to a city, favouring instead to simply describe the draw of 'the buzz of the city'.

4.6.31   In addition, the creative and cultural industries can help promote tolerance and a wider openness in society – both of which are attributes many of the Y-Generation look for in a city of choice.

4.6.32   Encouraging a themed programme of creative and cultural events – comprising a mix of internationally renowned festivals and home grown events – will have a direct economic impact, help a city strengthen its reputation and international brand image and mobilise citizens to become more engaged in their city's development (which is also likely to have a positive impact on talent retention).

Targeting International employee talent

4.6.33   Providing the product, the USP and the segments are sufficiently developed, the next challenge is how to target international talent. As noted, consistent messaging from a variety of different sources and constant repetition creates clear brand identity for a city and helps the distinctiveness of a brand to become fixed in the sub-conscious. Because of this, some cities have built brand guidance and toolkits for a range of partners to use when promoting the city. For example, to support Danish employers in attracting international talents, Copenhagen Capacity and their partners launched www.talentattractiondenmark.dk, through which recruiting companies can access videos, texts, brochures, case studies and photos which try and communicate a co0nsistent message about life in Denmark.

4.6.34   Much of the talent-oriented marketing activities currently in use by cities worldwide tends to try and leverage the value of networks to secure face-to-face contact between individuals, businesses, providers and or suppliers of particular services, build the brand values of the city and persuade talents to locate to a city. The precise nature, reach (local, national or international) and structure of the networks in a city will need to depend on the particular specialism's of the city, the scale and size of particular sectors and the nature of the local market. Examples of professional, social or place based networks identified in current 'best practice' include;

- **Resident ambassador networks:** Many cities have created global city ambassador networks whose main purpose is to try and support the promotion of a particular city on a global stage. These networks tend to be open to anyone who wants to join, regardless of whether they are a resident or business person. Many organise events and activities which showcase the city on a global stage. For example, the Leeds city ambassador scheme (http://www.independentleeds.co.uk/ambassador/) has been developed in partnership with Leeds City Council and Leeds City College to build on the successful volunteer ambassador programme started as part of European Year of the Volunteer in 2011. In addition, the Biscay region, which includes Bilbao, has a specific talent attraction programme geared towards bringing in high-level professionals to the region. The Be Basque Talent Network (http://www.bizkaiatalent.org) is the largest talent network in the world, made up of professionals who have or want to have a link with the Basque Country. It secured over 6,500 users during the first six months in operation. Another example is the Jönköping Ambassadors Network (www.jonkopingsambassaden.se) in Sweden, which lists its membership as over 1,000 people all of whom are committed to promoting and enriching the city.

Consumer Markets

Business Markets

Residents

International Visitors

Inward Investors
(Overseas Businesses)

Businesses

Creative
Residents

Indigenous Business Community

SKILLS PIPELINE

Technical School

Vocational School

Grammar School

Apprenticeships

Vocational College

Skills University

Research University

PATHWAYS TO ENTREPRENEURSHIP

Sector Group 1

Sector Group 2

Sector Group 3

Start Up

Tourism

Inward Investment

Business Support

Professional and Social Soft Landing
Networks for Individuals

Soft Landing Services

Suppliers of Business Services
(Finance, Accountant, Premises etc)

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ATTRIBUTES OF THE CITY

- **Business ambassador networks:** Many regions, countries and cities have also created specialist business networks involving managers from companies that are based in the 'host' country/city and overseas. These business networks exist mainly to promote a location, attract investment and create new business opportunities, via inter-trading. A typical example is GlobalScot (www.sdi.co.uk/globalscot.aspx), a network of more than 600 successful Scottish executives located throughout the world, active in a wide range of industries. GlobalScot provides Scottish businesses people with support and practical advice to help them seize domestic and international business opportunities. Many of these kind of 'hard' networks are also replicated in virtual environments, with Linked-in being used to host many business ambassador networks;

- **Sector-focussed and/or occupation focussed ambassador networks:** Similar to business networks, but where there is sufficient critical mass in a particular industry, they help promote the association between that industry and the city and/or recruit certain types of skills. Again, many organise global networking events, some of which are talent focussed. For example, IT Specialists for the Øresund Region (www.linkedin.com/groups/IT-Specialists-Oresund-Region-4408698) is a cross border cooperation project, which has established a virtual network of 800 recruiters and companies. According to Tendensor, in 2014, their website contained over 5000 employee profiles and 1250 ICT jobs in Denmark. The aim of the network is to attract highly specialised ICT professionals to the region, with a particular emphasis in programming skills. In addition, the Copenhagen Goodwill Ambassador Corps (www.ambassadornet.dk) is a network of global talent motivated to connect and build strong relations between company managers, investors, academic institutions and public figures around the world. Their goal is to attract international investments, conferences, and tourism to Copenhagen. Since its foundation, the Copenhagen Goodwill Ambassador Corps has supported more than 200 projects. In 2010 they also established a youth branch of the network;

- **Alumni ambassador networks:** Some cities with strong higher education systems often organise Alumni Summits and events to connect international talent with former colleagues and current employers in the home country/city. Sometimes a talent scout abroad acts as a recruiter for these kinds of events by networking in expat networks, and using intermediaries who are can help recruit expats for a particular vacancy back home. For example, the Manchester Business School Alumni (www.alumni.mbs.ac.uk) claims to have over 50,000 alumni members spread across the globe and the Oxford Academic Health-Science Network and British Expats in Life-sciences recently organised a highly successful Alumni Summit which sought to attract the Alumni from Oxford University back to the city (http://www.alumnisummit.com);

- **Tourism ambassador networks**: aim to attract international events to a particular city, business conferences and events, train 'reception' staff and/or recruit people who are willing to give service and guidance to visitors. Some cities have sought to try and use large scale events, like the Olympics, to present a positive image of a particular city and convert overseas tourism visitors to consider working in a city. For example, a number of cities have trained their restaurant workers, hotel staff, taxi drivers etc to be first points of contact with overseas visitors, ensuring they give out a consistent message about the city. Ahead of the London 2012 Olympics for example, front line reception staff were provided with 'Welcome Host' training to ensure visitors received a positive experience and consistent messaging when they visited and volunteers were recruited and trained to act as London Ambassadors (http://volunteerteam.london.gov.uk/). The City of Edinburgh (www.conventionedinburgh.com) has created an ambassador network to attract large conventions, conferences and meetings to the city. Another example is The Visit Derry Ambassador Network (www.visitderry.com), an exclusive collaboration of dynamic local professionals from the medical, academic, cultural and corporate industries who act as 'Ambassadors' for Derry/Londonderry, in Northern Ireland. The 'Ambassadors' promote the city as a conference destination throughout their extensive network of industry connections, colleagues, clients and suppliers and also through their membership of professional Associations, Societies and Institutes. In 2013 Derry/Londonderry was the inaugural UK City of Culture and the Conference and Meetings sector was one of the year's major success stories, enjoying an increase of approx 30% in bookings, attracting over 8,000 delegates and generating over £5m to the local economy. Many of these events were secured through the Visit Derry network of 'Ambassadors';

Science ambassador networks: Bring together scientists and researchers in a city, again to build the reputation of the city as a centre of discovery and research, and promote cross disciplinary working between researchers. For example, the Medicon Valley Alliance (http://mva.org/), a flagship bio-tech cluster in the Øresund Region organise a range of traditional networking and partnership building events, with MVA ambassadors being posted in major biotech hubs to act as door-openers for the MVA partners to find partners in those regions and the exchange of talent in those regions. In addition, Newcastle Science City (www.newcastlesciencecity.com)has built a network of more than 500 ambassadors committed to promoting Newcastle's scientific excellence in e3nvironmental industries, biomedicine, and health and aging;

4.6.35   Many of the networks described above maintain their membership by giving members, companies and intermediary organisations access to knowledge, business opportunities and pools of talented people that might ordinarily be too costly for them to access on their own.

4.6.36   As far as other elements of the promotional mix are concerned, different cities around the world have used a variety of different marketing tactics and tools to attract talent to a particular city. These include;

- **Overseas recruitment fairs, events and missions:** Some cities attend 'working overseas' fairs, organise recruitment missions and/or matchmaking events to target mobile talents, to persuade them to locate in a city. Many of these types of events are organised jointly with private sector firms. For example, according to Tendensor, in 2010, the Greater Montreal investment promotion agency began going on international recruiting missions helping indigenous companies recruit highly skilled workers from overseas. The recruiting mission programme began with a thorough analysis of what skills were lacking in the region and where in the world the skills could be found. Two recruitment missions a year have been organised, targeting French cities, such as Paris, Lyon and Toulouse, as well as Brussels and Barcelona. The missions organise matchmaking meetings with carefully selected candidates that meet the skill needs of the 35 or so participating firms, with circa 12,000 candidates registering, 2,000 being shortlisted and firms choosing between 50 and 250 they want to interview. Each firm pays a fixed amount of circa €8,500 to participate, with government subsidising each companies participation to the tune of about €2,000;

- **Social Media Campaigns:** Others have run ongoing social media campaigns to stimulate positive interest in locating in a city. For example, the Irish governments' #hometowork campaign (www.hometowork.ie) included posters at the airports and social media outreach in the run up to Christmas 2015 and over the New Year to encourage Irish people abroad to come back home to Ireland to work. These types of campaigns, which seek to attract the Diaspora of a city, region or country who have left to return to their homeland, are often referred to as 'Sea Turtle Recruiting. Some estimates suggest that there are about 200 million expats globally, of which 70 million want to return to their home country one day[35];

- **Celebrity endorsement:** In an attempt to create clear brand associations with credible celebrities and the whole concept of the city as a breeding ground for success, some cities try and encourage famous personalities that have strong links to a particular city to associate with them. A number of cities have also sought to try and develop an association with emerging personalities, in the hope that the personalities will support the city in a volunteer capacity. This approach is particularly common amongst emerging sporting talent, particularly young Olympians, many of whom need the support of the city administrations and local businesspeople to compete.

- **Supportive PR:** Providing supportive public relations activity in the in the generalist and specialist trade press.

Programmes to support talent retention and attraction

4.6.37   In addition to the above, cities are developing increasingly sophisticated programmes to attract and embed talent to a city. Typical programmes to help attract or retain talent to a various cities across Europe include;

- **International Talent Matching & Skills Training Programmes** – the Trainee Sør programme (http://www.traineesor.no/) in southern Norway was established in 2004 as a partnership between an energy company, a regional skills fund, the City of Kristiansand and the regional university, all of whom

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[35] IG Intelligence Group et al., 2013

are located in Kristiansand in Southern Norway. The overall purpose of the programme was to recruit a cohort of highly skilled people to work in the 30 member companies and put them through an 18 month training course. Since 2009, the programme has been entirely funded by its 30 member companies, each of which pay an annual fee of circa €1080 per trainee.

- **International Research Exchanges** – The South Moravian Programme for Distinguished Researchers (http://www.jcmm.cz/en/somopro.html) is a regional grant programme, which aims to attract researchers from abroad to work and undertake research training in a research institution in the South Moravian Region for the period of 1 to 3 years. Between 2009 and 2013 six Czech and twenty one foreign scientists have benefitted from the programme. Similarly, the Regional Basque Government has established the Ikerbasque Foundation (www.ikerbasque.net) to strengthen the production and dissemination of knowledge in the Basque Country by bringing in researchers from outside the area and promoting the image of Euskadiin the international research scene;

- **Housing accommodation for international researchers:** In Spain, the Talent House of San Sebastian (www.fomentosansebastian.org) is a project which aims to boost research and innovation in the region by attracting international research talents to the city of San Sebastian, by providing accommodation, information, training etc. The Talent House Building has 80 apartments of different sizes and type, to suit a range of researchers;

- **Language/culture training and education for new immigrants:** The Catalan "Linguistic Couples" program, matches volunteer Catalan speakers willing to dedicate a minimum of ten hours of conversation to new immigrants who want to learn the language. The program currently has 22 centres throughout Catalonia and in2011 matched over 10,000 couples.

- **Global open innovation activities to attract talent:** In addition to the above activities, many large international firms are changing and adapting to embrace open innovation. Open innovation is based on firms opening themselves up to make use of external ideas and routes to market, as they look to develop new products, services or technologies. Open innovation is, by its very nature, a global search for the 'best in class' and in order to respond to the global nature of new ideas, many large firms have developed global research partnerships with key Universities in their sector, to develop links with international students. By offering placements, internships and joint projects, the business benefits from student's creativity and get to identify potential talent, whilst the students get work experience and to build their professional network;

- **Family friendship programmes**: Finnish universities have been particular pioneers in developing these types of programmes which give international students a chance to have first-hand experience of an overseas culture through contacts with a local family, and integration into an overseas education. For example, the Copenhagen Talent Bridge project, aims to develop HR tools for international talent management in companies and at universities. It also sets out to prepare and guide small and medium-sized enterprises for international recruitment. The VALOA project is another example of a project that has tried to tackle this challenge by upgrading the skills of career guidance and international student co-ordinators

Targeting International entrepreneurial talent

4.6.38   As set out quite early on in this study, the rise of the 'micro-multinational' is changing the nature of talent attraction and management. Countless recent studies show that talented people want to develop their careers in a more flexible manner, outside traditional bureaucracies, the number of young people that believe they have the skills to start their own business is increasing and the way many employers are choosing to 'contract' with the skills they need is changing.

4.6.39   One implication of this shift in emphasis that many authors are starting to recognise is that cities and firms with global talent search functions should shift their focus on trying to attract potential employees to fill vacancies in particular companies, to focus on attracting individuals who can contribute to the growth and development of the location/firm, irrespective of if they are employees, freelancers or SME suppliers.

4.6.40   Another implication is that young talents may look to base themselves in locations that are best at promoting flexible working arrangements or supporting individuals build portfolio careers, working for several employers at the time, or employed on temporary project contracts. Again, this further reinforces the idea that cities that will do well in attracting talent in the future are those that, for example, can help

a young researcher find a postdoctoral contract and any number of suitable 'employment' assignments which help them pay their way in their receiving city.

4.6.41   For many cities, this approach also has an advantage of helping them to target small scale foreign investments and/or corporate venturing projects – which is where an ever increasing number of the overseas investment opportunities are coming from.

4.6.42   This shift in emphasis is potentially starting to blur the lines between the visitor promotion, the investment promotion and the talent attraction disciplines in a city. Incubators in the Nordic countries are already recognising this by trying to recruit small, talented start-ups to their incubators by offering incentives and an attractive environment in which immigrant entrepreneurs can start or base their business. Locations that want to attract these smaller firms run by talented entrepreneurs need to be globally connected and be able to offer flexible and creative working environments and meeting places, combined with interesting career and lifestyle opportunities. Locations that manage to do this well will generally be more successful at attracting and retaining 'micro-multinational talent.

ENTREPRENEURIAL TALENT ATTRACTION PROGRAMMES: Some 'state of the art' solutions

In the UK, the organisation responsible for encouraging inward investment (UK Trade and Investment)has established two programmes which seek to target 'mobile entrepreneurs;

- **The Sirius Programme** was set up two years ago to attract talented, innovative young entrepreneurs with ground breaking ideas from overseas – giving them a visa and the opportunity to start a business in the UK. Once here it supports them to grow their company into a success with sales and investor readiness training, placement in UK start-up accelerators and access to a network of experts, mentors and corporates.Since its inception, Sirius has delivered over 2000 applications from entrepreneurs across the world; £14.5m of private equity investment raised by Sirius companies giving them a combined valuation of just over £42m; £2m worth of prestigious prizes and awards; and significant brand awareness with extensive national and international news/media coverage (166 pieces of news coverage & 25 national news articles);

- **The Global Entrepreneur Programme** (https://www.gov.uk/government/publications/entrepreneurs-setting-up-in-the-uk/entrepreneurs-setting-up-in-the-uk), sometimes referred to as GEP, is a venture capital programme, which aims to create global companies from start-ups, using the United Kingdom as a strategic headquarters and base for international expansion. The GEP was set up in 2003 by UK Trade & Investment.

Riga City Council City Development department in partnership with AS Swedbank have developed a grant programme entitled **TAKEOFF** (http://www.investeriga.lv/eng/) which exists to advance the development of small and medium-size enterprises, and motivate Latvian expats to return to Riga and promote faster achievement of EU living standards. Support made available under the programme help entrepreneurs to set up their business in Riga. The maximum size of co-financing available under the grant programme is 80% or up to €12000 to cover various expenditures of new businesses, namely – purchase of particular hardware and licences, payment of accounting and legal services, development of corporate website,etc. By the end of 2012 eight competitions had been announced, with more than 800 business ideas being received and support granted to 84 companies.

The Norwegian Center for Multicultural Value Creation (www.nsfv.no) is a business development and knowledge centre in Drammen which aims specifically to help immigrants with high qualifications to become entrepreneurs The centre's mission is to *"Mobilize, develop skills, and assist immigrants to start new businesses locally, at the national level, and internationally and build a reputation of immigrants as positive contributors to the society"*. The centre has built a large network of regional stakeholder organizations from both public and private sectors, working together on making immigrants succeed in business life. The NSFV brings together 34 partners, representing the national government, counties, municipalities, local businesses, financial institutions, immigrants and educational and research institutions. It is owned by the Bunkered County. The centre's activities focus on three main areas: Business Development Centre, Knowledge Centre for Multicultural Value Creation, Network Arena for Business and Minorities.

HiCenter (http://www.hicenter.co.il/) is a unique business accelerator in Haifa in Israel, which focuses on technology based businesses, staffed by a team of experts who support entrepreneurs creating new businesses. Located in the developing Port Campus area, HiCenteris backed by the Office of the Chief Scientist of Israel. In order to be candidates for HiCenter investment, entrepreneurs must present a Proof of Concept, be technology oriented, and have strong business potential. Selected entrepreneurial teams are expected to work in Haifa and must guarantee continuous operation, including the establishment of a manufacturing facility in Haifa's greater metropolitan area for a period of five years from the graduation of the Hi-Center program. The entrepreneurs are required to present a commercial business plan of their initiative including available market, go-to market strategy, including forecast of sales, allocation of additional funds and potential strategic agreements or collaborations. HiCenter typically invests up to $375,000 out of a budget of over $500,000 for a single portfolio company. The entrepreneurs are required to allocate $125,000 of funding from private equity resources or potential investors.

Talent Reception and Integration

4.6.43   In order to help expat talents and their spouses and family members settle in during the first period of their stay, many cities offer 'soft landing services. These services can be offered by a range of public, private and civil society organisations but they work best when presented as a coherent place based package of support.

4.6.44   Pre-arrival communication material can provide important information to incoming immigrants. Reception and 'soft landing' services generally focus on helping immigrants and their family members to locate and settle in into the host city during the first phase of their stay, and provide services that will make it easier for family members to find their way around the new city.

4.6.45   Soft landing services generally comprise:

- Arrival information, often translated into a variety of languages
- Help completing Immigration/government paperwork and access to official contacts
- Relocation services, such as support in finding and settling into housing and/or schools
- Visitor integration activities, including events, language training, networks and communities etc.
- Spousal services, like careers advice, helping find employment or integration into expat networks

4.6.46   Mentoring programmes can also be useful in helping to integrate, attract and retain international students or spouses choose career pathways and/or establish links to local businesses.

4.6.47   Help with social and professional integration into the host location can be supported through language studies, cultural awareness-raising, and social, business and professional networking.

4.6.48   Wider promotion of the contribution that expats and immigrants make towards the host location can play an important part in generating tolerance and fostering diversity, as are activities which support talents to be more proud of the host city.

4.6.49   Ambassador, expat and even country specific networks can also be useful tools in embedding immigrants and expats into a city. The general aim for all of these networks should be to create a good reputation for the location as a place for talents to thrive and support talents embed into the local community.

4.6.50   It is widely accepted that international student retention and satisfaction are positively influenced by the provision of high-quality information, both prior to, after arrival and during an individuals' studies. As discussed previously, it's vital that any marketing material is consistent with the experience an individual is likely to have in a city. It's particularly important to manage visitor expectations about whether or not they will need to learn another language to get by in a city.

4.6.51   Various types of soft landing networks exist in many cities across Europe;

- **Expat networks:** These are generally created and managed by expats, without too much help from public sector facilitators. They are often country or language specific;
- **Private Sector networks:** Offer chargeable services to expats. For example, Nexus (www.expatnetwork.com) organises expat communities internationally;
- **Public sector networks:** These often operate at national, regional and city levels and tend to cover pre-arrival communication to supporting the creation of place based ambassadors; and

- **Non-profit networks:** Non-profit expat networks, like the Global Expat Centerin Stockholm (www.globalexpatpartners.com) are run by volunteers.

4.6.52   The key role for any place manager should be to identify whether there are any gaps in 'talent integration' services, and to endeavour to plug these to strengthen the local service offering.

TALENT INTEGRATION SERVICES: a few examples of best practice

Bizana **Relocation Services** (www.bizkaiatalent.org) is aimed at giving free information and advice on administrative issues and on how to adapt to living in Basque country, for instance on housing, education, health and leisure. It is meant to inform and service organisations and highly qualified individuals who come to work in Basque country. They offer information and advice on the administrative characteristics of the region, and on what is needed for a smooth integration into the social and cultural environment of Basque country.

Expat Spouses Initiative (http://expatspousesinitiative.org/) Eindhoven's a local grassroots **spouse's soft landing network** which is run by and for internationals. Expat Spouses Initiative was launched in June 2014. The metropolitan area of Eindhoven has one of the highest concentrations of expats in the Netherlands. Apart from adding to the region's diversity, the expat community also raises the region's average level of education: Approximately one in five residents in Eindhoven hold a graduate or professional degree. In 2011, The Intelligent Community Forum, a nonprofits think tank, ranked the tech neighbourhood of Eindhoven and southeast Brabant (dubbed the "Brainport Region Eindhoven") as the smartest region in the world. An estimated one-third of the international community living in the Eindhoven metropolitan area is comprised of "trailing expats": Spouses who follow their partners when they secure employment in the region. The migrant status of these spouses is frequently linked to or dependent on the employment status of their partners, even though they are often highly skilled professionals themselves.

The International House Copenhagen is a **one-stop-shop for reception and soft landing** which has gathered all support functions in one physical place

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5.0   PARTNER PROFILES

5.1   Our partnership

5.1.1   Our partnership has been formed after extensive discussions with a range of partner cities. The structure of the final partnership comprises a good mix of cities, at various stages of maturity in delivering an effective talent management strategy, and with complementary skills. This includes;

- Daugavpils;
- Klaipeda;
- Torun;
- Poznan;
- Granada;
- Wolverhampton;
- Genoa;
- Kristiansand;
- Bologna;
- Sabadell;
- Coimbra; and
- Nantes

5.1.2   The core rationale for the final structure of the GEN-Y CITY network is that comprises a mix of cities that are struggling to develop, retain and attract young people with creative-tech skills to their city because of a mix of issues, including (but not limited to) population shrinkage (out-migration); labour market weaknesses (high youth unemployment); the lack of a strong GEN-Y cultural offer (the pull of larger, more vibrant capital cities); and/or because young people are poorly represented in the governance structures of the city (which results in the city having a somewhat 'traditional' outlook).

5.1.3 Collectively, these issues are impacting on the demographic structures and vibrancy of the cities, and (given the emerging and deepening 'war on tech talent') threatens to impact negatively on the future prosperity of these cities.

5.1.4 The partnership that underpins the GEN-Y CITY Network seeks to bring together a group of cities that have some experience in one or more of the key pillars of urban development that underpin the creative-tech talent development, retention and attraction focus of the network (namely Quadruple-Helix Governance; Placemaking; Creative/Tech Skills Development; Youth/Talent Retention; and Creative/Tech Talent Attraction). The GEN-Y CITY Network seeks to build a network of cities that have different, but complimentary skills and experience, to ensure that there is the ability for ALL the cities in the network to learn from each other (by enabling some cities to be givers on some elements of the Transnational Exchange Programme and takers on other elements) rather than simply creating a network which comprises 'takers' and 'givers' on a single issue.

5.2 Daugavpils (LATVIA – LESS DEVELOPED)

5.2.1 Daugavpils is second largest city in Latvia, located about 200km from Riga. Daugavpils is a very diverse city, being home to many different nationalities.

5.2.2 Daugavpils has a population of 96,792[36](of which 15,573 or 16% are less than 18 years old) and is located in the Latgale Region of Latvia. Located 25km from Lithuania and 35km from Belarus, it is renowned for being a logistics hub, with the railway industry being the largest employer in the city. In common with many other parts of Latvia, **the economy of the city has been built on low technology manufacturing sectors**[37], including metal processing (27%), locomotive and railway

Fig 13: The location of Daugavpils in Europe

rolling stock repairs (21%) and food and beverage production (17%), although new investments are seeking to change this.

The local problems/challenges faced by the partner in relation to the network topic

5.2.3 The major challenges Daugavpils faces in relation to the Retention and Attraction of GEN-Y is;

- Latgale is the **poorest of Latvia's four regions**, and one of the poorest areas anywhere in the EU. Average gross monthly wages in the region are **€520** (compared to €866 in Riga). In 2013, **21% of Latgalians could not afford to meet their basic housing costs** and **74% would not be able to cope with any unexpected financial expenses**.

- Between 2000 and 2014, Latgale Region's population decreased by 25.7 percent and **Daugavpils' population decreased by 1,297 residents, or 1.3%**. Young people are leaving the city for Riga and other Europe's capitals like London, Berlin, Paris, Madrid, Copenhagen and others to find the best possible environment for their development and better social conditions.

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[36] Office of Citizenship and Migration Affairs
[37] Education for structural change & innovativeness of the economy in Latvia, Viktorija Šipilovaa, ISR, Daugavpils University

- The Latgale region has the **largest level of unemployment** in Latvia, at 18.1 per cent, with Daugavpils registering 10.6%[38].
- According to Central Statistical Bureau data, there were 51 enterprises per 1,000 inhabitants in Daugavpils which is the **lowest rate of businesses per inhabitant in Latvia in general**. Similarly, in 2014, 281 new companies were registered in Daugavpils in 2014, whilst 227 were de-registered.
- The city is quite **poorly represented by 'tech' businesses and businesses which are considered to be important for the future development of the creative and cultural industries**.
- Whilst the city does have a variety of creative associations and clubs, **the focus is on quite 'traditional' arts**, many of which are linked to the history of the region and therefore somewhat localised.
- Whilst the city has quite a reasonable student population, boosted by the existence of organisations like Daugavpils University (2300 students), Riga International Economic and Business Administration High School (135), Riga Technical University (246), the Institute of Transport Communication (150) and the Baltic International Academy (191), part accreditation for some courses means **that some students need to complete their studies in Riga (meaning their education-work pathway is interrupted)**.

5.2.4   In light of the above, the main problems in Daugavpils which impact on the city's ability to retrain and attract GEN-Y to the city are;

- **The capacity of a range of institutions –** the need to strengthen and support a range of public sector, youth, teaching and research agencies to further develop their capacity;
- **The industrial structure of the city** – with a high proportion of traditional industries and few creative and cultural industries;
- **Demographic changes** - depopulation problems, an ageing population & diminishing number of young people;
- **City centre downturn** - empty buildings which damage the image of the city, a lack of public realm, and a lack of meeting places/recreation centres)
- **Interrupted educational pathways** – meaning young people leave the city to go and study elsewhere;

The importance of this policy at the local level

5.2.5   Attracting and retaining young talent is a priority issue for the City of Daugavpils and local officials. In the Development Program of Daugavpils City 2014-2020, The Vision of Daugavpils City for the Year 2020 is "Daugavpils is Eastern Baltic knowledge and economic locomotive and wellness capital". This plan prioritises a number of SOCIAL, ECONOMIC and ENVIRONMENTAL actions which are integral to retaining and attracting young people to the city, including;

- S2-4: An interesting, varied and intense cultural life;
- S2-5: Diverse sports and leisure activities;
- S3-3: Higher education promotion to export markets;
- S3-4: Professional and adult education that corresponds to market demand;
- S3-5: Creative, diverse, patriotic vocational education;
- E1-1 Promotion of co-operation between higher schools, scientists and entrepreneurs, development of scientifically-intensive enterprises
- E1-2 Employment supporting activities
- E2-1 Effective support for business
- E3-1 Provision with marketing activities (Recognizable and positive image of the city)
- E3-2 Qualitative and varied tourism offers
- E3-3 Development of new tourism objects and infrastructure
- E3-4 Promotion of international, cross-border and regional cooperation
- En1-1 The improvement of international attainability of the city & integration into the TEN-T network
- En1-2 Improvement of public transport
- En1-3 High quality public transport infrastructure
- En4 Healthy and ecologically clean living environment

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[38] LETA

5.2.6　To achieve all the above priorities, ideas and plans, Daugavpils recognises it needs access to knowledgeable, educated, creative and hardworking people, who are patriots of their city and state. People like this can only be developed in an environment, in which they feel good, safe and useful.

Policies, strategies and actions already developed/implemented on this network topic

5.2.7　Under current national planning policies, the Latvian government is responsible for producing a Sustainable Development Strategy (2030); a National Development plan (2014 – 2020) and Regional Policy Guidelines (2013 – 2019). For regional policy and investment planning purposes, in the Latvian Sustainable Development Strategy (2030), the Latvian Ministry of Environmental Protection and Regional Development defines five Planning Regions and nine urban municipalities as national development centres (of which Daugavpils is one).

5.2.8　Latgale Planning Region is responsible for regional spatial planning and development, including industrial sites, communications and transport infrastructure and for delivering some specialist public services.

5.2.9　According to the national policies, Daugavpils is responsible for strengthening their specialisations by improving the linkages between specialisation and education programs offered by higher education institutions; by developing cooperation with entrepreneurs which work in the areas of specialisation; and improving cooperation with surrounding areas and other development centres. In response to these issues, Daugavpils City Council has produced the Development Program of Daugavpils City 2014-2020. Daugavpils City has also developed an Internationalization Action Plan which has identified financial resources, responsible institutions and partners for implementing activities aimed at international cooperation and business competitiveness.

5.2.10　As far as Employment Planning in Daugavpils is concerned, the State Employment Agency (SEA) is responsible for an array of active labour market measures such as delivering the Youth Guarantee; occupational training; retraining and increasing the qualifications of the unemployed; paid temporary public works; job clubs and measures to help marginalised groups. The SEA also acts as an employment agency for unemployed people. In addition to the SEA, the Professional Career Counselling Centre (PCCC) is responsible for preventing unemployment through the provision of career counselling and guidance services. Every year, the SEA works with the municipality to produce a short Employment Promotion Plan setting out how the SEA will work with the municipality.

5.2.11　**In light of the above, it is fair to say Daugavpils has not previously developed a holistic plan for developing, retaining and attracting young people to the city.**

5.2.12　However, a range of local organisations do organize a range of TACTICAL ACTIVITIES which could form part of a more developed, integrated and unified programme for developing, retaining and attracting young talents to Daugavpils, including;

Fig 14: The Rothko Centre in Daugavpils

- The SEA in cooperation with the EURES organise the annual exhibition 'Days of Entrepreneurs' informed employers, the unemployed, as well as other interested persons about their services (activities) and opportunities to participate in one of the employment measures.
- Daugavpils University regularly organises 'heydays' (https://www.daugavpils.lv/lv/47/read/8795) a project which is designed to develop creative industries in Daugavpils and inspire people to think creatively and to start a business in the field of creative industries.
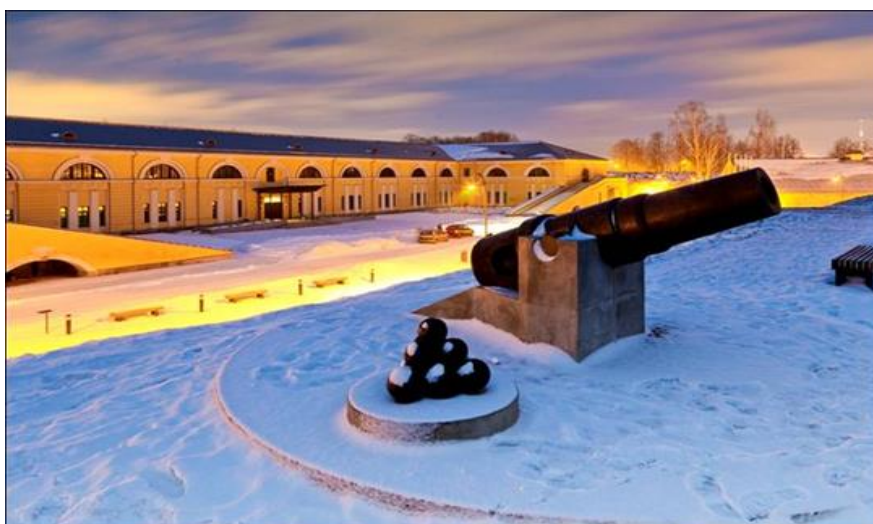
- Daugavpils City Council joined forces with the Swedish Embassy, Stockholm School of Economics in Riga, TeliaSonera and CONNECT Latvia to organise an Entrepreneurship Training Course in Daugavpils (https://www.daugavpils.lv/en/47/read/9423) to inspire and equip the participants with the necessary skills and information needed to set up a company and run a business.
- 'Shadow Days' (http://www.saeima.lv/en/public-participation/day-in-the-saeima) is a career education event organized by Junior Achievement – Young Enterprise Latvia. This year 30 employers offered their vacancies, but in total there were more than 100 vacancies for shadows. Young people were able to choose to be the Shadow of representatives in different spheres.
- Daugavpils City Council and Swedbank provide IMPULSE grants to boost the business environment in Daugavpils. The programme aims not only to encourage the emergence and development of new businesses but also to create new jobs and strengthen industries of strategic importance for the city (https://businessnetwork.lv/galleries/galleries-52).
- Klubs Maja (http://www.klubsmaja.lv/index.php/en/) is a public sector youth organisation that aims to popularize the idea of a united Europe, to promote democracy, tolerance and human rights while informing and educating youth, through the organisation of a range of activities. Similarly, the European Parliament's 'Euroscola' is also active in Daugavpils.
- Daugavpils Youth Department organises a number of informal education clubs (including children with special needs), summer camps and day centres; activities: sports, leisure time, hobbies all of which can be found at www.jauniba.lv.
- ERFOLG (http://www.erfolg.lv/evs/), a Latvian NGO, implements a range of international youth exchange projects; events, contests; creative workshops, discussion clubs, trainings; master classes; and non-formal education of children and youth in youth and children schools;
- The Latvian Rural Advisory and Training Centre (LACC) aims to develop young people's knowledge, experience and competence required for their business start-up or development, promoting rural development, and to maintain youth entrepreneurship motivation.
- In 2015, the educational project Start(IT) was introduced in Latvian general education schools (organisers - an information technology enterprise "Accenture Latvia", "Junior Achievement - Young Enterprise Latvia and Web & Mobile "MAKIT").
- BJC Youth Club organise a 'Technical Innovation Day' where participants have the opportunity to 'slip into the skin' of engineers, through exciting workshops and competitions testing their ability at manufacturing silver mirror; making lighting, rocket and glider models design.
- Children's Science and & Curiosity Center 'Wonders'
- 20 Summer Camps with 865 children
- My first job (age 13-19) 1085 jobs last summer

5.2.13 At present, all of these activities are organised by a disparate range of groups and organisations and not necessarily unified by a single brand or marketing programme. In addition, little strategic thought appears to have been given to how career inspiration, work experience, hobby, civic leadership and youth democracy pathways might interact and/or feed the entrepreneurial pipeline of the city.

Previous experience of working through transnational exchange on this topic

5.2.14 Daugavpils City is active in the International Field, with 17 twin-cities in 11 countries, including Germany, Lithuania, Georgia, Armenia, Ukraine, Russia, Poland, Belarus, Israel, China and Sweden. Daugavpils does have a history of cooperation with these cities in fields such as culture, tourism, business, education etc., however many of the transnational projects that are implemented (like some of those described above) are quite tactical. In the city there are a lot of International Festivals, Seminars and Conferences.

5.2.15 The City Council is active in EU fund acquisition. In the last planning period (2007-2013) projects worth €193m were implemented for the development of the city, but most of these were focussed on Transport and Education Infrastructure Development.

5.2.16 Daugavpils City Council has implemented some projects in the creative sphere, focussing on the 'Development of the Creative Industries in the Latvia-Lithuania cross-border region' and the 'Modernization of equipment and improvement of infrastructure of Daugavpils Art and Design Secondary School (Saulesskola).

5.2.17 Despite these various transnational exchange/learning and EU funded projects, Daugavpils has not yet developed a Local Action Plan for developing, retaining and attracting GEN-Y 'tech' talent to the city.

Focus of the Integrated Action Plan

5.2.18 Daugavpils Action Plan for developing, retaining and attracting GEN-Y tech talent to the city will focus on;

- **Revitalization of the city centre** – to further develop Daugavpils to make the city more attractive and appealing to young people;
- **Development of creative sectors in the city** – create a more vibrant and dynamic city which is capable of competing on a global scale;
- **Retention of young people to stay in the city** – looking particularly at improving the effectiveness functioning of the labour market, entrepreneurship pathways etc.;
- **Attraction of young people to stay in the city** – branding and marketing of the city to unify and draw together the various elements that underpin talent promotion, including networks, media etc.;

Change envisaged at the local level as a result of the production of the Integrated Action Plan

5.2.19 Within the project, Daugavpils aims to draw together and raise awareness of creative youth activities and the needs of the city to try and stimulate more creative activities and enterprises in the city that can serve to attract more young people to stay in the city. The activities currently present in the city will be improved by extending their reach not only for the most active and creative youth, but also for those, who doubt about their own capability.

5.2.20 The most innovative ideas and project proposals generated by young people will be included in the Action Plan within the Development Program of Daugavpils City "Mana pils - Daugavpils" for 2014 – 2020. This is in accordance with one of the mid-term priorities of the Development Programme – to invest in society to create happy, educated, creative, active and healthy residents, who are proud of their city.

5.2.21 Activities required under this action plan are likely to include improving civic engagement (cooperation and initiative); supporting young people and families with children; and delivering diverse, lifelong learning at all levels. By promoting these actions Daugavpils will be able to improve the integration of urban policies in the field of youth development, encompassing skills, enterprise and creative pursuits.

5.2.22 The main advantage as a result of the co-production of the Integrated Action Plan in the framework of URBACT will be the new integrated methods of communication between local authorities, NGO's, the university and young people within the city, which was not developed before.

5.2.23 This cooperation will establish a good foundation for future development of local policies. Within the meetings of representatives of Daugavpils City Council, its partners and generation "Y" the new working methods will be delivered. These will include mixed work-shops of problem discussion, meetings in different places in the city to see the conditions of available premises for youth, brainstorming on important issues, surveys to gather all opinions, critics, ideas and suggestions of stakeholders.

5.2.24 Previously there have been no such meetings between young people and local government, so information and opinion flow has been limited.

Operational Programmes covering the partner area

5.2.25 The Latvian single multi-fund Operational Programme 'Growth and Employment' (OP) aims at achieving key national development priorities along with the Europe 2020 objectives. It combines support from the European Regional Development Fund (ERDF), the Cohesion Fund (CF), the European Social Fund (ESF) and the specific allocation for the Youth Employment Initiative (YEI), aiming to provide a significant support to the economic growth and employment, with a particular focus on the competitiveness of Latvia's economy.

5.2.26 As far as ERDF is concerned, the Plan of Action for the Development of Latgale (2015-2017) indicates that the majority of financing for the plan (€52.24m) will go into revitalization of degraded land, to create the preconditions for the establishment of new companies and expansion of existing ones, resulting in the creation of new jobs.

5.2.27 As far as ESF is concerned, the 'Growth and Employment' OP places emphasis on a range of activities including developing the capacity of HE and Vocational Education, expanding STEM and creative activities, improving teacher training and providing a range of employment support to a range of individuals and groups

5.2.28 As one of nine national development centres, the City of Daugavpils will likely benefit from part of the €244m (10.6% of the total ESIF Funding) that has been allocated to Sustainable Urban Development.

5.2.29 At the time of writing, the majority of applicants to date have been National Government Ministries and Agencies (including the State Employment Agency) with only one municipality having secured any EU Structural Investment Funding to date (http://www.esfondi.lv/es-fondu-projektu-mekletajs).

Priorities of these Operational Programmes

5.2.30 The following OP priorities are relevant to the policy challenge addressed in the GEN-Y City Network, namely attracting and retaining young people in Daugavpils;

- TO1 - Research and innovation (10.58% of the total OP allocations) - investing in research and attracting researchers to Latvia, helping the country reach its national Europe 2020 target of 1.5 % of the GDP invested in RTD (0.66% in 2012);
- TO2 - Information and communication technologies (3.91% of the total OP allocation) is aimed at promoting information society by ensuring the accessibility of high-speed broadband connection to at least 80% of Latvian households, developing e-services, e-solutions, e-commerce (priority axis 2). particularly strengthening ICT applications for e-government, e-learning, e-inclusion, e-culture and e-health, which could stimulate digital 'tech' firms and/or enable social innovation;
- TO3 - SMEs competitiveness (7.11% of the OP resources) - to support the competitiveness and innovation of SMEs by creating the necessary preconditions for private investments, and by creating new enterprises and jobs in the national and regional development centres. Under this priority axis, the ESF will support strengthening the institutional capacity of public administration and judiciary to create a better environment for business and less corruption.
- TO7 - Employment, labour mobility and social inclusion (13.2 % of the OP resources) - dedicated to promoting employment and work force mobility with focus on the unemployed with low level of skills and skills that are not relevant for the labour market needs. Also contributing to social inclusion and fight against poverty. The OP will provide targeted support for those young people who are not in education, training and employment (NEET), including outreach measures for the non-registered NEET
- TO8 - Education, skills and lifelong learning (11.68 % of the OP resources) - investment will be instrumental for reforms in the higher education through supporting establishment of an internationally recognised accreditation agency, elaborating new joint doctoral study programmes and programmes in EU languages and implementation of result-based governance. ESIF will promote vocational education and training, with focus on work-based learning, support comprehensive career guidance system and a new lifelong learning implementation model (through regions).

5.2.31 As the Plan of Action for the Development of Latgale (2015-2017) allocates €17.35m to the two largest cities of Daugavpils and Rezekne and the surrounding regions, Daugavpils City Council has created a 'Catalogue of Daugavpils Enterprises and Investment possibilities' identifying the building and plots of land being offered to potential investors to start new contemporary businesses in the city. In catalogue there is available information about the properties belonging to the municipality, individuals and merchants, which you can buy or rent, including area, address, cadastre numbers etc. Catalogue was created by structuring all the buildings and areas for the location of Industrial Zones and their owners.

5.2.32 In addition to the above, under our Sustainable Urban Development Plans there are grand plans concerning next planning period. Daugavpils municipality investment portfolio of previous planning period 2007-2013 (2015) reached the total amount of more than 193 millions of Euros for the development of the city with the support of EU structural funds and other sources of support. The most investments as implemented projects were devoted to the development of transport infrastructure of 47.6%, followed by the development of infrastructure of education of 15%, the development of infrastructure of utilities of 14,1%, the development of culture, sport and tourism infrastructure of 12.1% and the development of health care and social sphere infrastructure of 11,2%.

5.2.33 The budget structure of municipality is made of 43% for education, 13% social protection, 12% management of municipal territory and housing, which are set as priorities and followed by economic activity of 11%, general government services of 7%, environmental protection of 3%, public order and security of 2% and health of 1% with the total amount of 83m Euros for 2016.

5.2.34 As far as past projects are concerned, a number of partners involved on the ULG have successfully applied for and delivered different projects in the past, mostly including projects of such programmes as Europe for Citizens and Erasmus+.

Partner relations with the Managing Authorities

5.2.35 Daugavpils City Council has a positive and productive working relationship with the Managing Authority, the various Ministries that co-operate with the MA in the delivery of the Operational Programme, Latgale Planning Region and the State Employment Agency.

Key local stakeholders involved in URBACT Local Group (ULG)

5.2.36 Partners that will be involved in the LSG will include;
- Daugavpils City Council, Development Department;
- Daugavpils City Council, Youth Department;
- German Society, ERFOLG;
- Business representatives from 'Bumbumba' and 'Lapsa Media';
- European Club 'Twelve Stars';
- Daugavpils University
- Daugavpils City Council, Culture Department;
- Daugavpils City Council, Education Department;
- Daugavpils Art and Design Secondary 'SaulesSkola';
- Heyday Latvia;
- Societies "Createam", "D-JUNO", "Darītājiem";
- Parish municipality of Kalkūne;
- State Employment Agency, Daugavpils Department;
- Daugavpils national and cultural societies.

5.2.37 In addition to the above, Daugavpils City Council has good cooperation ties with the Scholars from Daugavpils University, because of previous projects, artists from Daugavpils Mark Rothko Art Centre and Daugavpils Clay Art Centre and creative representatives from Daugavpils Art and Design Secondary School "Saulesskola" and Daugavpils Music Secondary School, and representatives from the most active Cultural Societies.

Relationship between the ULG and existing groups/platforms/partnerships

5.2.38 This ULG will be made from a new group, bringing together the different actors that have historically been involved in organising youth enterprise, entrepreneurship and cultural activities, together with urban planners and those responsible for the spatial development of the city. By integrating these actors together with the International Department of the City Council, Daugavpils' envisage they will be able to integrate the learning and exchange that takes place between partners at a transnational level with the activities to be co-ordinated at the local level.

URBACT Local Group Co-ordinator

5.2.39 The co-ordinator of the ULG will be Jolanta Uzulina from the Office for Strategic Planning and Foreign Affairs of Development Department at Daugavpils City Council. Jolanta Uzulina is the coordinator of international projects at Daugavpils City Council. She has an experience of implementing of different kind. Mostly these projects are based on the exchange of experience between municipalities, mobilities, training of employees and organization of seminars and conferences. Everyday work is connected with the welcoming of foreign delegations, which come to visit Daugavpils City Council.

5.2.40 She has organized training for all Daugavpils City Council departments and municipal authorities, therefore she has good connections with the city administration and relevant city departments.

5.2.41 Jolanta Uzulina is representative of generation "Y", so her ideas can be valued as essential in the development of this project. Jolanta has already successfully co-ordinated the first meeting of the ULG, which took place on 26th November 2016, involving representatives from the various organisations set out above and the lead expert for Phase 2 of this project, Jim Sims. As well she organized the second ULG meeting with stakeholders, where she guided the work-shops, and discussions.

ULG processes for producing the integrated action plan

5.2.42   Co-production of the integrated action plan will be carried out by polls, questionnaires, discussions, debates on concrete issues, brain-storming and individual consultations with Daugavpils City Council's authorities and invited experts. These methods are the most corresponding, because within the previous meetings with stakeholders it turned out that not all is said in public and in questionnaires there are expressed a lot of good suggestions. Daugavpils youth also like to meet authorities to ask the issues they are interested in face to face meetings.

ULG engagement in transnational network activities

5.2.43   Prior to every international meeting, the ULG will discuss the topic to be covered and after each meeting will discuss the resultant learning. Daugavpils ULG is potentially interested in participating in partner meetings online, if there is such an opportunity.

5.2.44   Daugavpils City Council's website already contains information on this project and its activities (https://www.daugavpils.lv/lv/117). In future Daugavpils will create a negotiation forum for the project stakeholders on the City Council's website so young people can express their interest in the project, share ideas and suggestions for a successful project implementation.

Sharing learning with the ULG members

5.2.45   As mentioned above the key transmission tool for sharing learning with ULG members will be the ULG meetings, organized by Daugavpils City Council after the transnational exchange and learning activities. In these meetings, activities of the project partners will be acquired and new information, new methods of working and fresh experience shared, which could be transferred to Daugavpils. Information will be given to stakeholders within the meetings, seminars and expert consultations.

Learning needs of the partner

5.2.46   Having used the time in the preparation of this project to understand some of their strengths and weaknesses and those of some of their other partners, Daugavpils are interested in using this project to learn about;

- **Place Development for Creative/Innovative GEN-Y** – factors for stimulating innovative and creative activities and firms;
- **Partner Co-operation** – how to encourage greater co-operation within the operating structure of the city hall, its wider partners and society;
- **Co-ordination of Marketing and Branding** – how to unify activities under a common marketing and brand campaign;
- **Funding** – identifying funds to implement our action plan

5.2.47   In addition to the above, Daugavpils envisage some gaps in our programme and are keen to organize some international work-shops, in which the 'creative class' could participate, including representatives from several fields, such as artists, scholars, designers, computer programmers and others.

5.2.48   Daugavpils City Council can organize an International Meeting for all partners of the project, to share their experience and to show our own practices.

Contribution of Experience to network exchange and learning activities

5.2.49   Various partners within Daugavpils have implemented a variety of project activities which have sought to retain GEN-Y talent in the city. However, many of the activities partners have organised are fairly fragmented and un-co-ordinated. Our mapping work also suggests Daugavpils have more to do on place development; marketing & branding; talent attraction and the integration of policies.

5.2.50   What Daugavpils can bring to the project is experience in organising events and activities to retain young people in the area, some experience in organising international and intercultural co-operation projects for young entrepreneurs and experience in running a municipal grants programme.

Contribution of Good Practice to network exchange and learning activities

5.2.51   Various partners in Daugavpils have developed and delivered different projects which have sought to retain young people in the city, or develop and encourage creative/innovative enterprises. Daugavpils has these practices, but do not yet know how well they compare to others.

Key capacities to be enhanced in the city/ partner organisation's core staff

5.2.52   Key capacities Daugavpils want ULG members to acquire are;
- **Place Development for Creative/Innovative GEN-Y**– stimulating innovative and creative activities/firms;
- **Partner Co-operation** – how to encourage greater co-operation within the operating structure of the city hall, its wider partners and society;
- **Co-ordination of Marketing and Branding** – how to unify activities under a common marketing and brand campaign;
- **Funding** – identifying funds to implement our action plan

5.3 Klaipeda (LITHUANIA – LESS DEVELOPED)

5.3.1   Klaipeda is the third largest city in Lithuania and the capital of Klaipeda County. The City has developed largely from its role as a commercial port on the Baltic Sea coast, which sits on the mouth of the Akmena-Danė River and has developed a regional importance because its climate means it is usually ice free.

5.3.2   There are circa 6000 businesses in the city. The greatest contributors to the regions GDP in 2012 in Klaipeda County are the wholesale and retail trade (at 43.2%) and transport accommodation and food service activities (at 25.5%)[39] much of which is contributed by port activities linked to the city. Both these sectors are over represented in Klaipeda, compared to the country as a whole and the Port in particular is an important component in the Lithuanian Transport Sector, whose reach extends far beyond the city. Public sector administration, defence, education, human health and social work activities decreased by 3.1% between 2000 and 2012. The Visitor economy is growing with popular seaside resorts like Nida and Palanga located nearby; flights into Palanga International Airport expanding in spring 2016 to include direct flights to London; and an increasing number of cruise ships visiting the city every year.

5.3.3   Whilst foreign direct investment (FDI) into Klaipeda County decreased between 2000 and 2013 by 3.76% in comparison with the country as a whole, FDI per capita exceeded the Lithuanian average in Klaipeda district municipality and Klaipeda city municipality (at 21% and 11% respectively). Klaipeda County is one of the leaders of the Lithuanian GDP growth. Gross monthly earnings in the Klaipeda City has always been higher than the average in Lithuania by 6-10%, while in other municipalities (with the exception of Klaipeda district municipality) it was lower than the national average, by between 19-26%.

The local problems/challenges faced by the partner in relation to the network topic

5.3.4   Klaipeda's local challenges in to the development, retention and attraction of GEN-Y tech talent are;
- **City population decline and the ageing demographic:** Klaipeda is experiencing demographic outflows or 'shrinkage' and this is resulting in deepening talent problems in the city. Between 1992 and 2014, the population shrank from 207,100 to 157,350. The growing suburbanization, which involves the outflow of the young, educated population reduces the social capital in the city and causes a loss of connection with the city's participation in social and cultural facilities;
- **Mismatches in labour market:** This drain of young people away from the city is combining with mismatches in the labour market (more and more young people are interested in the social sciences, whereas the economy is dominated by logistics and manufacturing)and this is impacting on the productivity of the city;
- **Degradation of areas of the city, potentially impacting on the environment for new businesses:** The result of these changes is the gradual reduction of the urban centre / downtown and adverse changes in its architecture. Loss of interest in the city centre as a good place to live, work and leisure activities. Klaipeda also experience reduction of downtown, since the local actors (land-lords) raise the rent prices and the local municipality has no instrument to influence this; the panel housing area and other

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[39] 4th World Conference on Business, Economics and Management, WCBEM Place and role of the Klaipeda region in economy of Lithuania Nikolajus Markeviciusa A Mykolas Romeris University, Ateities str.20, LT-08303, Vilnius, Lithuania

peripheral parts of the city offer lower price offices and hyper-markets/offices, therefore the centre is slowly deceasing. The result is also a reduction in the financial capacity of the city, which significantly lowers its future potential;

- **Stimulation of innovative/creative enterprises and the creative sector**: The municipalities are losing skills of effective support for young, growing companies because of the new nature of the trend. The institutional partners lack the knowledge and experience of how to implement talent attraction & retention models that impact generation "Y" and the knowledge and tools to help companies operating on the basis of new business models; and
- **Weaknesses in Civic Engagement and Lack of Social Action:** Declining involvement of residents in deciding on the life and future of the city. Lack of faith that a single vote does matter. Focusing on the implementation of individual plans, without a common desire to work.
- **Financial Resources:** Limited and often inadequate financial resources for the sector and significant reduction of public funds in recent years is also a problem;

5.3.5　In order to address this issue, Klaipeda see a strong opportunity for the City Klaipeda to focus their LAP on developing an integrated strategy for developing, retaining and attracting youth in the city.

The importance of this policy at the local level

5.3.6　The need to make Klaipeda more attractive to young people, the need to arrest the shrinking population of the city and particularly the youth brain drain have been priorities for the city for some time. Until relatively recently the skills and experience of the city has largely focussed on renewing the urban fabric of the city and the challenges of engaging citizens, stimulating social action, creating the 'creative milieu', inspiring and stimulating young people to pursue technical careers and/or start new 'tech' start-ups has been more elusive.

5.3.7　In parallel with this process, the city leaders are reorganising the structure of Klaipeda Economic Development Agency to be able to deliver this future strategy; revising their marketing strategy (particularly to develop more online resources which appeal to Generation-Y)and organising work-shops to refresh a range of other strategies.

Policies, strategies and actions already developed/implemented on this network topic

5.3.8　As indicated previously, at both a strategic and an operational level, much of Klaipeda's strategy to address this issue has focussed on the physical regeneration of the city to create a more attractive city centre with investment in high quality 'third spaces' and good quality public realm. That said the creation of the policies, strategies and actions to tackle the creation of the 'creative milieu' and market the city more widely has generally (rightly) received less attention (until now).

5.3.9　For example, at a strategic level:

- Klaipeda City strategic development plan for years 2013-2020 (http://www.klaipeda.lt/eng/The-strategic-plan/193866);
- Klaipeda City integrated investment development programme;
- Klaipeda City integrated investment territory local action plan for years 2016-2022.

5.3.10　In addition, the following strategies are currently being refreshed, which have a link the proposed LAP:

- Cultural industries programme;
- Marketing strategy;
- Economic development strategy; and
- Studies and plans for revitalizing/rebuilding historical objects;

Fig 15: Proposed Theatre Regeneration in Klaipeda

5.3.11　At a more operational level;

- Klaipeda has recently constructed the Culture Factory, a Creative industries incubator, hoping that new, modern spaces will help attract generation "Y" to settle in Klaipeda and start their SME's within the creative sector. For residents of this incubator Klaipeda offers tailored support.
- A technical reconstruction project for the Klaipeda Musical Theatre was presented in late 2015, developed by German architect W. Gollwitzer; and
- Plans are being developed for the rebuilding of St. Johannes church to create a 'third space' for young people

Previous experience of working through transnational exchange on this topic

5.3.12 Klaipeda City Municipality Administration has professional experience since the year 2002 in implementing EU projects; during the period 2007–2015, 59 projects were finalised, but Klaipeda would like mark some of them, regarding to the topic of this project idea: CITIES, Invest to Grow, Seaside, ENTERBANK, URBAN CREATIVE POLES. Also Cities of change – cooperation of cities in the field of cities development (Europe for citizens) - Lead Partner City of Poznan, Klaipeda as a partner.

5.3.13 That said, none of these projects focussed on the development of an integrated strategy for retaining ad attracting young people to a city which is where Klaipeda now want to focus the LAP

Focus of the Integrated Action Plan

5.3.14 In the run up to the creation, and in Phase 1 of this project, Klaipeda has been developing political support for the development of a more holistic strategy for retaining and attracting young people and young technical creative entrepreneurs to the city. The city's current thinking is built on an a framework which brings together the key spheres, challenges and aspirations set out in a framework which brings together the spheres and challenges of Social (Civic Engagement, Creativity, Diversity); Environmental (Affordable Housing; Public Spaces; Safe Environments); and Economic (Innovation, Support and Education). This is a genuinely new approach for Klaipeda, which is receiving widespread political support, but is not covered in any of the previous strategies or transnational projects they have worked on previously.
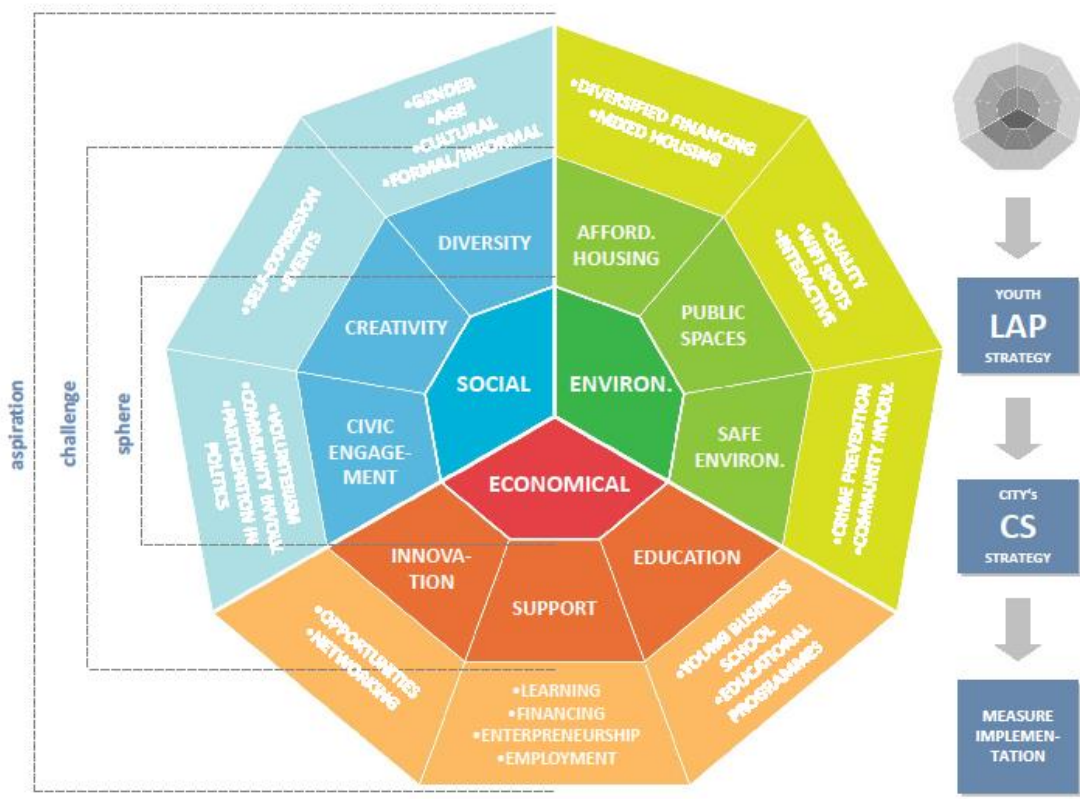

Fig 16: Strategic Focus of the Klaipeda Local Action Plan

Change envisaged at the local level as a result of the production of the Integrated Action Plan

5.3.15 Klaipeda hopes that the Action Plan they develop in the framework of this project will help them develop more embedded, integrated strategies and policies, which cover a range of partners and intermediaries, which help the city to develop strategies and action plans which can make the city more attractive to young people, both those that are studying in the city and those who have left to pursue working opportunities and lifestyles outside the city. Klaipeda would like to develop a participative strategy, and would therefore like to use the process to engage, inspire and motivate young people to help shape their futures.

5.3.16 At a more concrete level Klaipeda see this as an opportunity to develop a number of potential project concepts for EU transnational, structural and other funding sources. For example, under the current ESIF arrangements, they have a need to develop plans to allocate circa €1m of ESF on certain social projects in the city and see the LAP as one route to shape this activity.

Operational Programmes covering the partner area

5.3.17 The Lithuanian ESIF multi-fund Operational Programme (OP) brings together several key EU investment funds aimed at helping Lithuania's economic development as well as tackling social exclusion, unemployment and vital issues like energy security. It reflects the goals of the Europe 2020 strategy with a clear emphasis on boosting research and innovation, SME competitiveness, the shift to a low-carbon economy, the promotion of human capital, especially of young people, and the fight against poverty.

- 10.12 % of the OP allocations are envisaged to boost RTD and innovation, particularly encouraging RDI commercialisation and knowledge transfer and stimulating private RDI investments (PA1)
- 3.64 % of the total OP allocation is aimed at ensuring the accessibility of high-speed broadband for all, developing e-services, e-solutions, e-commerce (PA2)
- 7.92 % of OP resources are allocated to support SMEs' competitiveness and innovation (PA3).
- 14.48 % of OP funding is aimed at supporting the shift towards a low-carbon economy in all sectors (PA4) 12.49 % of OP allocation will be spent on the measures dedicated to environment, sustainable use of natural resources and adaptation to climate change (PA5).
- 17.20 % of OP funding is aimed at the modernisation/development of transport/energy infrastructure (PA7).
- 10.86 % of OP resources are dedicated to promoting sustainable & quality employment & supporting labour mobility (PA7)
- 7.99 % of the OP resources will facilitate the transition from institutional to community-based care and improve access to social housing and quality of health care services for people at risk of poverty or social exclusion (PA8).
- 9.89 % of funds will be invested in the educational system with the objectives of improving pupils' achievement in general education, the quality and labour market relevance of higher education, vocational education and training as well as improving researchers' abilities (PA9).
- 2.24% of OP resources will be spent on improving the Lithuanian business environment by reducing the administrative burden for businesses & improving the quality & efficiency of public services in general (PA10).

5.3.18 Other relevant Cross-border, transnational and interregional co-operation programmes impacting in Lithuania are: Interreg V-A (South Baltic); INTERACT; INTERREG EUROPE; URBACT; Baltic Sea; Interreg V-A (Lithuania-Poland); Interreg V-A (Latvia-Lithuania); and ESPON

5.3.19 Klaipeda City Municipality has adopted 13 priorities. Some of them are related to the topic : Programme of Youth policy, Programme of SME's development, Programme of Tourism Development, Programme of Urban development.

Priorities of these Operational Programmes

5.3.20 The following OP priorities are relevant to the policy challenge addressed in the GEN-Y City Network in Klaipeda;

- TO1 - Research and innovation;
- TO2 - Information and communication technologies ;
- TO3 - SMEs competitiveness;
- TO7 - Employment, labour mobility and social inclusion
- TO8 - Education, skills and lifelong learning

Partner relations with the Managing Authorities

5.3.21 Klaipeda City Municipality has experience in managing projects funded by ERDF, ESF and other since 2002 including.
- Invest to grow (Creating favourable investment environment for growth of Liepaja and Klaipeda) - Latvia Lithuania cross border cooperation programme 2007-2013;
- Climate Change: Impacts, Costs and Adaptation in the Baltic Sea Region (BaltCICA) - Baltic sea region programme 2007-2013;
- Improvement of water purity of the Baltic Sea through development of water management systems – Lithuania-Poland-Russia ENPI Cross-border Cooperation Programme 2007-2013
- Young people are the guarantor of the society and the continuation of its development" -   Latvia Lithuania cross border cooperation programme 2007-2013;
- Prevention of Youth Drop-Outs in Sports (PYDOS) - Interreg South Baltic 2007-2013
- My Social Responsibility – Social integration of people with disabilities in Latvia and Lithuania - Interreg South Baltic 2007-2013
- Effective Governance for people: Development of human potential by improvement of social conditions, governance and educational opportunities   - Lithuania-Poland-Russia ENPI Cross-border Cooperation Programme 2007-2013
- Improvement environmental at the Lithuanian – Russian border -   Lithuania-Poland-Russia   ENPI Cross-border Cooperation Programme 2007-2013

Key local stakeholders involved in URBACT Local Group (ULG)

5.3.22 The ULG will be formed as a Quadruple Helix partnership. The key partners that will be involved in the Local Support Group include;
- Klaipeda City Target Investment Territory – there is already a Local Action Group established for deploying ESIF Sustainable Urban Development Funds in the city
- Klaipeda city municipality
- Klaipeda economic development agency
- Lithuanian Union of Architects
- Klaipeda Old Town Entrepreneurs Union
- Klaipeda Science and Technology Park
- Klaipeda Association of Youth Organizations
- Association 'Mano miestas Klaipeda' ('My city Klaipeda')

Relationship between the ULG and existing groups/platforms/partnerships

5.3.23 The current thinking is that the ULG will be established as a new group to develop and guide an integrated Youth Strategy for Klaipeda. The group will seek to be representative of the whole of the youth in the city and develop suitable arrangements to ensure young people are suitably involved in helping to shape the strategy.

URBACT Local Group Co-ordinator

5.3.24 The co-ordinator of the Local Action Group will be Jurgita Činauskaitė-Cetiner. Jurgita is a Coordinator of Youth Affairs in Klaipeda city municipality since 2015. Therefore, she directly cooperates with municipality administration and its departments related to youth issues.

5.3.25 Jurgita's past experience includes:
- Informal children and youth education through sport – karate coach (more than 20 years), international judge (more than 10 years);
- Economics and Finance lecturer in Klaipeda University and College of Social Sciences (more than 15 years);
- Long-term activities in various non-governmental organizations (president of karate club "Okinawa" which has approx. 200 children and young people; chairperson of local community "Dane" council; work experience at Sports Council and NGO Council of the Klaipeda municipality).

ULG processes for producing the integrated action plan

5.3.26 It is planned to have 1/2 ULG meetings per month, which will be moderated by ULG coordinator or an external expert on demand. During the meetings the current situation and problems should be identified and possible solutions discussed by using various techniques (SWOT analysis, brainstorming, best practices, interviews with focus groups, trips to strategic locations or organizations, etc.)

ULG engagement in transnational network activities

5.3.27 The ULG will be engaged in transnational network activities through participation in transnational learning – leading persons from the ULG will participate in workshops and will disseminate their experience in ULG meetings at home. When the host of the meeting will be Klaipeda, all the ULG members will participate.

Sharing learning with the ULG members

5.3.28 It is planned to hold discussions/trainings for ULG members to determine Youth Strategy purpose, main principles of strategy preparation. It is expected to interact with various governmental and municipal institutions and social groups (NGO's, associations, communities) in order to identify what is most relevant for the generation Y, what are the main problems and challenges. ULG will seek to formulate objectives and goals as well as provide deliverables of the strategy during the monthly meetings. Then the detailed plan of strategy implementation will be drawn up, including action plan and budget. Prepared strategy and its preparation process will be publicized in municipality's website (http://www.klaipeda.lt/), on Facebook; informative articles will be published in local press.

5.3.29 Prepared Youth Strategy will be presented and submitted for approval to ULG members, as well as Klaipeda City Council.

Learning needs of the partner

5.3.30 Particular knowledge Klaipeda are keen to learn about are;

- Creation of a 'creative milieu' to create a more vibrant city for young people and developing pathways from creative pursuits into creative business (particularly how Klaipeda can intervene in skills and labour market);
- Creation of marketing and retailing opportunities for creative businesses;
- Synchronization of marketing strategies and support programmes to cluster creative and tech businesses in shared spaces;
- Revitalization of public spaces, making them multifunctional, dynamical and compatible with the modern needs; and
- Joint international workshops/ discussions with target groups (youth, architects, etc.)

Contribution of Experience to network exchange and learning activities

5.3.31 Subjects which Klaipeda believes they have something to contribute to this network include;

- Some experience in establishing creative incubators and 'third spaces';
- Reconstructing and adapting the environment and buildings for creative industries' needs

Contribution of Good Practice to network exchange and learning activities

5.3.32 Particular practices which Klaipeda think compares favourably with European partners is;

- **Klaipeda Science and Technology Park** (http://www.kmtp.lt/index.php/home)is an intermediary between the scientific and business structures. The objective of the KSTP is to gather under one roof enthusiasts of successful development from Klaipeda city and all western Lithuania, progressive thinking students full of innovative ideas, post-graduates, entrepreneurs who aim to be the creators of the future of the region, who generate ideas and seek to implement them into businesses; to enhance collaboration between science, industry and other fields of economy as well as development of high technologies, to sustain and develop the scientific potential. The KSTP is the centre of innovation culture and entrepreneurship enhancement in the Klaipeda Region. The mission of the KSTP is to promote the development of modern scientifically susceptible technologies, to provide infrastructural and consulting services for innovative enterprises and business ideas in the western Lithuania and in the whole country.

- **Culture Factory** (http://www.kulturosfabrikas.lt/en/) is an incubator for modern performing arts and creative businesses. Art and business initiatives are successfully coordinated, favourable conditions are created for young art professionals to carry out their ongoing activities (especially in the field of performing arts), innovative start-up businesses are established and a platform for promising creators is formed in the first creative industries centre in the region. A variety of cultural and entrepreneurial activities are organized in the multifunctional spaces of the Culture Factory: theatre performances, festivals, conferences, educational seminars, film and fashion events. Lease of various spaces and event organization services are provided for companies and residents.

Key capacities to be enhanced in the city/ partner organisation's core staff

5.3.33 Particular key capacities Klaipeda would like to see enhanced include;

- Integrated policy development – linkages between enterprise, education and urban revitalisation;
- Civic engagement and stimulating social action;
- Creating a pipeline of potential creative and technology entrepreneurs
- Developing creative industries which can contribute to vibrancy of Klaipeda
- Funding approaches for young people

5.4 Wolverhampton (UNITED KINGDOM – MORE DEVELOPED)

5.4.1 Wolverhampton is a city and metropolitan borough in the West Midlands, in the United Kingdom. At the 2011 census, it had population of 249,470 of which 80,940 (32 per cent) were less than 25 years of age. The city is home to one university with circa 19,000 students. Wolverhampton is an incredibly diverse city with 35.5% of the population being Black and Minority Ethnic (BME) residents.

The local problems/challenges faced by the partner in relation to the network topic

5.4.2 The major challenges Wolverhampton faces in relation to the retention and attraction of GEN-Y is;

Fig 16: The Location of Wolverhampton in the UK

- **Deprivation** is a significant issue and on the increase in Wolverhampton, with the municipality ranked 28th most deprived (out of 326 UK local authorities) in 2007 and 20th in 2010 - moving from being in the 8 per cent most deprived to the 6 per cent most deprived in England[40];
- **Skills** are also a particular problem, with 22% of people in Wolverhampton having no qualifications— against a national figure of 9%[41];
- **Unemployment and youth unemployment** are particular challenges in the city, with 5.1% of 16-64 year olds and 5.7% of young people unemployed, giving Wolverhampton the fourth highest youth unemployment rate of all 326 English local authorities;
- **Graduate retention** is also a challenge for Wolverhampton with research indicating only 54.7 per cent of those who studied in the wider West Midlands region were still in employment in the region six months after graduation[42]. The reasons for this are complex, but include issues such as the relative attractiveness of the city centre (and the pull of the rural suburbs); and a potential mismatch between the traditional industrial base of the city (which has been heavily engineering based) and the indigenous knowledge base (which has been more vocationally arts based). For the reasons stated above, retaining undergraduates to the city can also be a challenge as many are drawn to cities with a stronger cultural and creative offer and better suited employment opportunities.

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[40] http://www.wolverhamptoninprofile.org.uk/profiles/profile?profileId=26&geoTypeId=

[41] Rustbelt Britain, The urban ghosts, these days the worst urban decay is found not in big cities but in small ones, The Economist Oct 2013

[42] Brain drain: which UK regions hold on to their graduates, Katie Allen, The Guardian, February 2015

5.4.3 Faced with these issues, many people believe that part of the solution could be about **encouraging stronger civic leadership from within the business community**, but there is a widely held view that it can often be a challenge to get businesses to 'step up to the plate'.

5.4.4 Perhaps most importantly, because the city has lots of low skill and deprivation issues that it needs to address; because the city possesses an economic development team with lots of subject specialism's (skills, investment, business growth, tourism infrastructure and spatial planning); and leaders have traditionally favoured 'action plans' rather than strategies, there is a view in some quarters that **the city has struggled to develop a genuinely integrated plan for developing, retaining and attracting higher level skills (tech-creative talent) in the city**.

The importance of this policy at the local level

5.4.5 The development, attraction and retention of highly skilled young people, and creative/tech talent in particular, are emerging policy priorities in Wolverhampton.

5.4.6 Whilst the stimulus for this debate started in the independent Skills and Employment Commission[43] the council called for, the action plan emerging from this process has largely focussed on providing an improved approach to careers advice; improved use of resources and clearer roles across institutions; improving soft skills and addressing wider barriers to work; working with employers to address under-employment and in-work progression; and improving communication and collaboration with employers. Following the report of the Commission's findings and the completion of the action plan (much of which has focussed on addressing Wolverhampton's low skills performance and deprivation issues), Geoff Layer (the Vice-Chancellor of Wolverhampton University and member of Wolverhampton's City Board) called on the city to look at what more it could be doing to address and tackle higher level skills and graduate retention issues.

5.4.7 Subsequent discussions in the city have reaffirmed the need for the development of more integrated urban policies to tackle this agenda which are not solely rooted in the skills agenda and which have hitherto had insufficient prioritisation.

5.4.8 Wolverhampton is also the regional lead in the Black Country Local Enterprise Partnership (LEP) area for the creative and cultural industries sector priority, given its particular strength in these areas including an existing creative industry hub SP/ARK, aspirations for a new creative and digital industry hub in the city centre. Creative and Cultural was identified as a particular priority in the Black Country European Structural and Investment fund strategy 2014-20. In recognition of this, a partnership is looking to develop a creative and digital hub in Wolverhampton city centre.

Policies, strategies and actions already developed/implemented on this network topic

5.4.9 To date, Wolverhampton has developed, or played a part in developing, a number of regional growth strategies which touch upon some of the priorities in the GEN-Y city project, but don't quite deliver a holistic approach to the development, retention and attraction of higher level skills. These include;

- **Black Country LEP Strategic Economic Plan** – This regional economic plan covers a wider geography that the city, but sets out how the region will accelerate growth in high value manufacturing and, specifically, the aerospace, automotive and building technology sectors
- **Black Country LEP EU Structural and Investment Funds Strategy** – setting out how EU Structural Funds will be deployed in the Region;

5.4.10 Similarly, the City has produced an overarching strategy for the city (**Wolverhampton City Strategy 2011-2026)** and a number of extremely focussed 'action plans' which deal with some aspects of the issue. These include;

- **Skills and Employability Action Plan (2015)** - to address the findings from the Skills & Employment Commission;
- **Wolverhampton City Centre Area Action Plan (2015)** - sets out the spatial development options for the city;
- **Wolverhampton Cultural Strategy (2006)** – setting out the development of the cultural and creative industries;

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[43] https://wolvesskills.wordpress.com/about/latests-news/

- **Wolverhampton Housing Futures Plan (2009-2026)** – setting out future housing strategies; and
- **Wolverhampton BID Business Plan** – dealing with the Business Improvement District;
- **Wolverhampton's Smart City Plan** – is currently in development

5.4.11 These various plans touch on elements of Youth Enterprise and Entrepreneurship, the Creative Economy, the promotion of the city, but do not present a holistic picture about higher level skills development, retention and attraction. As far as actions implemented are concerned;

- **Creative incubation** – there is an existing creative industry hub SP/ARK and aspirations for a new creative and digital industry hub in the city centre. Wolverhampton also intend to commission work looking at demand for different types of incubation and managed workspace focusing on particular sectors including creative and locations including the city centre.
- **Graduate Retention** - The University of Wolverhampton's Graduate retention scheme SPEED provides support to start up in business and has high take-up amongst the creative sector.
- **The Heath Town Project** – has established a 3D "Fab Lab" in a deprived community of Wolverhampton
- **Enjoy Wolverhampton** – Street Ambassadors to provide a first point of contact to any visitors in the city

5.4.12 However, these plans and activities are generally too disconnected from each other and Wolverhampton are keen to see how these various plans, projects and ideas might be drawn together into a more integrated plan.

Previous experience of working through transnational exchange on this topic

5.4.13 Wolverhampton City Council has extensive experience of running European funded projects over various programme periods in Wolverhampton and on behalf of the wider Black Country. These including Black Country Growth Opportunities: Local Development (GOLD), Black Country Broadband Business Support project. Wolverhampton City Council's partners include the University of Wolverhampton, who have experience in EU projects including its existing creative industry centre and graduate retention scheme.

5.4.14 Wolverhampton also have experience with European funded transnational projects including having recently being a partner in the Cities of Change project which was hosted and co-ordinated by Poznan, in Poland. The project brought together cities such including Dublin, Naples, Florence, Bucharest, Bologna, Daugavpils and Klaipeda, who worked on a project looking at good practice in City Development across Europe. The main focus of the project was looking at monitoring and reporting systems, whilst looking at methods of citizen engagement and consultations, as well as how those results are then communicated to the City's residents. The project lasted two years, and culminated in a best practice document being produced by the partner Cities (http://www.ccnet.poznan.pl/mim/ccnet/en/about-project,p,25641,25642.html)

5.4.15 Wolverhampton have considerable experience in previous Leonardo, INTERREG IIIC and Europe for Citizens projects with partners from Hungary, Poland, Serbia and Netherlands, France, and Germany.

Focus of the Integrated Action Plan

5.4.16 The focus of Wolverhampton's LAP will be on producing a cross functional plan for maximising youth in the city, including;

- Cultural and creative industries for visitor economy, start-up enterprise and local growth
- Innovative ideas for enterprise activities as solution to unemployment, using creative/cultural and IT solutions
- Analysis of strength/resilience and sustainability of creative economy model in city economic development / interface with other clusters
- Analysis of different models for Growth stimulation activities; impact of superfast broadband on start-ups, growth and inward investment.
- Comparison of strategies to promote cultural and creative industries for visitor economy, start-up enterprise and local growth
- Innovative ideas for enterprise activities as solution to unemployment, using creative/cultural and IT solutions

5.4.17 Analysis of strength/resilience and sustainability of creative economy model in city economic development / interface with other clusters

Change envisaged at the local level as a result of the production of the Integrated Action Plan

5.4.18 Through the GEN-Y City project and through the development of a LAP Wolverhampton hope to acquire new ideas from others in the project about how to maximise the contribution of young people in the city, particularly those with creative-tech skills. Wolverhampton hopes this will result in a joined up strategy for developing, retaining and attracting creative-tech talent in the city. In addition, Wolverhampton hope the GEN-Y City Network will enable them to work with European Partners to help shape ideas, influence people and potentially develop some larger transnational projects.

5.4.19 Wolverhampton envisage potential policy development around a number of agendas including STEM inspiration, unemployment, culture, broadband, housing, graduate retention and business creation.

Fig 17: The University of Wolverhampton

Operational Programmes covering the partner area

5.4.20 There are two Operational Programmes that cover the City of Wolverhampton;

- **ERDF (England)** - The Programme's strategy focuses firmly on growth, building on England's competitive advantages and addressing key bottlenecks in specific sectors and geographies. The aspiration is for locally driven growth and development. The resources will be focused on the core objectives of innovation, SME competitiveness and the low carbon economy whilst at the same time recognising the need for targeted interventions to unlock barriers that matter strategically to specific areas in England. The Programme aims primarily to:
  - o Strengthen research, technological development and innovation (Priority 1 and 22% of ERDF support);
  - o Enhance the competitiveness of small and medium-sized enterprises (Priority 3 and 39% of ERDF support);
  - o Support the shift towards a low-carbon economy in all sectors (Priority 4 and 22% of ERDF support).
- **ESF (England)** - European Social Fund (ESF) Operational Programme focuses on improving the employment opportunities, promoting social inclusion and investing in skills by providing help people need to fulfil their potential.

5.4.21 The Black Country LEP EU Structural and Investment Funds Strategy is an integrated strategy which aims to draw together how these two OPs will impact in the Black Country region in England, and in the City of Wolverhampton.

5.4.22 Other cross-border, transnational and interregional co-operation programmes which impact on the city include INTERREG EUROPE; URBACT; INTERREG North West Europe; ESPON; and ERASMUS PLUS.

Priorities of these Operational Programmes

5.4.23 The priorities of the OPs which are particularly relevant to this policy challenge are;

- TO1 - Research and innovation
- TO2 - Information and communication technologies
- TO3 - SMEs competitiveness

5.4.24 TO10, Skills, does not focus on higher level skills, so is generally not so relevant to this policy challenge.

Partner relations with the Managing Authorities

5.4.25 As a partner in the Black Country Local Enterprise Partnership, Wolverhampton have a close working relationship with DWP and DCLG as the Managing Authorities of the ESF and ERDF programmes respectively.

Wolverhampton have a representative who sits on the Black Country European Investment Committee, which helps shape call specifications and appraise projects submitted to the European Structural Funds

Key local stakeholders involved in URBACT Local Group (ULG)

5.4.26 The key stakeholders to be involved in the ULG include;
- Wolverhampton City Council;
- The Black Country Consortium (Local Broadband Plan lead);
- The University of Wolverhampton (SP/ARK Creative Industry incubator and source of creative and digital graduates) Wolverhampton city Council;
- Black Country Local Enterprise Partnership;
- Black Country Local Growth Hub;
- Wolverhampton Business Solutions Centre and incubator space;
- Youth Zone;
- Accord Housing; and
- Representatives from the Private sector (part of the partnership looking to develop the city centre creative and digital industry hub);

5.4.27 In addition, Wolverhampton will seek to actively involve young people in helping to shape the Local Action Plan, by involving them on the ULG.

Relationship between the ULG and existing groups/platforms/partnerships

5.4.28 This will be a new group drawn together specifically to develop an integrated plan for developing, retaining and attracting creative-tech talent in the city. It will comprise all the key agencies involved in developing and supporting young people in the city, enterprise groups and young people themselves.

URBACT Local Group Co-ordinator

5.4.29 The co-ordinator of the ULG will be Heather Clark, Service Development Manager at Wolverhampton City Council. The City Economy Service Development team supports the development of strategic projects for Wolverhampton City Council, partners and the wider Black Country. Its functions include intelligence gathering, attracting external funding and transnational links together with focus on particular initiatives including broadband. Wolverhampton have previously been involved in supporting creative organisations interested in bidding for European structural funding.

ULG processes for producing the integrated action plan

5.4.30 The ULG will develop and agree a framework for developing the LAP at the outset of the project which will be shared with transnational partners to identify the key transnational linkages. Wolverhampton will use the transnational learning activities and regular meetings of the ULG to develop the content of the plan. The ULG co-ordinator will play an active role in integrating the various disciplines involved at the local level in developing the plan. Where Wolverhampton identify linkages to work with transnational partners in joint projects, they will use the transnational networking events to encourage other partners to develop other projects in partnership with us.

ULG engagement in transnational network activities

5.4.31 Wolverhampton will involve different specialists from the ULG in different transnational meetings. Specialists will be selected according to the subject being covered by the transnational learning activities. These specialists will be tasked with transferring their learning to the rest of the ULG when they return from transnational visits and ensuring any actions are followed as appropriate. In addition, Wolverhampton will organise a transnational exchange visit to Wolverhampton, involving all members of the ULG.

Sharing learning with the ULG members

5.4.32 Wolverhampton will try and involve their cabinet member in as many meetings as possible, with the aim of ensuring the key civic leader involved in this project (and leading the work of the local team) develops a strong sense of European 'best' practice. By sharing responsibility for attending different transnational events across the team, they hope to be able to create a strong team culture within the ULG, developing a shared commitment to disseminate learning. Wolverhampton will disseminate any publications arising from

within the project amongst ULG members. Wolverhampton are also interested in exploring the potential of using digital technologies to capture and disseminate learning.

5.4.33 The Leader of Wolverhampton City Council, Councillor Roger Lawrence, has a PHD in European Transnational Co-operation and is very keen to encourage and promote transnational co-operation and learning across Europe.

Learning needs of the partner

5.4.34 Wolverhampton are interesting in learning more from other European partners about;

- Understanding young people's perceptions of our city
- Giving our city an identity
- Spatial partnerships to reinforce the place brand
- Tourism and Leisure as an attractor
- Careers guidance & advice
- Inspiring young people to pursue particular careers
- Making young people more work ready
- Youth Enterprise Programmes
- Encouraging civic leadership
- The role of municipalities in encouraging young entrepreneurs
- Social Development: Stimulating creative enterprises to strengthen the GEN-Y offer
- Third Spaces: Social & Professional meeting Spaces for knowledge workers
- Retail Development: Stimulating the independent retail sector
- Marketing programmes to attract more international talent
- Spousal support programmes
- Social and business networking for international people/expats
- Co-ordinated international recruitment campaigns
- Civic Leadership programmes between young people and municipalities
- Business preparation programmes between young people and companies

Contribution of Experience to network exchange and learning activities

5.4.35 Wolverhampton's potential contribution to learning and exchange could include;

- Benchmarking the starting point of the city in relation to GEN-Y Enterprises
- Understanding the benefits that could accrue from implementing different GEN-Y Enterprise strategies
- Youth Entrepreneurship Programmes
- Funding and Partnerships to deliver the above activities
- The role of large businesses and SMEs in encouraging young entrepreneurs
- Physical Regeneration: Creating welcoming urban spaces for creative entrepreneurs
- Housing: Strengthening the residential offer (Affordable Housing, Private Rented etc)
- Business Start-up programmes for migrants & immigrants
- Ambassador Networks
- Cross-cultural awareness and communication programmes for expats
- Language training
- Creating a First-stop shop of general business support (Chamber, Growth Hub etc)
- Creating specialist Sector/Cluster/Technology Networks
- Encouraging Universities/Research Organisations to embrace entrepreneurship
- Encouraging large businesses to adopt 'Open Innovation' principles
- Encouraging the public sector to adopt 'Open Innovation'
- The role of Public Procurement in stimulating entrepreneurship
- Business Hatcheries, Incubators and Accelerators

Contribution of Good Practice to network exchange and learning activities

5.4.36 Building on their existing creative industry hub, the proposed new creative and digital industry hub proposed for the city centre could form the basis of our knowledge sharing in the project, building on the various studies that Wolverhampton have/are looking to commission to support this project. Wolverhampton would

be interested in hosting a study visit / workshop / conference to consider views of those from other partner towns, to discuss their experiences and compare;

- Different models and innovative initiatives to promote digital and design entrepreneurship.
- Establishment of transnational network of entrepreneurs / creative media young entrepreneurs.
- Integration of these themes into city attractiveness strategy for inward investment opportunities around creative and media companies requiring superfast broadband, and benefitting from creative networks

5.4.37 Involvement of University of Wolverhampton as a research partner (specialist in innovation and incubator programmes) to contribute research analysis on the topics.

Key capacities to be enhanced in the city/ partner organisation's core staff

5.4.38 Wolverhampton's core staff are subject specialists who know their subjects reasonably well, but they need better exposure to some of the best ideas from across Europe and need to understand how working together with colleagues with other specialisms can deliver better outcomes. Our challenge is often about developing integrated initiatives which draw together skills, infrastructure, business support, funding and planning specialists to deliver 'best in class' integrated ideas.

5.5 Granada (SPAIN - TRANSITION)

5.5.1 Granada is a city and the capital of the province of Granada, in the Andalusia region of Spain. The population of the city of Granada is 237,540, with the University of Granada having about 60,000 students spread over five different campuses in the city.

The local problems/challenges faced by the partner in relation to the network topic

5.5.2 Granada has a number of challenges in relation to the topic of GEN-Y CITY, which encourages the city to look at what it can do to retain more young people in the city and develop the city as a creative-tech hub;

Fig 18: The City of Granada

- **Population decline.** Between 2001 and 2011 the population fell by - 2.0 %[44]. According to the Spanish National Statistics Institute[45] Granada will experience further shrinkage of 0.66% in the period 2013-2022. Analysing the population pyramid of the city of Granada, one its main demographic characteristics is of an aging population, with 19.76% of the population being over 65 years of which 60.72% are women.
- **Aging population.** 13.71% of the total population are classed as young people. However, with birth rates being very low (at 17.5 %) and the aging population of Granada at 19.8% (well above the Andalusian level of 15.9 % and the Spanish level of 18.2 %) this data is indicative of the need to promote policies to retain and increase young people.
- **Deprivation.** Andalusia was one of the hardest hit regions of Spain in terms of job destruction since the start of the crisis, averaging 35% in 2012 (37% for women and 65% for people under 25).
- **High unemployment particularly amongst the youth.** Unemployment in the city of Granada is one of the main problems suffering its inhabitants. In 2014, according to data Public Employment Services, there were a total of 27,203 unemployed in the municipality, representing over 27 % of the total unemployed in the province. Of these unemployed, 52.24% are women and 47.76% men.
- **High numbers of part-time workers.** As for the types of contracts registered in 2013, only 5% of contracts were permanent, showing distrust of entrepreneurship in the economic situation and, despite job creation, must be analysed in depth quality of new jobs.
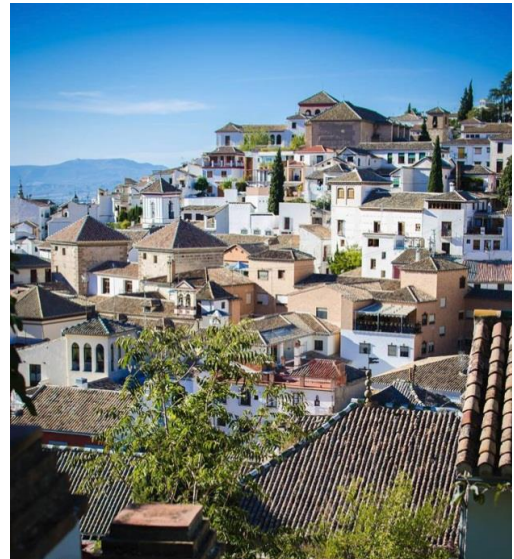
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[44]Instituto de Estadistica y Cartografia de Andalucia
[45] Quoted from EG2020 Estrategia Granada 2020

- **Labour market mismatches.** If the contracts as educational levels are analyzed in the city of Granada, in 2013 69% of the existing population were involved people with secondary education, 13 % of people with primary education, 13% for people with university education and PhD and 5% of people are illiterate. This reality shows that despite having a university nearly 60,000 university students a year, the city of Granada has not been able to leverage the university talent for creating a qualified productive and solid tissue.
- **Challenges integrating migrant workers**. In Granada, in 2014, 16,468 foreigners were registered, which represent 7.4% of the population. Immigrants have a younger profile than the national population, with 84.5 % of Granada's immigrant population being in this age bracket compared with 64.2% in Spain. This data demonstrates the population pyramid in Granada would be even more aged if there were no immigrants and that immigrants are helping to rejuvenate the population of Granada.
- **Low 'tech' business start-up rates.** In 2007, just before the economic downturn 1,064 companies were created in the City of Granada, with this number decreasing to less than half and half for two years later. 88% of these new companies are in the services sector, while 8% are in construction, and only 3% and 1% in industrial and agriculture respectively. In this regard, Granada is similar to the rest of the Spanish state, but it is particularly burdensome for the fragility and fragmentation of its productive fabric.
- **Urban Degradation.** Degradation of buildings in the city centre and high cost of rehabilitation are causing urban degradation in the historical city centre.
- **Fragmentation of initiatives.** The loss of the competencies of the City on issues such as employment and local development policies that does not allow an effective local urban economic renew, lack of coordination and competences compared to other administrations (regional and central). Existence of isolated initiatives often without involving all actors in the area.
- **Over reliance on the services sector.** If the contribution of the different productive sectors is analyzed Granada both employment and the number of companies, the service sector is the most important with 84.61 % of the 22,363 total establishments in this sector, employing 83% of workers. The second largest sector by employee numbers is the construction sector with 8% of the contracts, occupying well almost 8 % of the weight in the number of companies.
- **Micro firm economy.** Corporate concentration shows that 99.6 % of companies have staff of less than 50 people In Granada the sole proprietorship is very represented by freelancers. It is not surprising that by tradition Granada University expect a Union that Professional brings together more than 25 professional associations representing close 60,000 workers. By 2013, only 3 Grenadines firms can be found in the top 500the most important companies in the nation. Only five Grenadines companies have a turnover of over 100 million Euros. This can make civic leadership by the business community challenging.

5.5.3   In summary, the city of Granada has a high rate of students, with a high potential of knowledge and creativity that can be attracted to develop a business in the city, but its indigenous young population is shrinking. The urban area is characterized by low/no industrial land but a tourist and cultural heritage. The historical centre is in the process of revaluation and has spaces that can be re-modelled and reused for economic activities for culture, leisure, tourism and technological development. If Granada can create a new dynamic population of young creative-tech entrepreneurs in the urban centre this could revitalise the city. This situation and the image of the city is a stimulus for the investment in online businesses, high technology development and the promotion of local products and services.

The importance of this policy at the local level

5.5.4   The retention and attraction of young people, the creation of new 'high-tech' businesses and the more effective integration of immigrants are key themes that have all been picked up in EG2020 Estrategia Granada 2020, the overarching economic strategy for the city to 2020. During 2014-2015 extensive work has been carried out to revise the Strategic Plan and has developed a number of new policy measures through public participation processes that have led to new Granada Strategy 2020 framework document, which was adopted unanimously on 7 April 2015 by all political groups.

5.5.5   The Strategic Plan City of Granada - GRANADA STRATEGY 2020 establishes lines of action coordinated with social partners. The strategic objectives that match the main priorities of the project are:

- STRATEGIC OBJECTIVE 6 - To promote a local economy based on innovation, research and technological development.
- STRATEGIC OBJECTIVE 7 - To retain and attract talent, especially targeting young people.
- STRATEGIC OBJECTIVE 9 - To reinforce the vision of Granada as Creative and Cultural City.
- STRATEGIC OBJECTIVE 12 - Encourage the incorporation of new information and communications technology to improve the quality of life of citizens and efficiency of resources.

5.5.6 The Local Employment Pact of the City, in which participate economic and social development entities, programs to promote employment.

Policies, strategies and actions already developed/implemented on this network topic

5.5.7 In the past, the city has developed economic development strategies, plans and projects which have prioritised a range of innovation; SME competitiveness; skills and sector development objectives, although the city has not developed a cross cutting youth retention and attraction strategy before.

5.5.8 Many of the strategies Granada has developed before have been non-age specific strategies and the municipality has been responsible for developing and delivering a number of businesses training programs and entrepreneurship support programmes such "Granada ON", supporting to develop entrepreneurial projects in the field of new technologies). In addition to the above, the municipality has a great deal of more generic experience in implementing European projects.

Previous experience of working through transnational exchange on this topic

5.5.9 Since the early 90s, the municipality of Granada has developed cooperation with European partners in terms of training, local development and employment. Relevant past projects the city has been involved in include;

- Employment-Youthstart Community Initiative: Project "Comet" (1998-99)
- Youth Programme. Action 5: YES "Youth Empowerment Solutions (2005-06)
- Leonardo Da Vinci. Innovation Development Projects (2007-2009)

5.5.10 However, none of these projects have really focussed on the development, retention and attraction of young talents, although the learning from them will be useful in implanting the GEN-Y CITY project.

Focus of the Integrated Action Plan

5.5.11 The focus of the local action plan will be to implement a local network to retain and attract young talents network, which is owned by the economic, academic and social actors (a triple helix). This plan will encourage and promote spaces and financing for the implementation of new creative-tech business ideas developed by young people.

5.5.12 This will include promoting training opportunities for youngsters to promote new directions for young people who have innovative ideas. Granada will analyse and get to know the opportunities, the high value business ideas and the viable digital business opportunities that young people can develop in the city, particularly those related to environmental, cultural, tourism, new technologies fields.

5.5.13 Granada aim to develop a LAP which identifies how to create a network of mentors: business / young people and innovators tutoring and supporting new young entrepreneurs and encourage active participation in implementing the strategy, while having a great transfer of knowledge and expertise.

Change envisaged at the local level as a result of the production of the Integrated Action Plan

5.5.14 Granada aims to;

- Develop a methodology for the promotion and development of innovative business ideas among young entrepreneurs.
- Create opportunities for counselling, training and education targeting young innovative entrepreneurs.
- Develop a network of tutors / mentors to identify needs and support the creation of a bank of innovative ideas and promote enterprises.
- Enhance and promote the entrepreneurial initiative from the public administration, university, training centres for the promotion of business activities of young people.
- Identify and analyse the strengths and obstacles of the urban environment for the development of innovative initiatives between young talents

Operational Programmes covering the partner area

5.5.15 The Operational Programmes covering Granada are

- SME Initiative ERDF 2014-20 OP - The objective of the SME Initiative in Spain is to contribute to reduce the financial gap for small and medium-sized enterprises (SMEs). According to the ex-ante assessment by European Investment bank (EIB), the estimated interval for SME loan financing gap (2011-2012) is EUR 6 billion – 26.4 billion

- Sustainable growth ERDF 2014-20 OP - The programme aims to help Spain anticipate and adapt to global changes in the fields of energy, urban development, water, and transport. It aims to contribute to the fulfilment of the Europe 2020 "resource efficiency" flagship initiative, by bringing major economic opportunities, improving productivity, driving down costs and boosting competitiveness. This support in particular regarding sustainable growth will help recover the competitiveness of Spanish economy through a more sustainable resource efficient model. This programme is the major Spanish programme as regards the ERDF (EUR 5.5 billion contribution).

- Smart growth ERDF 2014-20 OP - The Programme aims to boost and strengthen the competitiveness of the Spanish economy through fostering a 'smart' growth model, based on research, innovation and information and communication technologies (ICT). Special attention is devoted to the specific needs of SMEs and their potential for growth and job creation.

- Andalucía ERDF 2014-20 OP - The Programme is concentrated on a limited number of priorities and its investments focus on key drivers for competitiveness. The most important (% of funding) areas of investment of the Andalusia OP are R&D+I: (15%); ICT: (9%); SME: (20%); Low-carbon economy: (12%); and Environment: (14%).

5.5.16 Granada City Council has also approved the strategy to draw down European DUSI funds, a Union support for the `Sustainable Urban Development Integrado' which, if achieved, will result in a significant range of modernization projects to improve the Zaidín neighbourhoods and the Albaicín, including the historical centre. Called `From Tradition to Innovation, the project is part of a scoping of the city chosen to qualify for aid, and in this sense, the Council has proposed a North-South axis, to unite the historic district and heritage of humanity, which is the Albaicin, with the South, the Zaidín to the PTS; an area which affects an area of 571,979 hectares and a population of 96,671 inhabitants. Thus, in the section on improving technologies, local e-government and the implementation of smart cities strategy, Granada proposes digital literacy programs and training of local personnel in the use of computer systems that make this goal a reality, among other initiatives. Meanwhile, another of the sections of the plan is focussed on the thematic objective of energy efficiency, promotion of sustainable urban mobility and ultimately, achieving a low-carbon economy, focused and in this sense, the city proposes projects in Albaicín and Zaidín, such as intelligent climate control and lighting in public buildings such as the library of the Doves; replacing 5,000 points of light bulbs led in Zaidín, or stops expanding the high-capacity, among many other proposals. A third block is made up of improvement projects for the conservation of cultural heritage and the promotion of tourism and trade, topics for which the Granada City Council has presented itself a broad range of activities such as cleaning of the network of reservoirs, remodelling of all the surrounding streets of San Juan de Dios or conversion to municipal facility of the church of San Luis, which has become municipal property. Within this strategic objective involves the regeneration of urban public spaces abandoned and in this respect, the City has among others, the construction project of a large park with trees and recreational areas around the top of the stadium in Los Cármeneszaidín. Finally the call includes grants for physical, economic and social regeneration of urban areas through integrated urban strategies. In this goal, the Granada Town Hall proposes to include in paragraph certain measures envisaged in the draft reform of Santa Adela. Also in this thematic objective, the City includes the rehabilitation of certain more depressed enclaves of Zaidín, to achieve a rapprochement with the PTS, which is a centre of technological development and modernization of the city. In this regard, the Councillor for Town Planning explained that "it is to create synergies and merge both areas acting from all municipal areas".

5.5.17 Other relevant cross-border, transnational and interregional co-operation programmes include Interreg V-A, ESPON, INTERACT, Atlantic Area, URBACT, INTERREG EUROPE, South West Europe and Mediterranean.

Priorities of these Operational Programmes

5.5.18 The relevant priorities in the various OPs are;

- TO1 - Research and innovation
- TO2 - Information and communication technologies
- TO3 - SMEs competitiveness
- TO4 - Low-carbon economy
- TO10 - Education and training

Partner relations with the Managing Authorities

5.5.19 Granada has been working closely with the Managing Authorities in 2014-2020 programme developing their DUSI proposals.

Key local stakeholders involved in URBACT Local Group (ULG)

5.5.20 The key organisations involved in the ULG are members of the Local Employment Pact:

- **The Municipality of Granada.** City Council has bid for funds for development of new technologies. Last year they launched a project for the development of tech projects. Training to 88 companies to enable them to bid. Signed agreement with same school to develop programme of business analytics for young people/graduates. Developing co-working space, related to the term of smart city.
- **Association of Young Entrepreneurs (formed from 300 companies from the province).** Main objectives to promote Entrepreneurship culture. Support to companies. Education to formation. Start-up advice to young entrepreneurs. They think they can collaborate with this project to help share ideas. Value of the association is in the youth market. Influencing opinions, values. They have lots of experience.
- **Andalucía Emprende, Fundación Pública Andaluza.**A public organisation providing support to Creative Industries and Entrepreneurs. Three fields of action. Development of an entrepreneurial culture, particular amongst kids. Association of Women Entrepreneurs. Development and support of business creation. Training and capacity building of entrepreneurs. Free incubation accommodation. Consolidation of companies. Workshops, events internationalisation etc. 215 centres in Andalucía. 27 in Granada.
- **Association Confederation of Business Men and Women of Granada.** Private, non-profit that represents 50,000 business men and women in the province. Objective to represent small businesses. Give advice, signposting etc. Work a lot with young people. Ensuring young people have the skills needed for the world of work. They help young people in regulation, languages.
- **Technological Cluster of Grenada.** Includes University, Regional Government, Local Government and the City of Grenada. Promote the city in term of technology. Objective of attracting businesses. Last year 11 companies came to the locality 650 jobs. Provides free software for kids and Fab Labs.
- **Economic and Social Council of Granada.** Formed 2005. Constituted by law. A partnership made up of 30 partner organisations. They consult about urbanisms, development strategy. Strategic Plan for development of the city. Plan has been updated. Following EU criteria for 2020. 7 axis. 83 Actions. Framework to work and collaborate on different programme. Allows meeting debate, sharing practices.
- **University of Granada.** Main objectives are focussed on delivering employability. Second objective is transfer of knowledge to create spin-outs. University to improve capacity to innovate. University can contribute to this project. 55000 undergraduates. 3000 professors. Main theme to provide is human capital.
- **Chamber of Commerce of Granada.** Defending the interests of entrepreneurs. Main objective to provide high quality entrepreneurs. Involved in social and economic development of Grenada. Training programme for entrepreneurs. Training orientation for young people. Also a youth action. People identified in the programme who have capacity to be independent entrepreneur. Within this they have a direct information service for entrepreneurs. Also have the programme for Women's Entrepreneurship. Supporting programme for existing businesses. They can bring experience to the project.
- **Director of Youth for City of Granada.** Leisure and free time. In order to work in this project they are interested in seeing where young people want things developed. New technology, social networks. Creative, Cultural, Musical. Long tradition. Last city of the Arab kingdom. Diversity. Granada lacks a music studio.
- **Physical and disabled Association.** Represent 36 disabled people. Belongs to Andalucían Inclusive. Train and support disabled people into employment. Also have centre for employment. In contact with

companies in Granada. Also have a service of transportation. Also legal area to give legal support to disabled people who need it. The accessibility area. Starting to develop Accessible Tourism. Very interested in developing this further.

- **Red Cross.** Represents area of employment. Aim to work to social level insertion to all those that have difficulties in introducing themselves into employment. Working with people and orientation activities (training). Through self-employment or employment. Also work with the companies to help educate them. Young people collective. Suggestion to help young people into self-employment. Sometimes talent is not visualised enough.

- **Secretary of Roma People.** Social Entity to improve condition of living of the Roma community. Different barriers. Employment. Working with a programme to help people into employment and self-employment. Integration of young Roma people into the labour market. Working with family, environment, looking for employment opportunities, creating agreements with companies. Training and orientation and job prospecting. Also trying to improve image of community amongst society. Intercultural entity. Also have an action for self-employment. Would like to introduce this intercultural focus into the project.

- **Agencia Albaicin.** The Agency has participated since its creation in various measures to promote the historical heritage of the city of Granada, as well as World Heritage Albaicin neighbourhood. The Albaicín Agency is also a member of the Organization of World Heritage Cities and the Regional Secretariat for Southern Europe / Mediterranean where the implementation of projects are intended to strengthen cooperation between cities that share a common geographical, historical and cultural context. To fulfil projects purposes, there is a need of collaboration also with other public and private entities with relevant mechanisms and programs to contribute to the revitalization of the historic city and inter-urban areas. This can be done with the help of Agency as the main objective of are to develop many different areas of work to allow cultural diffusion, to promote tourism and financial companies and to perform all other activities that can recover, disclose, recognise and maintain the historical legacy.

- **Caritas.** Caritas Spain is the official confederation of the social and charitable action organisations of the Catholic Church in Spain. Established in 1947, it has its own legal personality, both ecclesiastic and civil. Caritaas Spain focuses its efforts on social justice and integration, housing, health, unemployment, immigrants and research, among many other things. At international level, it primarily concentrates on: emergency relief, development, rehabilitation of disaster victims, eradication of poverty, education and capacity building. It implements its projects and programmes in collaboration with more than 65 countries, in Africa, Asia, Europe, Latin America and the Middle East.

Relationship between the ULG and existing groups/platforms/partnerships

5.5.21 This ULG will build on an existing group, the partnership that has been brought together under the Local Employment Pact. The members of the group are already working together on a range of employment and economic development initiatives.

5.5.22 The existence of a Local Employment Pact where representatives, main players of the sector, economic, entrepreneurial and social actors of the city are represented with a common strategy to promote initiatives to enhance the economic and social development represents an important breeding ground for implementing projects and initiatives.

URBACT Local Group Co-ordinator

5.5.23 The URBACT Local Group Co-ordinator will be Ana María Padilla Zuheros, General Co-ordinator of the Department of Employment, Trade and Entrepreneurship since October 2015. Previously, since 1998 she has held the position of Head of Service Training for Employment in the Municipal Institute for Training and Employment of the City, and later in the Department of Employment. Experience in European Project Management from 1991 (Horizon, NOW, INTEGRA, Leonardo, Socrates, Grundtvig, PAPs...)

5.5.24 The Department of Employment, Trade and Entrepreneurship is intended in a strategy for the period 2015-2019 as follows:

- **Mission:** To promote entrepreneurship and economic development of the city favouring the creation of stable and quality employment for equal opportunities and promote trade competitiveness.

- The strategy of the Department is based on inter institutional coordination (participation of economic and social actors) as well as planning and implementation of actions favouring employment, entrepreneurship, the professional qualifications of the population, business consolidation and development of SMEs with special attention to trade and economic engine.
- **Three strategic objectives** are set:
  - Encourage local development through the promotion of entrepreneurial culture in the city. **"Making Granada as a City of Entrepreneurship"**
  - Improving employability and promoting access to jobs opportunities in general especially for the most vulnerable groups attention. **"To make Granada a city with quality employment for all. Work Action Plan in Granada"**
  - Reactivate and promote local trade for the creation and consolidation of economic activity in the city. **"Making trade a key driver of the local economy"**

5.5.25 Line of work is based on:

- Strengthening cooperation between governments, economic and social agents of the city
- To promote the recruitment and rationalization of resources as a key tool for generating employment opportunities and economic growth.
- Analyse the needs and meet the demands of the population in employment and small businesses and entrepreneurs central axis of intervention

ULG processes for producing the integrated action plan

5.5.26 During First Local Support Group Meeting of the City Council of Granada held on 22nd of December 2015 the Local Support Group members received all the needed information on their roles, what is expected from them and the final result of these meetings, which can give us a learning experience, combining trainings and practical exercises.

5.5.27 The Integrated Action Plan has been described as a strategic plan that identifies the needs, analyses the problems and opportunities and develop feasible and sustainable solution at city level. This Integrated Action Plan will finally be implemented in order to have an input in this matter.

5.5.28 Granada is grateful for the Urbact LSG Toolkit and is going to use it in the co-production of the integrated action plan. Granada has brought strong relevant local stakeholders to the LSG, which will bring to the project their best practices and experience. The way in which Granada are planning to be involve in the integrated action plan are problems trees, solution tables, action tables, self-assessments and stakeholders' analysis for effective action plans.

5.5.29 Granada in order to take part in the integrated action plan want to get young, entrepreneur people, and their business ideas. These activities can be trainings and creation of network of business to support young talents and an exchange of knowledge and experience.

5.5.30 The Municipality of Granada will be glad to change the methodology of promotion and development of new business ideas, to create opportunities for trainings and to identify the strengths and weaknesses of current innovative initiatives managed by young talents.

ULG engagement in transnational network activities

5.5.31 Municipality of Granada will get and share the knowledge and will learn from the exchanges, which will take place during transnational seminars, meetings and other events. This occasion will be during visits in Poznan as well as in other cities, which participate in the Gen-Y City Project.

5.5.32 The Local Support Group has been set up as the member of a transnational programme and a network of towns that will exchange good practices on a common issue. Also during the previous cooperation with European partners, Granada for sure will be useful in implanting the GEN-Y CITY project.

5.5.33 The team is focusing on the importance of the URBACT methodology and activities in transnational network activities, motivating the members, and insisting on the importance of having sustainable exchange long-lasting explaining the objective of the City Council of Granada.

Sharing learning with the ULG members

5.5.34 The City Council of Granada encouraged the members of inviting members/participants that may be interested and interesting in the Local Support Group to maximize the impact of the transnational exchange

and learning on local practices and policies. The results will be shared with other Partners in the projects by official documents and during the meetings organized by the Lead Partner and among the ULG members.

5.5.35 Granada will be in contact with all the members of the Urbact Local Group during the whole implementation of the Project and after, to learn from the transnational network activities based on the participative and integrated approach that address both vertical (cooperation between all the levels of government) and the horizontal integration including the economic, social, physical and environmental aspects.

5.5.36 In order to exchange our experiences at transnational level, the Local Support Group will cooperate during the travels and transnational meetings held in different participants' cities and also through documentation and presentations, which the Municipality of Granada would like to share digitally. We will inform all about the progress of our work systematically.

Learning needs of the partner

5.5.37 Particular learning Granada would like to acquire is;
- Promoting entrepreneurship of young people at urban level.
- Creating a culture of entrepreneurship and a business network promoted by young people.
- Retaining talent of highly qualified young people.
- Designing and development of local policies that lead us to achieve our goals.
- Transferring successful models in other cities sand areas.

Contribution of Experience to network exchange and learning activities

5.5.38 The City of Granada has an extensive experience in developing projects of local development and urban integration, it has worked with partners from all countries of the European Union, countries of Latin America and the Maghreb. It has a tradition of networking at local level involving the economic and social agents of the city in the implementation of policies, strategies and methodologies that over the years have led to the implantation of our programs and projects city. That said, Granada has not developed an integrated strategy for retaining and attracting young people before.

Contribution of Good Practice to network exchange and learning activities

5.5.39 Granada have experience of good practices in the field of employment, program management professional advice, establishment of collaboration agreements with companies and organizations for the development of professional practices and the implementation of own training programs for the unemployed positioned in a favourable position to find a job.

5.5.40 Granada have experience in the networking between entities belonging to the Local Employment Pact, enabling the implementation of comprehensive measures to promote and encourage the creation of stable employment and sustainable development. Granada also have experience in the field of international cooperation, exchange and development projects with partners from European local networks.

5.5.41 Granada have experience from the Department of Youth in the intervention with young people, through the partnership between areas and the development of specific employment and training programs, housing, European mobility, sports, health and consumer information and NN.TT, participation.

Key capacities to be enhanced in the city/ partner organisation's core staff

5.5.42 The key capacities to be improved are to better understand what can be done in the city to retain and attract young people; what can be done to improve the employment situation for young people in Granada; how partnership working between agencies and the integration of services can improve employment outcomes; and how to improve and increase the tech entrepreneurs in the city.

5.6 Poznan (POLAND – LESS DEVELOPED)

5.6.1 Poznań is a city on the Warta river in west-central Poland, in the Wielkopolska region. Poznań is among the oldest cities in Poland and was one of the most important centres in the early Polish state in the tenth and eleventh centuries. It also served as the capital for a short time in the 13th century, hence the official name: The capital city of Poznan.

5.6.2 Poznań is one of the biggest cities in Poland. The city population is about 550,000, while the continuous conurbation with Poznan County and several other communities is inhabited by almost 1.1 million people. The Larger Poznań Metropolitan Area (PMA) is inhabited by 1.3-1.4 million people and extends to such satellite towns as Nowy Tomyśl, Gniezno and Wrzesnia, making it the fourth largest metropolitan area in Poland.

Fig 19: The Branding of Poznan

5.6.3 Poznań is today one of the largest Polish centres of trade, industry, sports, education, technology, tourism and culture. It is one of the most economically robust cities in Poland, with the highest GDP per capita in Poland (right after Warsaw). It is particularly important academic centre, with about 130,000 students and the third biggest Polish university - Adam Mickiewicz University. The city is a hub of high scientific and research potential with successes in the area of molecular, genetic and immunological technologies, as well biotechnology. It is also the residence of the oldest Polish diocese, now being one of the most populous archdioceses in the country.

The local problems/challenges faced by the partner in relation to the network topic

5.6.4 That said, Poznan faces a number of challenges in relation to the retention and attraction of Generation-Y;

- **Deepening demographic problems in the city** (decreasing number of inhabitants, unfavourable age structure) connected with the process of suburbanization, which involves the outflow of young, educated population, reduces the quality of social capital and causes a diminished usage of the city's social, cultural and recreational services. The result is also a reduction of the financial capacity of the city, which significantly lowers its future potential (the move out of the city signifies in financial terms the drop in tax revenue to the city budget).
- **Gradual diminishing of the vibrancy of the city centre**, with losses of business activity and inhabitants, severe ageing and increasing amounts of dilapidated buildings. The city centre is no longer perceived as a good place to live, work and enjoy leisure activities.
- **Social Action.** There is not enough of citizen activity and lack of positive dialogue between the inhabitants and city authorities. Few people engage in community projects, although the situation has slightly improved in the recent years.
- **Support services for Gen-Y entrepreneurs.** The municipality is less and less effective in the support for young, growing companies because of the new nature of their needs. Local governments lack knowledge and tools to help companies in operating on the basis of new business models. The methods used so far concentrate mostly on standard entrepreneurial activities (like help to start a business, develop business plan etc.) without the awareness of the specific needs of young creative and innovative businesses.
- **Business collaboration.** Cooperation of local government and businesses needs to be improved. At the moment, the existing policies to not contribute to the creation of a Generation-Y-friendly business environment and are not based on meaningful dialogue. There is also a lack of communication and cooperation between different departments in the city whose work influences the conditions for companies.

5.6.5 Poznan and the whole surrounding region have a strong traditional economy but the share and pace of development of innovative and creative companies are not big and quick enough.

The importance of this policy at the local level

5.6.6 This is a priority issue for the city of Poznan. Whilst the economic strategy is currently under review (and therefore difficult to reference in this study) direct discussions with both the Mayor and the Deputy Mayor has revealed that the city recognises they have many active young people with strong Gen Y characteristics and a great entrepreneurial spirit; the city believes it's important to harness human potential and that young people can develop and stay in Poznan. The city wishes to counteract negative demographic factors, stop young people moving out to suburbs and enjoy life in the City. The municipality wishes to help those young

people who want to live in the City, to make greater use of the City Centre to make it more lively and more vibrant.

Policies, strategies and actions already developed/implemented on this network topic

5.6.7 In Development Strategy for the City of Poznan to 2030, two out of eighteen strategic programs relating to the development of the SME sector (Spaces for Business, Knowledge for Business). The city is cooperating with business through numerous agreements and agreements platforms within the scope of: attracting new investments, support new companies, support innovative companies, exchange of knowledge, however, this cooperation is not satisfactory.

5.6.8 Support of business activity by the City of Poznan currently comprises:

- Cooperation of business environment institutions under the Support Network for Enterprise and Employment
- Poznan Credit Guarantee PLC
- Advisory and Training Centre (in Poznan City Hall)
- Small Business Exchange SME e-contact
- Support Program for Innovative Projects
- Poznan Entrepreneurship Days
- Poznan Technology and Industry Park
- Poznan Brand Consortium, "Poznan will give you a job" action
- clustering support
- Support for the development of design and creative sectors
- The support of external investors: investment pilots, promotion and employer branding, facilitating contact with the scientific community and public institutions, sectoral initiatives such as Workgate and SSC/BPO Week
- The development of vocational education

Previous experience of working through transnational exchange on this topic

5.6.9 Poznan has not had previous experience of working through transnational exchange on this topic, but carries wide international cooperation and is also experienced in the topic of strategic management and development policy. The City of Poznan, apart from content experience of the City Hall is well experienced in organizing international conference (ie. conference "Migrations of large cities' dwellers"). Moreover Poznan is associated with the following international projects:

- JESSICA 4 Cities (URBACT II)– Lead Partner – Tuscany Region, Poznan as a partner
- OPEN Cities (URBACT II) – Lead Partner – Belfast City, Poznan as a partner
- CSI Europe (URBACT II) – Lead Partner – Greater Manchester, Poznan as a partner
- CREA.RE – Creative Region (INTERREG IV C) – Lead Partner – Region of Upper Austria, Poznan as a partner
- Listen to me now – abused child under special protection (DAPHNE II) – Lead Partner – City of Poznan
- So small but VIP (DAPHE III) - Lead Partner – City of Poznan
- Cultural activities in school education – experiences of Poland and Hungary (LL – COMENIUS REGIO) - Lead Partner – City of Poznan
- Olympism and the integration of young people in education (LLP COMENIUS REGIO) - Lead Partner – City of Poznan
- Europe without Barriers – European integration through sports (Europe for Citizens) - Lead Partner – City of Poznan
- Cities of change – cooperation of cities in the field of cities development (Europe for citizens) - Lead Partner – City of Poznan
- EUROCITIES: NiCE - Networking intelligent Cities for Energy Efficiency – Poznan as a member of the project; cooperation, economy (forums); entrepreneurship & SMEs, metropolitan areas (working groups)

Focus of the Integrated Action Plan

5.6.10 The observed trends in cities which respond to the challenges being experienced in Poznan are:

- The growing role of small and mobile companies operating on the international market based on modern business models and operating within a complex network of chain links.

- Concentration of innovative activities and high added value for urban and metropolitan areas.
- The rapid development of companies based on the so-called. economic cooperation and social innovation.
- The growing role of creative sector in restructuring the economy and improving the competitiveness of the city.
- Characteristic is the spatial dimension of behaviour and distribution of small innovative companies and creative - these actors are perceived as attractive locations for revitalized areas, mainly in the city centre and densely populated areas around the very centre, but cannot always afford them.

5.6.11 In light of this situation, recommendations and final conclusions drawn from the ULG discussions suggests the focus of the LAP will be on improving conditions for young entrepreneurs of Generation Y, in particular;

- Poznań offers start-ups a sufficiently large infrastructure, facilities and substantial help. However, ineffective communication and the offer, which does not reach potentially interested parties, represent a problem.
- A strategy of communication with potential recipients of messages needs to be changed. It was noted that this applies not only to technical issues, such as e.g. establishment of an online communication platform, but also to the whole concept of communication with a target group. The need to better reach those who really need support was pointed out.
- The problem of Poznań relates to its little attractiveness in the broad sense. It was compared to such cities as: Warsaw, Wrocław, Berlin or Leipzig, which have found their identity and thus attract young people. It was pointed out that Poznań has no identity, spirit which would make the city stand out from the rest, attract young people and make them stay. It was emphasised that, as long as this particular value being a distinguishing feature is not developed, Poznań will be behind other cities, such as e.g. Warsaw whose offer of e.g. industries and companies addressed to young people is much more extensive.
- The participants stated that Poznań has nothing which would make Generation Y stay and which would be found attractive by that generation. It was pointed out that Poznań is a city of fairs and festivals.
- There is a strong need to co-create the city's attractiveness and make, in particular, young and entrepreneurial people engage in this process, by performing research and holding meetings.
- The meetings should bring together people of different generations, experiences and ways of thinking and thus lead to achieving synergies.
- A new identity of Poznań should be developed based on the best practices of other cities which have managed to become highly attractive to young people.
- Cooperation between economic, technical, environmental and other higher education institutions needs to be developed to better transfer experiences. It was pointed out that Poznań has great potential as a university city, but faces major problems in its exploitation. Reference was made to university cities abroad which, through cooperation and joint ventures, become increasingly attractive to young generation.

5.6.12 Soft areas of the city's operation, i.e. culture, which would represent an additional element to make representatives of Generation Y stay and to attract them, need to be developed

Change envisaged at the local level as a result of the production of the Integrated Action Plan

5.6.13 The main objective of the project is to answer the following questions:
- What makes some cities to effectively create conditions for the development of young, innovative and creative entrepreneurs or people with an idea for a business and how to prepare dedicated / tailor-made action plan for future years for the city.
- How to stop in young people, for whom it is important to find employment and self-realization, which rejects the traditional economy is not making use of their creative potential, which is crucial for the future development of the city. How to implement a plan of action that in effect create a "modern city of the future" to support companies operating on the basis of new business models
- How cities can consciously shape the policies that support the development of innovative and creative sectors in cities (correct identification of the needs of this sector) based on available resources - ecosystem. Does smart specialization can be used for this purpose?
- Realistic support to young artists and their creative ideas.

Operational Programmes covering the partner area

5.6.14 The main Operational Programmes covering Poznan include;

- OP Digital Poland
- ROP 15 Regional Operational Programme for Wielkopolskie Voivodeship
- OP Smart growth

Priorities of these Operational Programmes

5.6.15 **OP Digital Poland:** Concerning the digitalisation of public services, the investments will concentrate on four selected aspects of public e-services. These are: horizontal "functions" of e-services (e.g. improvement of data quality), eleven thematic sectors (e.g. labour market), digitalisation of back-office administrative processes and improvement of access to and use of public sector information. As regards the improvement of digital competences, the programme will provide support to the development of the low- and medium-level skills of the most digitally excluded, focusing on the ability to use public and commercial e-services, tackling also the issue of the low-uptake of e-government services. In addition, the programme will support high-level competences of the most talented students and programmers with a view to delivering innovative and ground-breaking solutions to modern societal challenges.

5.6.16 **ROP 15 Regional Operational Programme for Wielkopolskie Voivodeship:** Relevant priorities include;

- TO1 - Research and innovation
- TO10 - Education and training
- TO2 - Information and communication technologies
- TO3 - SMEs competitiveness
- TO8 - Employment and labour market

5.6.17 **OP Smart growth:** The Programme aims to boost the innovativeness and competitiveness of the Polish economy by increasing business expenditure on Research & Development (R&D) and by improving the level of co-operation between all participants in the innovation lifecycle. The funding will be used nationwide to strengthen research activities and improve the links between science and business in the sixteen Polish regions. The funding should allow for the development of innovative ideas into concrete, marketable new products and technologies, thus increasing the position of Polish enterprises in the global value chain. The programme will support applied research and development in enterprises. Financial instruments such as guarantees and equity investments will play a key role in achieving the objectives, together with investments in R&D infrastructure in private enterprises and public research institutes. Further measures will support productive investments; they will also improve the quality of public research and strengthen the incentives for companies and research institutes to co-operate. Ultimately, the programme should galvanize the on-going transition of the Polish economy model towards an innovation-based one, enabling it to better compete in a globalised world.

Partner relations with the Managing Authorities

5.6.18 The city of Poznan has excellent working relationships with the regional and national authorities that act as Managing Authorities

Key local stakeholders involved in URBACT Local Group (ULG)

5.6.19 The key stakeholders involved in the production of the LAP will be;

- Affiliated to the Institute of Bioorganic Chemistry of the Polish Academy of Sciences (PAN) Poznan Supercomputing and Networking Centre
- Poznan Technology Industrial Park - is a leading centre for supporting the creation of innovation in the region,
- Poznan Science and Technology Park Adam Mickiewicz University Foundation
- SpeedUp Venture Capital Group is the leading Polish private equity group investing in early stage
- The company Beyond.pl operates on the Polish market since 2005, offers IT outsourcing and is a market leader in data centre
- Academic Business Incubators
- Wielkopolska Agency for Enterprise Development Ltd

- StartUp Magazine is a nationwide quarterly magazine aimed at young entrepreneurs starting adventure with business
- Coworking Space ZOO is carried out by the Poznan Supercomputing and Networking Center. ZOO is a space intended to encourage the development of new ideas and concepts based on ICT tools.
- AIP Business Link Poznan is one of five accelerators of business development of Business Link network.
- Polak 2.0 Foundation is a foundation implementing projects aimed at integration of Internet industry environment as well as education in the field of new technologies. FP20 is specialized in activities in the area of e-commerce.
- Concordia Design is a platform for cooperation between entrepreneurs, experts and designers, based on a unique business model combines the promotion of design
- Eureka Technology Park is centre of technology and innovation located in the western part of the Poznan agglomeration.

Fig 20: The Old Marketplace and City Hall in Poznan

Relationship between the ULG and existing groups/platforms/partnerships

5.6.20   This ULG will be a new group established specifically to drive forward this LAP

URBACT Local Group Co-ordinator

5.6.21   From the point of view of design and construction of a good Action Plan, the cooperation between members of the URBACT Local Group is very important. Due to the goals set up and the diversity of stakeholders, Poznan are planning to extract several coordinators, who will be responsible for progress in specific areas, it is: for the cooperation within universities will be responsible Poznan University of Economics; for cooperation between representatives of administrative units - City Development Department, for businesses and organizations supporting business - Business Incubator. All coordinators will be coordinated by Mrs. Katarzyna Plewa from City Development Department (katarzyna_plewa@um.poznan.pl)

ULG processes for producing the integrated action plan

5.6.22   Poznan are planning to organize in cooperation with the Poznan University of Economics several meetings/workshops, which will be attended by all URBACT Local Group members or some of them - depending on the problem being developed. Poznan are planning to carry out at least 8 large meetings and, if need be - several smaller ones. All the topics of the meeting will be prepared carefully to achieve goals recognized in the project. Between meetings an important way of communication and exchange of knowledge will be e-mails and social media. For the same reasons, Poznan recognize the importance of both the design of a Gen-Y City, as well as updating the city development strategy. To address this issue Poznan are planning to use the new portal to gather information of the needs of the environment covered by Local Action Plan and update the strategy.

ULG engagement in transnational network activities

5.6.23   The exchange of knowledge and solutions developed/presented during international meetings should be delegated to URBACT Local Groups to be checked for possible implementation. And vice versa, observed practices at the local level that work and produce good results, should be presented at the international meetings. They can be implemented/used by other Project Partners. The flow of information will ensure by vertical communication between the Project Partners and URBACT Local Group. Responsible for this communication will be Project Coordinator in cooperation with Coordinator of Local Group. Poznan will use the following forms of communication: e-mails, social media, Skype and we will invite several representatives

of URBACT Local Groups to international meetings. In addition, any developed materials (i.e. reports, good practices, solutions, description of progress) should be widely published on the project websites.

Sharing learning with the ULG members

5.6.24   The previously described vertical flow of knowledge and information is the basis of learning organization in the areas of: mutual communication and cooperation as well as the increasing of developed solutions' effect. However, the learning process will be perfect, if you plan the process of horizontal communication, i.e. the flow of information at the level of the entire URBACT Local Group, which will be responsible for the preparation of the Local Action Plan. The best way to transfer knowledge, developed at international level will be regular meetings involving: URBACT Local Group, Project Coordinator and Local Group Coordinator during which will be presented developed at the international level reports, best practices and solutions. A presentation of the problems and approaches observed at the international level allow to verify/ extend the perception of the problems identified by URBACT Local Group. International level will be a benchmark for issues identified by the city and expand the range of solutions for others that may become critical for Local Action Plan.

Learning needs of the partner

5.6.25   Particular issues Poznan are interested in Learning about include;

- Identification of the factors that influence on the development of companies operating on the basis of new business models, including the creative and innovative sectors in the city, especially suited for the intelligent specialization concept, including both the hard factors: infrastructure, capital investment, taxes; and soft: personal factors, the attractiveness of residential areas and public spaces, the operation of networks, recreation and relaxation offer, the attractiveness of the natural environment, social climate of the city,
- Identification of factors that influence on the formation of networks in the ecosystem of innovative and creative industries / sectors with high use of knowledge in the city,
- Analysis of new business models (ie. start-ups) and development factors and specialization of modern knowledge-based economy (networking, exchanges of experience) to create the conditions to revitalize the economy in this area in the city. Support to young entrepreneurs (i.e. co-working, mentoring meeting, supporting on law solutions, implementing solutions / applications created in Hackathon, promoting new creators, creating network). Looking for a synergy with Regional Innovation Strategies of third generation.
- Identification of necessary changes within the operating structure of the city hall and in the approach of employees to new development trends in order to understand the needs, which will translate into real understanding and the ability to choose the best tools to support the development of the creative and innovative sectors,
- Identification of impact of the innovative and creative sector to areas of the city, including: education, health, space planning, sport and recreation and culture

Contribution of Experience to network exchange and learning activities

5.6.26   Particular issues which Poznan have to exchange with others include;

- **Careers guidance & advice.** In Poznań operate specialized institutions offering support to people who would like to start their economic activity. Appropriate programs are implemented at the universities, lessons of entrepreneurship are even organized on the level of high schools. There is still much to be improved.
- **Making young people more work ready.** In Poznań operate specialized institutions offering support to people who would like to start their economic activity. Appropriate programs are functioning at universities, but lessons of entrepreneurship are even organized on the level of high schools. There is still much to be improved.
- **Physical Regeneration: Creating welcoming urban spaces for creative entrepreneurs:** Recently Poznan have undertaken many activities which aim to increase the quality of the city space in the centre. We are planning further projects. Poznan is interested in the examples of solutions directed towards entrepreneurs.
- **Housing: Strengthening the residential offer.** Poznań has prepared the in-depth diagnosis of the housing needs of current and potential inhabitants of the city, taking into account the needs of young

people. In 2016 there will be the housing policy programme of the city executed. Examples of interesting solutions for young people will be essential for us.

Contribution of Good Practice to network exchange and learning activities

5.6.27   The City of Poznań operates an urban system of support for entrepreneurship addressed to both start-ups and already operating SMEs. It covers advisory and training services, a comprehensive information system, e-services for entrepreneurs, credit guarantee services offered by Poznański Fundusz Poręczeń Kredytowych Sp. z o.o. and a programme to promote academic entrepreneurship. The system includes the Advisory and Training Centre with 6 thousand clients every year which, as part of various programmes and cooperation with NGOs and partners of the Entrepreneurship and Employment Support Network, holds free training courses for SMEs under "Business Mentor" and "Export Poznań" programmes. The Small Business Online Exchange – SME e-contact, fosters online communication between local SME managers and their potential business partners and clients, while the "Poznań Business Partner" Facebook profile enables interactive communication with active and potential entrepreneurs. Entrepreneurship is supported by such programmes as: a programme to promote innovative projects, including the following projects: "First Step to a Start-up" (executed by the InQbator of Poznan Science and Technology Park of the Foundation of the Adam Mickiewicz University in partnership with the City of Poznań), the "Intercollegiate Network of Academic Entrepreneurship Promoters" and the Wielkopolska Innovation Platform which has one of the largest on-line base of science and business cooperation offers in Poland, "Start-up Poznań" addressed to a start-up environment and people who run or plan to run their own business, as well as a project involving a series of entrepreneurship classes at Poznań higher education institutions.

5.6.28   The annual Poznań Entrepreneurship Days held by the City of Poznań in cooperation with the Poznań County, the Poznań International Fair, the Wielkopolska Chamber of Commerce and the Poznań Science and Technology Park create and strengthen the agglomeration's image as friendly to all manifestations of economic activity. As part of the event, several undertakings addressed to entrepreneurs takes place at the same time: the Business Service Fair, the Economic Forum of the Poznań Agglomeration, Start-up Poznań and the final gala of the "Poznań Leader of Entrepreneurship" contest.

Key capacities to be enhanced in the city/ partner organisation's core staff

5.6.29   Key capacities Poznan are looking to develop include

- **Developing a holistic GEN-Y Enterprise strategy**: A number of actions are conducted in Poznan by the Poznan City Hall, NGOs, enterprises and other institutions. There is no holistic approach and program, so it will be created in Gen-Y City project.
- **Understanding young people's perceptions of Poznan:** The differences in the perception and understanding of young people's approach, their needs and expectations of the city are unique and require a thoughtful diagnosis. This is the issue Poznan want to take in the project. Only the insightful and in-depth diagnosis will allow the selection of appropriate collaboration tools and will be successfully implemented.
- **Branding:** Recommended in project group of people has the potential to become a key to the development of Poznan. That is why it is so important to create the appropriate conditions and a proper environment for them. Poznan has all terms to become a creative city, where young, enterprising, talented and creative people are the leading force attracting others.
- **Encouraging civic leadership**: Any example of such involvement is necessary and allows a number of important and needed social changes . This tendency needs to be supported, because the involvement of the companies and entities conducting economic activity is vital. The young people, being part of the Generation Y, admit that municipal actions need to be supported.

5.7   Genoa (ITALY – MORE DEVELOPED)

5.7.1   Genoa is the capital of Liguria and the sixth largest city in Italy with a population of 592,507, of which 295,915 are young people (aged 15-34).

The local problems/challenges faced by the partner in relation to the network topic

5.7.2   Genoa has a number of challenges linked to the policy challenge to be addressed by GEN-Y CITY, including;

- **An aging population.** The median age of Genoa's residents is **48.** Population age profile shows a particular high percentage of over 65 residents: **28.11%** compared to those under 18, which is **14.83%**. Liguria is Italy's oldest region, having Italy's highest old age index. This aging situation if forecast to get considerably worse in next few years, as low birth rates combine with the retirement of the large number of baby boomers.

- **A shrinking city.** Genoa has been shrinking since 1965 when its inhabitants numbered 848,121 residents. During the period 1971-1981 its population shrank by -6.8% (-55,602 inhabitants), with some increases in the 1980's (11.2% corresponding to 85,486 people) and a further fall of 9.9% (-66,730 residents) in the 1990s. From the 2000's the picture

Fig 21: Genoa's key location as a port and logistics hub

seems relatively static, with net migratory inflows holding up population numbers.

- **High levels of youth unemployment.** In the 3rd quarter of 2015 unemployment stood at 7.8%. Overall the number of economically inactive people is increasing, with 6,000 more than in the 3rd quarter of 2014. The youth unemployment rate (15-29) currently stands at 29%, with this peaking to 45% for those aged 15-24, giving Genoa the highest youth unemployment rate of all of northern Italy's cities, behind Turin. There is a high number of NEET equal to 20% of young Genoese, for a total of 59,200 young people between 15 and 34 years)

- **Pockets of deprivation.** In 2008, the National Institute for Statistics gives Liguria the title of 'region with the highest incidence of relative poverty'. In this sense, such impoverishment processes seem to have long-lasting roots, which go back to the start of the de-industrialization of the region.

- **Low levels of youth entrepreneurship.** In Dec 2014, the number of businesses operated by young people (i.e. firms having at least 50% of their components under 35 years of age) in Genoa was 8.4%, which is lower than the average in North-West Italy (9.4%) and Italy overall (10.6%). The ratio of young entrepreneurial activities has been slowly decreasing, getting from 8.6% in 2011 to the current 8.1% in 2015.

- **High levels of NEETs.** Liguria is generally characterized by a good level of investment in training of its human capital. However, the young NEET population (15 - 29 years of age) is about 21.1%, higher than in the North-West (19.8%) but less numerous than in Italy overall (26%).

- **Poor graduate retention.** In 2014, despite the University of Genoa's good reputation, the city had a negative migratory balance, with 637 undergraduates leaving Genoa.

- **Ongoing industrial transition.** In 1971, 50% of all Genoese residents were classed as simple workers, 33% as employees and executives, 15% as self-employed and 2% as entrepreneurs. The 1991 census reveals white-collar workers had increased to about 40%, whereas the percentage of blue collar workers had dropped to 36%; with self-employment increasing to 17% and entrepreneurs/freelancers to 7%. For about fifteen years Genoa has been experiencing an industrial transition characterised by the fragmentation of the productive system and the flourishing of large numbers of service orientated micro-enterprises.

- **Lack of local policies sustaining access to work.** Since 1997, the national government has been responsible for regional and local functions and tasks to organize and manage new services related to the employment and labor market policies. In particular, this law gave the Provinces the duties and the functions to provide services linked to active employment policies through the Job Centre's. After the closure of the Provinces, the role of Municipalities in the brokerage, business, research, recruitment and outplacement employment services has become fundamental, expanding these services over the weaker and opening to new forms of business.

5.7.3   In addition to the above, more effective communication systems are needed between universities, private sector and public administration to achieve a positive environment for knowledge transfer and innovation development in Genoa.

The importance of this policy at the local level

5.7.4   The development, retention and attraction of young tech talent in the city are a policy priority, as manifested by a variety of local policies/strategies/actions. For example, the Program Outline presented by the current Mayor of the city of Genoa at the beginning of his mandate in September 2012 includes specific references to:

- Economic development and cultural policies aiming at supporting organizational models that can, in turn, grant participation, commonality, dynamism, and greater economic sustainability among those who produce culture. This should happen thanks to the national and international recognition of the areas of excellence in the city, and to the development of 'creative entrepreneurial' projects as well programs of urban requalification and regeneration.
- Youth-oriented policies that can place young people in a privileged position: participation processes started by the Civic Administration to include 16-to-35-year-old citizens in decision-making tasks about public territories and spaces.
- Policies that coordinate and manage projects that bring socially disadvantaged people into the job market, including young people between 16 and 24 are also a priority. Such projects aim at promoting and facilitating the assimilation or re-assimilation of that group of young people in the job market. This is a joint initiative of the local Health System Unit, the Province Administration, schools, professional training units, social cooperation units, various associations, and companies.

5.7.5   Through the last few years the city of Genoa has also had to face a new housing emergency: the demand for affordable housing does not come anymore from the most marginalized social groups alone; it also comes from some groups of employees, retirees, single-income and large families, singles, divorced parents supporting underage children, and generally from people belonging to very young as well as very old age groups. All of this happens because the real estate market is becoming increasingly selective and inaccessible, spreading a consistent phenomenon of unused private real estates.

Policies, strategies and actions already developed/implemented on this network topic

5.7.6   The city has a number of plans which guide its development, including an Urban City Plan, Urban regeneration plans (i.e. The Maddalena district Plan) and the Genoa Smart City Plan, but none of these focus specifically on the retention and attraction of young people.

5.7.7   In addition the city – Culture Department has been involved in a number of participatory projects which touch upon some narrow aspects of talent attraction and retention planning, Lastly, the city has been quite active in the promotion of the cultural and creative industries, although there is a broad acceptance that the current cultural offer in the city is quite gentrified, and more needs to be done to stimulate the kind of creative milieu that attracts and retains young people in the city; and improve the integration of a range of partners plans, activities and projects to produce a more integrated programme which provides a more unified proposition.

5.7.8   In addition, with the average age of the staff in the Municipality being 54 and only 34 off the 6000 full time employees in the municipality being young people, there is a broad recognition that more can be done to improve the engagement of young people in the development of such a plan.

Previous experience of working through transnational exchange on this topic

5.7.9   The Municipality of Genoa has some experience with international projects under different programmes on topic related especially to the cultural and creative industries but without specific focus on youth. The most relevant projects could be:

- "Creative Cities" (Central Europe Programme): aiming to establish a transnational network of creative industry clusters. Genoa was Lead Communication Partner and contributed to the implementation of all project activities as Project Partner.
- "Medi@TIC" (INTERREG IVC Programme): aiming to implement and develop the ICTs in the audio-visual and media sector.
- "CreArt" (Culture 2007-2013 Programme): aiming to foster creativity and establish a permanent and professional system of artist's mobility, exchange and joint work experiences in visual arts.
- "Symbols" (Creative Europe Programme): aiming to strengthen the role of cemeteries as an important part of the European cultural heritage.

- "Med3R" (Transnational Maritime Italy-France Programme): in particular with regards to the action REUSE, dedicated to enhance, promote and support the use of waste materials for artistic works production.
- Project "City Logo" funded under URBACT II which aimed to identify a new brand for the promotion of the city and created a city logo "More than this".
- Project "Interactive cities" funded under URBACT III where the City of Genoa – Communication and City Promotion Department is the Lead Partner on the topic of the use of social media for communication between the public administration and citizens, with particular reference to the promotion of the city to the inhabitants, tourists and enterprises.

5.7.10 Furthermore, Municipality of Genoa participate in the national network "Gai" – Association for the National Network of Young Artists and in the international network BJCEM – Biennial Exhibition of Young Artists from Europe and the Mediterranean.

5.7.11 However, many of these projects have focussed on relatively high-brow form of culture; they have been developed mainly by the Culture Department of the municipality; and there is a strong recognition of the need to better integrate more of these disparate activities through the creation of a quadruple helix model (Institutions, academia, business, civil society) which find ways of successfully engaging young people in their development.

5.7.12 Genoa is member of Eurocities and its strong presence has been developed in Environment Forum, Culture Forum (CCI and Mobility of Artists Working Groups) and Economic Development Forum (now its Chair).

Focus of the Integrated Action Plan

5.7.13 Genoa's Local Action Plan will focus on drawing together the work of various organisations from within Genoa to develop a new project to develop an integrated plan for attracting and retaining young people in the city. It will particularly focus on;

- The establishment of a stronger quadruple helix governance structure;
- Strengthening youth engagement, to draw in more young people into the planning process;
- The development of creative districts and sectors to strengthen Genoa's appeal to young people;
- The development of stronger clustering activities, to make clearer what Genoa's key tech and creative assets are;
- Activities which better connect third spaces in the city centre with young people in the suburbs; and

5.7.14 Encouraging youth entrepreneurship, to provide opportunities for young people to benefit from the increasing visitor numbers

Change envisaged at the local level as a result of the production of the Integrated Action Plan

5.7.15 Through the development of the LAP, the municipality of Genoa aspires to;

- Adapted Governance – establish a stronger operational quadruple helix structure to improve the implementation and integration of programmes to retain and attract young people to the city;
- Adapted Urban Policies – new urban policies for retaining and attracting young people to the city, including an improved strategic vision on policies for youth employment

5.7.16 Particular improvements Genoa is seeking to address through the LAP are:

- Facilitating the cooperation between the City Council, the University, and companies, both in a national and international context.
- Promoting research and innovation to give a contribution to the development of the local entrepreneurship.
- Improving the support to the local creative and cultural sectors, increasing the experience of Sala Dogana in Palazzo Ducale (a cross-cultural space aimed at promoting new cultural productions, experimentation, innovation and the development of new trends and young creativity) and of Genovacreativa.it (web portal, virtual Contact Point, marketplace, database and community where artists, professionals and all those who work in the creative fields can be visible, interact, collect information)
- Strengthening the connection with the ARSSU to focus on the right to education, transportation services for disabled university students, reduced transportation prices (AMT) for Universities students coming in from other cities, counseling and support for students looking for housing in the city, a front-office in the

Council's "Informagiovani" space, and a fusion between cultural activities promoted by the University and by the city respectively.

- Increasing the expertise and the number of opening hours of "Studying in Genoa", an information desk operating jointly for the City Council, the University of Genoa, and ARSSU (Regional Agency for School-related and University-related services). The help desk is located within the "Informagiovani" space; it is meant to welcome students coming from other Italian cities and from abroad;
- Promoting and supporting the planning of high-quality events in the city (Science Festival, Cultural Festivals, …). Given their target, such events should function as a connection between old and new generations;
- Promoting the creation of stages and apprenticeships in collaboration with local public and private structures (schools, companies);
- Adding value to the Green Card (a card that grants benefits and price reductions for cultural, recreational, sporting, touristic and commercial events), and making it useful for more purposes;
- Promoting and facilitating young people's participation in public debates and allowing them to take part in decision-making processes;
- Facilitating soft loans and microloans from the banking system as an aid for young entrepreneurs;
- Working to qualify Genoa as a city where knowledge is valued, and as a welcoming university centre where research and joint educational projects happen;
- Scale-up the experience run by the Municipality's Social Housing Agency in "housing mediation" (housing/cohousing for disadvantage people) to enhance the access to rents also for young people.

Operational Programmes covering the partner area

5.7.17 The Operational Programmes covering the City of Genoa are;

- **The National Operational Programme on Education** - The OP, building on the experience of the period 2007-2013, will pursue the fight to reduce early school leaving and increase quality of education, while fostering safety, quality and energy-efficiency in school infrastructure;
- **The National Operational Programme on Infrastructures and Networks** - The OP will focus on two main priorities: Supporting a multimodal Single European Transport Area by investing in the TEN-T network and Developing and improving environmentally-friendly and low-carbon transport systems, including inland waterways and maritime transport, ports, multimodal links and airport infrastructure, in order to promote sustainable regional and local mobility;
- **The National Operational Programme on Metropolitan Cities** - The multi-fund National Operational Programme "Citta' Metropolitane" (NOP Metropolitan Cities) is part of the Italian national Urban Agenda and Sustainable Urban Development;
- **The Regional Operational Programme Liguria ERDF** - EU funding is targeted according to the regional specialization strategy (RIS3) and will concentrate in research and development and the diversification and competitiveness of SMEs. The development of ICT infrastructures and services (especially within the health sector) and risk prevention interventions will be also promoted. Finally, the programme will contribute to improve the energy efficiency in the public buildings of the region. An integrated project to recover and to secure Genoa in order respond to the floods occurred during the last months of 2014 will be financed by the regional operational programme (risks preventions interventions) with the participation of the national operational programme Metropolitan Cities (urban mobility and energy efficiency).

5.7.18 The main cross-border, transnational and interregional co-operation covering Genoa are Interreg V-A, INTERACT, ESPON, URBACT and INTERREG EUROPE (Interreg, Central Europe, Maritime IT-FR, Alpine Space)

Priorities of these Operational Programmes

5.7.19 Regional Operational Programme – ERDF

OT1 "Potentiating research, technological development, and innovation"

- Strengthen the connections and cooperation between universities, regional research centers, and the entrepreneurial system.
- Keep up supporting aggregation in Innovation Poles, districts, clusters, and corporate networks.

- Promote entrepreneurial investments in R&I, and especially investments in product and service development, Technological transfer, social innovation, eco-innovation, networks, clusters, and open innovation.

OT2 "Broadening the access to information and communication technologies, facilitating their use, and increasing their quality"

- Reduced digital divide on the territory according to the goals set for 2020 by the European "Digital Agenda". This should be done, amongst other options, thanks to innovations in public services, including those for companies.

OT3 "Favoring competitiveness in small and medium companies"

- Support a new wave of entrepreneurial investments;
- Have an impact on the financial environment of the small and medium Ligurian companies, especially so that they can be assisted in coping quickly with the challenges of the job market, and thus compensate for what credit market lacks.
- Favor different forms of cooperation between small and medium companies so that shared strategies and thematic tools can be developed and a better image can be projected internationally.
- It is also strategically important to devote time and resources to the training of highly skilled human resources. Employees should be able to distinguish themselves internationally and produce product and process innovations which, once incorporated in the companies:
  1) Favor the creation of company incubators
  2) Develop new operational models for small and medium companies, especially when it comes to international expansion (occupational and productive development; consolidation, modernization, and diversification of regional productive systems)
  3) Support the creation and broadening of a set of advanced development skills for products and services (expansion and consolidation of socially-oriented economic activities, support for small and medium companies in their growth process in the regional, national, and international market, and in innovation processes).

5.7.20 <u>European Social Funds (ESF):</u> The Regional Operational Program will guarantee a specific focus on contrasting unemployment among the young. Priority will be entirely given to this form of investments (Pdi 8ii). Measures will be taken and policies employed to cope with the occupational emergency during a time of crisis for companies and whole fields of work (Pdi 8v). More female involvement in the job market will be encouraged (Pdi 8i). 20% of resources will be invested in projects contrasting poverty and social exclusion through social innovation: disadvantaged subjects will be taught useful skills for job-hunting, and to benefit from the same opportunities as the others (Pdi 9i e 9iv). At the same time, efforts will be made to increase the quality and effectiveness of work-related services (Pdi 8vii). The Program will aim at preparing the regional educational system to strengthen the struggle against truancy (Pdi 10i), to increase the number of meetings between the various components of the educational system (training, education and professional training, tertiary education, postgraduate education (Pdi 10ii), and the job market (Pdi 10iv). A more detailed list of priorities follows:

- 8i – Access to jobs for the unemployed: local events favoring employment and professional dynamism (e.g., increase levels of female employment, update job-market institutions such as public and private services promoting employment) (10.8%)
- 8ii – Sustainable integration in the young job-market, especially for NEETs (Not in Education, Employment of Training), at least partially thanks to the implementation of the national law "GaranziaGiovani" ("Young Guarantee") (27.6%)
- 9i – Active forms of inclusion to promote equal opportunities and active participation, and to increase employability (16.7%)
- 10i – Prevention of school-dropout and reduction of its rate (e.g. assisting students in meeting requirements and reducing school-dropout rates) (14.6%)
- 10iv – Making educational and training systems more compatible with the job market (favoring the transition from schools to the job market, strengthening educational and professional training systems) (10.4%)

Partner relations with the Managing Authorities

5.7.21   Genoa City Council, being one of the 14 metropolitan cities interested by National Operational Programme, is in direct contact with the Territorial Cohesion Agency that manages the National Operational Programme Metro. When it comes to FESR and FSE funding, its interface is the Region of Liguria.

Key local stakeholders involved in URBACT Local Group (ULG)

5.7.22   The key stakeholders at the starting point involved in the ULG include;

- **Genoa City Council** – various departments in the Municipality will be involved including Culture, Economic Development, Young policy (with a particular involvement of Informagiovani – the Municipality's Youth Info Centre), Participation, Social Services, Promotion and Marketing, Legality and Right, Strategic Planning
- **Liguria Region** - Representative of the Liguria Region in the ULG works for International cooperation, youth policy and civil service office that deals with launching, managing and financing regional projects aimed at the implementation of regional policies and implementation of plans and instruments that give opportunity for young people in various sectors and areas such as work, education, health, sports and leisure, volunteer and community service. Among these projects are those financed by ERDF and ESF.

Fig 22: The Genoa brand

- **The University of Genoa** - The University's Innovation Service and Technology Transfer Office support applications for patents, the transfer of technology to companies, and the creation of start-ups.
- **Genoa Chamber of Commerce** - The Chamber's Economic Development and Innovations Departments with Ligurian Centre for Productivity fulfil a number of formative and informative support tasks for new entrepreneurial ventures. Specifically, the Start-up Centre offers information on financial-aid opportunities and on the bureaucratic/administrative procedures of starting a new business.
- **MIUR –** Regional School Office – Ministry for Education, University and Research - Regional Education Office is the peripheral body of the Ministry in charge of monitoring compliance with the general rules for education and essential level for getting benefits, the implementation of education system and its effectiveness with the defined standards; implementation of national policies for students at local levels.
- **The Genova Smart City Association** - created in November 2010, co-funded by the City of Genoa, University of Genoa and Enel. The Association counts over 90 members working together towards the common goal of making the city a fervent and productive ground where intelligence is applied in planning and actions in a collaborative and positive environment supported by stakeholders and networks.
- **PACC (The Cornigliano Pole of Creative Companies)** - The area surrounding Villa Bombrini and Videoporto, located in Cornigliano's peripheral district, has changed over the last few years into a production pole for creative companies. Over 40 small companies developed there after the Genova-Liguria Film Commission (whose headquarters are there); various professionals in the field also work there producing music videos, TV programs, documentaries, advertisements, short films, video games, mobile apps, software, graphics, and web journalism; other professionals supply services of equipment rental, casting, location scouting, and much more.
- **Job Centre S.p.A** – Job Centre SpA is a company with a sole shareholder of the City of Genoa, whose mission was to develop innovative measures to provide services and solutions in the field of local development, human resources and labor market. Job Centre has done the research of provincial Labor Market 2000-2008 and has acquired a specific expertise in the analysis of labor market and economic development.

    Job Centre had managed until 2014 two business incubators in the city of Genoa through which the

Municipality of Genoa oriented local development in specific areas of the Old Town and the West Genoa. In the field of human resources Job Centre manages the "City of the Trades and Professions of Genoa", an open space created to allow youth and adults to find information and free advice on employment, training opportunities, job creation and career guidance.

- **Italian Institute of Technology -** The Italian Institute of Technology, a national research centre, established its headquarters in Genoa in 2003. Its scientific headquarters are in Genoa Bolzaneto, whereas the administrative branch is in Rome. In addition to this, detached research centers are operating in a number of cities (twelve in Italy and two in Boston, USA), in cooperation with various Universities. Its staff includes roughly 1,440 employees. 85% of the staff constitutes the scientific area. 45% of researchers come from abroad. The IIT production comprises more than 5,500 publications, more than 300 pending applications for patents, 10 operative startups and 13 more that are about to be launched (data: March 2015).

- **Polytechnic of Arts –** Ligurian Academy of Fine Arts (with 430 students) and Music Conservatory Nicolo Paganini (with 560 students) have signed an agreement for the creation of the Polytechnic of Arts in Genoa with the aim to pursue excellence in the field of training, artistic and music production. In the next academic year it will be possible to attend combined courses in both institutions with recognition of the academic credits. Both entities will collaborate to co-organise seminars and Master classes; intensify the artistic and training relations with local cultural institutions; increase the number of foreign students and enhance the existing relationships with the Italian consular; coordinate internships for students and graduates in cultural, artistic and musical institutions located in the whole Mediterranean area; participate in European projects; promote together their activities.

- **Genoa Social Hub** - In 2015 the universe of social cooperation set up a training process and an experimental space to support brand new social enterprises. No specific young-age target has been set; however, the idea behind the project is that old expertise should be offered to new co-operators so that it can be implemented by the innovation capability brought along by new ideas and digital instruments. The leaders of selected projects are offered guidance in polishing the main entrepreneurial project, in the creation of a professional network, and in the search for new knowledge and funding. Experts and co-operators offer themselves for tutoring and mentoring. A co-working space is also available.

- **Genoa Talent Garden** - The Genoa Talent Garden is a co-working space where the main focus is on digital and hi-tech instruments. It is located in the Erzelli Technological Center. It extends over 500 square meters and offers 50 multimedia stations, eco-friendly desks made with recycled materials, and 1GB wifi. The Talent Garden welcomes different kind of professionals of the digital world. Computer technicians, developers, and software engineers as well as experts in social media and communication, bloggers, and graphic designers work together in a shared space to create new ideas and forms of cooperation. Many experts and hosts are employed in the co-working space. The Talent Garden sponsors events to support its companies, and entrepreneurial culture in general. It has branches in many Italian and European cities.

- **Young Sections from Trade Associations – GGR (Gruppo Giovani Riuniti)** – The group of young gathered (GGR) was founded in 2007 with the aim of gathering together all the youth associations of businesses and professionals. It consists of 16 associations - for a total of about a thousand young people under 40 - ranging from young Confindustria - General Confederation of Italian Industry, young ANCE - National Association of Builders, young Confcommercio - Italian General Confederation of Enterprise, Professional Activities and Self-Employment, lawyers and accountants, young Confartigianato – Italian General Confederation of Artisans, led by a board of 50 people. GGR carry on working on cross-cutting issues, such as infrastructure, smart city, youth, internationalization, high tech and start-ups.

- **Stakeholders representatives from the Genoese's young world of creativity, innovation and culture** (individuals, formal and non-formal associations,)

5.7.23 In the future, it is expected to extend the participation in the Local Group, starting (among others) from the following subjects:

- **FILSE (The Financial Institution of Liguria for Economic Development)** - The Region of Liguria supports local development in different ways through its Financial Institution for Economic Development. The FILSE manages announcements of selection for soft loans to companies.

- **Palazzo Ducale Fondazione per la Cultura (Palazzo Ducale Cultural Foundation)** – It promotes, implements and participates in initiatives and cultural, artistic and social events, relevant at local,

national and international level, also activating partnerships with other public and private entities. It stimulates and supports innovation and cultural creativity by encouraging and facilitating the citizens' participation and access to culture, especially of young people. It drafts with the Municipality of Genoa an annual Activities Plan which defines the areas of the cooperation on the intercultural and creative city theme.

Relationship between the ULG and existing groups/platforms/partnerships

5.7.24 This ULG is a new group that has been established specifically to try and improve the integration of various policy strands in the City.

URBACT Local Group Co-ordinator

5.7.25 The Visual Sociology Workshop of the University of Genoa (Department of Educational Sciences) takes on the coordination of the URBACT Local Group and assigns specific tasks to its various components. The key contacts are Luisa Stagi (luisa.stagi.ls@gmail.com), Enrico Fravega (enrico.fravega@gmail.com) and Sebastiano Benasso (sebastiano.benasso@gmail.com).

ULG processes for producing the integrated action plan

5.7.26 The work methodology the coordinators of the ULG will employ will involve the use of different kinds of exploratory and collaborative work. Specifically, this will include;

- A series of Focus Group's with a range of stakeholders involved in the project
- A European Awareness Scenario Workshop - also known as EASW, is a method created in Denmark to find agreements between the various stakeholders within a local scope as to a consensual definition of sustainable city.
- Cooperation and Sharing online platforms – to share material between the stakeholders

ULG engagement in transnational network activities

5.7.27 While the project is being carried out, the main outputs resulting from the employment of the agreed-upon intervention tools will be made available to transnational partners in abstracts written in English. These will be shared with ULG members via the online platforms established by the ULG Coordinator.

5.7.28 In addition, Genoa will host a transnational meeting, allowing all the ULG members to engage in transnational network activities.

Sharing learning with the ULG members

5.7.29 The ULG makes itself available to plan videoconference meetings on work practices, outcomes, and any other subjects partners may require. The ULG coordinator plans is to organize a videoconference meeting with a different project partner every month.

Learning needs of the partner

5.7.30 Particular learning that Genovese partners will benefit from include;
- Networking processes
- Expertise in clustering of creative companies
- Transversal way of working within different departments within a Municipality
- Marketing and Positioning
- Urban development activities to retain and attract GEN-Y entrepreneurs
- Support for artistic production and scientific culture
- Thematic One stop shop (First Contact Point)for the guidance and support of young entrepreneurs

Contribution of Experience to network exchange and learning activities

5.7.31 Specific policy approaches/projects related to the network topic that could be shared with the partners if relevant include:
- Participatory processes for citizens engagement (urban regeneration, digital agenda, climate emergency...)

- Network Methodology for urban regeneration processes (Centro Civico Buranello in Sampierdarena District, Former Psychiatric Hospital of Quarto District, Development Agreement for Maddalena District, Former Barrack Gavoglio, Villa Rossi – historical building located in Voltri District)
- PACC (The Cornigliano Pole of Creative Companies)
- Cultural districts

Contribution of Good Practice to network exchange and learning activities

5.7.32 Genoa can share the methodology of analysis of the sector that have been used in previous projects and is willing to share its expertise in encouraging creative companies. The municipality has developed the transversal way of working within the different departments as well as internal and external stakeholders involved in urban planning. Moreover, the city thanks to its large international contacts may help in lobbying at EU level.

Key capacities to be enhanced in the city/ partner organisation's core staff

5.7.33 Network methodology, and the capability to systematize the collaboration within the Triple Helix of Public Administration, job market, and universities, and also with other fields gravitating around these three subjects (e.g. associations).

5.8 Kristiansand (NORWAY – MORE DEVELOPED)

5.8.1 Kristiansand is a city, municipality and the county capital of Vest-Agder County in Southern Norway. Kristiansand is the fifth largest city in Norway and the municipality is the sixth largest in Norway, with a population of 85,681 as of 1 January 2014.

The local problems/challenges faced by the partner in relation to the network topic

5.8.2 Kristiansand has a number of challenges in relation to the development, retention and attraction of young people in the city;

- **Young people are leaving the city centre (Kvadraturplanen) in favour of the suburbs–** whilst the city centre has a population of 7,000, young people are significantly under represented, with 8.9% of the population being under the age of 19, as compared to 26% across the city as a whole. As the municipality aspires to double the population of the city centre over the next few years, it's important for the city leaders to ensure the centre doesn't become dominated by elderly residents, but develops as a sustainable, vibrant, liveable city;
- **A lack of third spaces for creative entrepreneurs in the city** - There is a long tradition and a strong culture of entrepreneurship in the region, but there is no place for generation Y to test, develop and create creative SMEs in the city centre. There is no natural place for networking, collaboration, sharing and take part in the "city-buzz" for generation Y entrepreneurs. Kristiansand needs to create conditions to support the development of companies based on new business models in revitalized city centres. There is a shortage of cultural venues in the city centre and many of those that do exist are owned by older, more affluent people and associations.
- **The need to stimulate more social action in the pursuit of the creative milieu –** The municipality is finding it increasingly hard to stimulate Social Action, particularly amongst its young people, and it is becoming harder to build a bridge between cultural events and the public. This is undermining the cultural fabric in the city centre;
- **A 'conservative' entrepreneurial culture** - The entrepreneurial culture is a little `traditional`, the attitudes towards younger entrepreneurs and in particular female entrepreneurs has to change. The region is also a little conservative in

Fig 23: Kristiansand organises regular music festivals

general perhaps not quite aligned with demands from generation-Y;

- **The attraction of more young people to the city** – in addition to the forecast population growth in the heart of the city, the University of Adger campus is also forecast to undergo significant growth. At present 10,000 students attend the University, which delivers over 200 academic programmes;
- **Growth, and potential disconnection of the university campus from the city centre** – the municipality has developed some high level plans and ideas about how to better connect the University Campus to the city centre more effectively, but these need further work;
- **Industrial transformation** – The city is well known as a city which has done well from the growth in the oil, gas and shipping industries, but these sectors of the economy are experiencing significant structural change caused by the changing nature of these industries and the recent fall in oil prices;
- **Stimulation of tech talent is needed** – Kristiansand has strong technology strengths. Ensuring local businesses have access to sufficient tech talent is still an issue. As Norway is one of the countries in the world with most connected devices, there is widespread recognition that more can be done to improve residents ICT competence.

5.8.3 Whilst Kristiansand is one of the partners in GEN-Y City that has been most active in talent attraction management, and the population in the city is growing rather than shrinking they still have challenges they need to address linked to the topic. Much of the work already undertaken by the city has been high level strategic action planning, rather than deep diving into detailed operational plans. The municipality now needs to draw together the various partners in the city to develop more tactical action plans to take some of their ideas forward.

The importance of this policy at the local level

5.8.4 The attraction and retention of young people in the city is a priority for the City, as evidenced by the following regional and local policies/strategies/actions that have already been developed in relation to talent attraction and retention in Kristiansand;

- The Strategic Plan for economic growth in the Kristiansand Region (Kristiansand Commune Strategiske Næringsplan), which was adopted by the City Council in December 2014, sets out plans to strengthen the development of the Kristiansand region via a cooperative agreement between the Knutepunkt municipalities. The plan ensures the development of follow-up action plans in the partner municipalities and the commitment towards a shared development plan which prioritises;

Competence, skills
- o Developing good kindergartens, schools and vocational training
- o Facilitate the university and other knowledge institutions
- o Developing the region's expertise
- o Attract and retain expertise

Innovation
- o Building entrepreneurial culture
- o Stimulate business start-ups
- o Strengthen R & D and innovation in business
- o Strengthening innovation in the public sector

Attractive metropolitan region
- o Attract businesses, residents and visitors
- o Strength Kristiansand as regional center
- o Facilitate a diverse labor profile and highlight the Kristiansand Region

International competitiveness
- o Stimulate a more international business
- o Strengthen international education and research
- o Strengthen efforts expertise immigration
- o Strengthen the region's international cooperation

Transport and infrastructure
- o Working for better road and public transport solutions in the metropolitan region
- o Developing future harbor and port structure
- o Strength Kristiansand Airport Kjevik
- o Strengthen the railway for passenger and freight

Industrial and commercial areas
o   Prioritize commercial space close to downtown and along public transport axes
o   Transformation of commercial space
o   Seaside commercial space
o   Develop campus

More details of this Strategic Plan can be found at https://www.kristiansand.kommune.no/globalassets/politikk-og-administrasjon/naringsliv/strategisk-naringsplan-_web.pdf

–   The Action Plan (of the Economic growth plan) for the Municipality of Kristiansand (2015-2018), which underpins this regional plan, has been compiled in close collaboration with industry advisors in the other six hub municipalities through the project "Strengthening economic development in Kristiansand region." The project was supported by Municipal and modernization Ministry development program for urban regions. The Action Plan for the municipality includes a number of action lines, all of which have discrete lead partners, supporting partners and timescales;

Competence Region Kristiansand:
o   Develop a comprehensive and long-term strategy to recruit, integrate and retain skilled people in Kristiansand region in collaboration with industry, academia and other partners.
o   Systematic coordination of private & public services & infrastructure skilled labour that moves to region.
o   Develop concept for professional welcome apparatus for migrant workers.
Inclusive and learning close to industry and business
o   Coordination of projects on inclusive learning environment in the region municipalities.
o   STRENGTH who toolkit - interaction between industry and Education
Preventing dropouts from school, education and eventually working life
o   Exchanging experiences between municipalities across sectors, mutual learning.
o   Identify existing measures municipalities and assess cooperation possibilities.
Regional cooperation with UiA
o   Profiling curriculum to UiA in all municipalities.
o   Expanding measures in university town Kristiansand action plan to others municipalities (competence square, internships, student assignments).
The university town of Kristiansand
o   Follow-up Action Plan: The university town of Kristiansand, especially initiatives education, research & competence.
o   Follow-up Development 2040: Development campus Kristiansand and axis between campus and Kvadraturen, identify and implement industry relevant topics
Facilitate health cluster
o   Monitoring of development 2030
o   Mobilize expertise in a diverse and multicultural populations
o   Establish dialogue with the city venues multicultural population.
o   Promote inclusion and wealth creation in region through joint projects and strategies.
Vocational skills development: apprentices, certificate
o   Increased supply of apprenticeships in private and public enterprises.
o   The municipality as attractive competence workplace
o   Language practice scheme for immigrants with sought-after expertise
o   Examine the possibility of participation in research on how municipalities recruit young workers
Regional competence for sport
o   Cooperation on creating elite gym on campus Kristiansand
The Action Plan for the municipality of Kristiansand (2015-2018) can be found at http://www.kristiansand-chamber.no/wp-content/uploads/2015/11/2015-02-20-strategisk-naringsplan-handlingsplan-kristiansand-kommune-2015-2018.pdf

Policies, strategies and actions already developed/implemented on this network topic

5.8.5 At the time of writing, the Municipality of Kristiansand has developed two other plans which are linked to the action plan set out above;

– The City Centre Plan (Kvadraturplanen): https://www.kristiansand.kommune.no/globalassets/teknisk-og-eiendom/overordende-planer/dokumenter/kdplan_kvadraturen_havna_del1_14.pdf

– The development plan for university-city Kristiansand 2040 (utviklingsplanen universitetsbyen Kristiansand 2040): https://www.kristiansand.kommune.no/globalassets/politikk-og-administrasjon/samfunnsutvikling/planer/universitetsbyen-kristiansand-utviklingsplan-2040.pdf

5.8.6 In addition to the above two plans the municipality is taking forward a number of Action Plans that have been set out in the Action Plan for the Municipality of Kristiansand (2015-2018). These include;

– Meeting places/co-working places for young students, entrepreneurs, regular entrepreneurs, start ups, freelancers and others. According to action plan 2.2, the strategic plan for economic growth is being supported in all 7 neighbouring municipalities (approved) in and around Kristiansand. The strategic plan for economic growth and regional integration of the plan is approved and co-funded by the Ministry of Local Government and Modernisation.

– Actionplan Universitetsbyen Kristiansand 2012-2015 can be found at https://www.kristiansand.kommune.no/globalassets/politikk-og-administrasjon/om-kristiansand/handlingsplan-2012-2015-universitetsbyen-kristiansand.pdf

Previous experience of working through transnational exchange on this topic

5.8.7 The Municipality of Kristiansand has had some experience of working through transnational exchange on the topic of talent retention and attraction through their work on three projects in the recent past;

– Between Jan 2012 and Dec 2014 Kristiansand was a partner in the INTERREG IVC funded Medi@tic Project (http://www.mediaticproject.eu/), which sought to share best practice in the stimulation and support of the audio-visual and games sector. Whilst the focus of project was not specifically on talent attraction and retention, the municipality of Kristiansand chose to develop 4 best practices and focus its implementation plan on this subject. All new policies developed were integrated in the Kristiansand Commune Strategiske Næringsplan / Municipal Master plan (http://www.kristiansand-chamber.no/wp-content/uploads/2015/11/2015-02-20-strategisk-naringsplan-handlingsplan-kristiansand-kommune-2015-2018.pdf) and some in other action plans in the municipal organization) for regional business development. These were incorporated in Kristiansand and 6 neighbouring municipalities in the region. The regional business development Master plan. 2 of the 4 most important policy implementation plans resulting from the project were linked to talent attraction and retention:

o Film Talents on the Move: The main objective of this policy was to develop a talent program in Kristiansand region with South Norwegian Film Commission as an important player. Especially focused at young talents (but not exclusively). University of Agder, NOROFF University College and NLA University College, secondary schools, folk high schools etc all provide education and training within relevant for the audio-visual sector. In addition to these educational institutions, several others offer courses and training, as well as other activities related to film, ICT and media. There is an identified lack of regional pertinent education for producers; having a lack of competent audio-visual content producers is a key weakness.

o Talent attraction and retention (including media tech): The main objective of this policy was to attract more talents and enterprises to the city region within all areas of technologies, mediatech that can stimulate creativity, development and competitiveness of the industry and the region itself. The key tasks in this element of the project were to improve communication between stakeholders of South Norway Film Commission. The SNFC are an important driving force for the local industry, with 45 local projects supported in 2012. It is urgent to strengthen the work and visibility of SNFC in the whole region, including funding mechanisms. First of all the communication between stakeholders, both private and public stakeholders must be improved. The Action taken/planned/methodology included arranging dialogue meetings with all stakeholders (City of Kristiansand with SNFC, Cultiva- the culture foundation, County councils of Vest Agder, Aust Agder and Telemark. With City of Grimstad and Arendal, Skien and Porsgrunn).

- In April 2013, the Municipality of Kristiansand was approached by the TAM project (Talent Attraction Management in the Nordic Regions and Cities) a partnership-based development project which had the goal of providing Nordic cities and region with strategies and tools for organising talent attraction. The project aimed to illustrate how public and private actors can build a successful collaboration for Talent Attraction Management. A total of nine case studies and interviews with key persons in successful cities and regions were combined with experience sharing and learning among the project participants. The results of the study resulted in the production of a unique toolkit for strategic talent attraction management in cities and regions (http://tendensor.com/news/tendensor-news/nordic-project-talent-attraction/)

5.8.8 On 8 to 9 April 2014, Kristiansand hosted a two day Talent Attraction Forum, organized by the Union of the Baltic Cities (UBC) Business & Tourism Commission to look at ways to attract young people and develop a well-educated workforce. Kristiansand Talent Attraction Forum was organised as part of the BalticlaB project, a EUSBSR flagship project which is managed by the CBSS Secretariat. Jørgen Kristiansen, Deputy Mayor of Kristiansand and UBC Board member, welcomed participants from Denmark, Germany, Norway, Poland and Sweden representing local governments, international organisations, business development agencies and tourism organisations in Kristiansand. The extensive programme included the presentation and discussion of several projects from the Kristiansand region and the BSR. Participants debated about strategies for fostering of regional start-up cultures through incubation (incubator Innoventus) and assistance for entrepreneurs (Connect network). The Confederation of Norwegian Enterprises (NHO) presented their programmes to mobilize highly qualified talents for positions as leaders, board members and other decision makers from different target groups (Global Future, Female Future, Summit). The regional trainee programme Trainee Sør has attracted during the last 10 years over 100 highly qualified master graduates to the region. The programme is based on the network cooperation among 30 private businesses and public institutions in southern Norway. Based on its model four other regional trainee programmes have been established in Norway and the forum participants showed great interest in possible adoptions of the concept. More details can be found at http://www.ubc.net/news,2,2925.html

5.8.9 Other relevant projects are:

- Smart cities (1) and Smart cities (2) http://www.smartcities.info/kristiansand
- OpeningUp; http://www.opening-up.eu/content/combining-open-data-and-gis-kristiansand
- CreArt; http://www.creart-eu.org/activities/creart-artist-residence-kristiansand-between-6th-october-28th-november
- Nordic cycle cities; http://www.nordiskecykelbyer.dk/StandardPage.asp?PgID=200&mID=243
- Smart Mature resilience; http://cordis.europa.eu/project/rcn/194885_en.html

5.8.10 However, Kristiansand believe they are a valuable partner in the GEN-Y CITY Project because;

1) They have a significant amount of expertise the can give on what are now fairly standard talent attraction and retention policies in Scandinavia;

2) Through this project they now want to make it possible to live a whole life in the city centre. To make that happen the city need to attract families with children to the city centre. And in particular develop the city as an attractive engine for young people and new ideas and creativity. Then the city centre will increase the population being under the age of 19, and between the ages of 29-49.

5.8.11 They will also attract, facilitate and build a culture of entrepreneurs in the city. Let the entrepreneurs get a natural place in the city, and make them visible, and then change the traditional culture of entrepreneurs. It is also important to facilitate so the students will use

Fig 24: The City of Kristiansand

the city centre and be a part of a vibrant city. Which is something that they have not yet addressed yet in the municipality

5.8.12 Kristiansand believe these two points above makes their inclusion in the project highly beneficial for a range of other partners and for the city itself.

Focus of the Integrated Action Plan

5.8.13 The Mayors recent initiative on increasing the population in the city centre to 15000 (from 7000) has put more strength and momentum to how Kristiansand can stimulate population growth from Generation Y in city centre. The plans and strategies for strengthening the city centre have until now have been high level and not concrete and detailed enough. Through the GEN-Y Network Kristiansand aim to create a more detailed, tactical action plan for strengthening the city centre and the role of GEN-Y in it.

Change envisaged at the local level as a result of the production of the Integrated Action Plan

5.8.14 The work in the Generation Y project will be of important value and be a catalyst for change, especially among the political management. Until now there has been little understanding or support in ideas that young people, Generation Y is fundamental in creating an attractive city for innovation and skilled young people. Administrative management is already more positive in thinking Generation y but little has been done until now. The co-work with other cities can be the process Kristiansand need to achieve the ambitions already in place In many plans.

Operational Programmes covering the partner area

5.8.15 There are no European Structural Fund Operational Programmes covering Norway. However, Norwegian partners can collaborate in some cross border and transnational programmes, such as INTERREG EUROPE and URBACT.

Priorities of these Operational Programmes

5.8.16 Particular priorities of transnational programmes, which relate to the challenge Kristiansand are trying to address, are Innovation and Research, SME Competitiveness, Sustainability and Environment.

Partner relations with the Managing Authorities

5.8.17 The Municipality of Kristiansand has good working relationships with all levels of government.

Key local stakeholders involved in URBACT Local Group (ULG)

5.8.18 The Local Stakeholders involved in the ULG are;
- The Municipality of Kristiansand – The City Council, represented in this project by the Urban development planning
- The University of Agder (UiA) - the largest educational institution in the region
- SIA (SEER) - Student Welfare Association
- Start UiA – a student association with a particular focus on youth entrepreneurship and leadership development.

Relationship between the ULG and existing groups/platforms/partnerships

5.8.19 These stakeholders will be set up as a new group. They know each other and have been working together before, but not together with the same topic at the same time.

URBACT Local Group Co-ordinator

5.8.20 Tina Abrahamsen will be the local coordinator of the group. She is working in the Municipality of Kristiansand in Urban development. She has studied and worked with innovation and entrepreneurship, and is a member of generation Y.

ULG processes for producing the integrated action plan

5.8.21 Project coordinator will invite ULG to dedicated meetings on a regular basis and if convenient, coordinator will also invite one or more to attend meetings in the project if this is beneficial.

ULG engagement in transnational network activities

5.8.22 As mentioned above, every ULG member should in the course of the project be invited to attend at least one meeting if this is beneficial and convenient. This is one way of involving all members in the international project and share experiences with other cities in the project.

Sharing learning with the ULG members

5.8.23 Stakeholder engagement will be based on a communication analysis of their different needs and interests. The aim of the regional communication activities is to involve different stakeholders actively throughout the project. To raise awareness and engagement and stimulate dialogue with stakeholders, the project will communicate its results, experiences with ULG members and also to the city administration and politicians. The focus will be on sharing experiences from the other partners with the local stakeholders, i.e. by inviting members of the stakeholders groups to participate in study visits and workshops hosted by the project and by local dissemination events. The city will take active role in developing the action plan through local seminars and workshops. The use of online communication for work and for dissemination of lessons learned and project results will be an important dimension.

Learning needs of the partner

5.8.24 Both the administration and politicians must be more aware of the changes in the society within the younger generation. In details this means new policy approaches on how to benefit from young entrepreneurship trends, younger generations use of tech/ICT, hackathons. There is a distance on the existing policies and sharing a creative and innovative city where young talents play a much more important role. Kristiansand want to be involved in this network to learn from other parts of Europe.

Contribution of Experience to network exchange and learning activities

5.8.25 Having been closely involved in the development of the TAM project (Talent Attraction Management in the Nordic Regions and Cities) Kristiansand have much to offer in terms of traditional Nordic approaches to talent attraction and management.

5.8.26 There is also an action plan connected to the university city plan, very much concerned on how to attract the students to use the inner city; city centre as the university is located 3 kms away from the city centre. Students are not as much visible in the city as Kristiansand would like them to be.

Contribution of Good Practice to network exchange and learning activities

5.8.27 University career day for girls, the university has worked during the last year to recruit more girls to engineering studies.

5.8.28 Trainee Sør, a programme to attract highly skilled talents to the region.

5.8.29 Ungt entreprenørskap (Young enterprise), the largest provider of education programmes for entrepreneurship work readiness and financial literacy.

5.8.30 Usus AS, tourism and leisure. This region has good climate a beautiful coastline and lots of tourist destinations and activities for children. Usus AS brands the city with "Children's City" and work hard for repurchase. They have succeeded to get the industry to work together and become better.

Key capacities to be enhanced in the city/ partner organisation's core staff

5.8.31 Both the city and partners organisations must further develop its key capacities regarding how to facilitate a vibrant city centre that will have the ability to attract generation Y. That implies learning from the voice of the younger generation, learning from peers in collaborating cities in the project, ability to share the same ideas with colleagues, managers and other major players, businesses among the key players of urban development. Finally being able to co-produce the integrated action plan that will be embraced and supported by policy makers.

5.9   Nantes (FRANCE – MORE DEVELOPED)

5.9.1   Nantes is a city in western France, located on the Loire River, 50 km (31 mi) from the Atlantic coast. The city is the sixth largest in France, with a metropolitan area of about 900,000 inhabitants.

5.9.2   In 2004, Time named Nantes as 'the most liveable city in Europe'. In 2010, Nantes was named a hub city for innovation in the Innovation Cities Index by innovation agency 2thinknow. The city was ranked 36th globally from 289 cities and 4th overall in France, behind Paris, Lyon and Strasbourg for innovation across multiple sectors of the economy. In 2013, Nantes was awarded the title of European Green Capital, awarded by the European Commission for its efforts to reduce air pollution and CO_2 emissions, for its high-quality and well-managed public transport system, and for its biodiversity.

Fig 25: Nantes Digital Week

5.9.3   In November 2014, Nantes was one of 14 French cities awarded with the 'French Tech' label, a label assigned to French metropolises recognised for their start-up ecosystem. 'French Tech' aims to provide a strong common visual identity to French start-ups as well as to promote entrepreneurial exchange between them. The French Tech Initiative has three broad aims:

- To Federate: to trigger a collective momentum involving as many players as possible throughout France. It will go about this by grouping all players together under the "French Tech" banner, which is open to everyone and by awarding the "Metropole French Tech" label to certain outstanding regional ecosystems.
- To Accelerate: The second aim is to support the development of private "start-up accelerators" in France. A €200m investment fund managed by Bpi-France has been set up for this purpose.
- To Promote: the third aim is to boost the visibility and international appeal of French start-ups. A €15m budget will be invested for this purpose.

The local problems/challenges faced by the partner in relation to the network topic

5.9.4   Whilst the city of Nantes has quite a large youth population (20.2% compared to 12.9% in France as a whole) the city foresees a number of potential challenges in relation to developing, attracting and retaining young tech talent;

- **Industrial restructuring.** The city is experiencing a progressive disappearance of heavy industry which is largely being offset by the development of services and new technologies in the economy. The town is ranked first in France for food production 2nd for aeronautics and 2nd for financial services. Moreover it is a strategic place for the timber industry and the materials.
- **Unemployment and Youth Unemployment:** Despite Nantes having been more resilient to the worsening economic situation than many other French cities, the number of job seekers continues to grow. Whilst unemployment in Nantes is around 9%, youth unemployment is nearer 17 % with 4,605 of the 26,984 job seekers registered with Pôle Emploi being less than 25 years old. This figure is up 1.86% since last year. Whilst the French government has announced stronger plans to try and tackle youth unemployment, numerous commentators are forecasting only a small decrease in the unemployment in 2016.
- **Long term unemployed are significant.** In the city of Nantes, 9678 people are long-term unemployed (actively looking for work for more than a year. This figure represents 35.87% of the total unemployed.
- **Graduate Brain Drain.** Whilst Nantes boasts 57 000 young people aged 15-24, 47 000 of these are students, which makes Nantes one of the major student cities in France. However, research suggests an increasing number of these qualified individuals are out migrating once they have completed their

studies[46]. According to the Ministry of Foreign Affairs, 1.6 million French were registered abroad, including 628,000 in the European Union, against 1.427 million in 2008, an increase of 15% in five years. Over the last ten years, this number has increased by 30% and almost doubled in twenty years.

- **Housing affordability.** Whilst the city and the metropolitan area have done much to try and address the affordable housing issue, demand still outstrips supply.
- **Lack of qualifications.** Young people without qualifications generally appear higher in the urban centre; in comparison with some of the more semi-urban or rural areas. In addition, the proportion of people without diplomas is significantly higher in the 15- 29 age bracket, than those in the 20-24 age bracket but those with no qualifications are also higher in the city of Nantes, compared with Nantes Métropole. Nationally the proportion of people without qualifications among 15-19 year olds is 2.4 times higher than in the 20-24 age group, the difference goes to 3.1 in the Loire-Atlantique and Nantes Métropole and up to 3.4 in the city of Nantes.
- **High Proportion of Public Sector Employment.** More than a quarter of the workforce in Nantes is employed by the public sector. Whilst cutbacks have so far been limited, tightening public sector finances pose a potential threat to employment in the public sector.

5.9.5 The City of Nantes sees a direct opportunity to work on these in issues in the GEN-Y project.

The importance of this policy at the local level

5.9.6 For the past three years, youth has been at the heart of the French Government's priorities. Much has been done for young people: new levels of student grants; a student housing plan; the development of civic service; future jobs; the Garantie jeunes (Youth Guarantee); access for 1 million young people to the newly created activity bonus; the right to return to training up to the age of 25; the introduction of the Grande école du numérique (Digital Business School), and more.

5.9.7 These priorities have also been picked up at the local level and are a priority that is shared by both the Ville de Nantes and Nantes Metropole (it is worth noting that the Mayor and President are shared between both organisations).

Policies, strategies and actions already developed/implemented on this network topic

5.9.8 Nantes has developed a 10 years Action plan "Nantes Tech" (2015-2025) including training session for all and the construction of a dedicated building in 2017 in the "Creative District" located on Ile de Nantes and including the quite ambitious urban renovation of a former industrial and shipyards district.

5.9.9 Nantes has endeavored to translate the national commitment to young people by means of an Educational Success Charter, adopted in February 2014, and through the implementation of a recently completed local educational project: "Growing up well in Nantes", for the development of cross-cutting approaches in the territory.

5.9.10 Nantes wants to develop a" Child and Young friendly city in digital world". According to Nantes the eco-system must include the links with Gen-Z through a holistic approach on the territory with all the stakeholders involved in the digital economy.

5.9.11 Digital technology is at the centre of the municipal project which has the following objectives :

- To ensure that everyone has access to the Internet by multiplying access point to digital technology, to fight against digital divide by supporting the creation of trans-generational courses, training, workshops in collaboration with associations and schools, to spread out new connected objects and expand services in order to make it easier for inhabitants
- Starting from existing initiatives Nantes wants to develop the cooperation between government and digital start-ups.
  - And wants to take on an ambitious and fair policy in order to use digital technology as an innovative factor and a means to developing attractiveness leading to job creation and entrepreneurship, to accelerate sustainable development, cohesion, social progress and access for everyone to culture and education, enabling its citizen to become, active citizen in the city.
  - Nantes wants to develop a concrete strategy combining more support for young entrepreneurs and the creation of stronger links with "curriculum organization" and active actors on territories.

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[46]   Observatory of inequalities

- o Nantes wants to set the ground for « a creative and fair society in a digital world » to overcome the digital divide and promote digital inclusion and economic development by reducing the gap between skills and jobs in the digital area and to develop a shared professional culture to support and enable young people to make and shape digital technology.
  - o Nantes will promote gender equality in this sector building on existing initiatives.
  - o To help young people de develop a digital citizenship Nantes wishes to help young entrepreneurs and more generally young people to better communicate with local authorities for implementing their projects, to participate to democratically life and at the same time respect fundamental rights while expressing themselves on the internet.
- Nantes will use the strong digital initiatives based in the city-centre for disseminating in all the districts and to accelerate sustainable development, cohesion, social progress and access for everyone to culture and education.

5.9.12 In the educational field the City of Nantes, through its plan "Growing well in Nantes", assures that the development of digital tools and uses in the educational process must be integrated in the possible risks encountered in the educational success process. That is why the City supports the development of digital technologies and wants to pursue its actions to achieve this goal giving equipment to schools and supporting the use of these tools. More than providing digital equipment and maintenance to the schools, the objective is to allow new innovative educational approaches on the Nantes' territory, complementary to the national educational offer to fight against digital divide, in an educational continuity.

5.9.13 Nantes has developed for several years a strong strategy where culture is closely combined with economic development through tourism but also as a way to be attractive for new inhabitants especially young entrepreneurs

5.9.14 Facing digital divide is promoting inclusion and combating poverty especially in giving opportunities to get a job and being ready to be adapted to the labor mobility. That's why Nantes have a clear focus on young people from disadvantaged areas.

5.9.15 One of the main goals of our policy is to adopt rules to develop Affordable Housing for young people in the urban area. Nantes has organized in September 2015 its second digital week involving many local stakeholders in more than 50 workshops.

Previous experience of working through transnational exchange on this topic

5.9.16 The city of Nantes has not previously worked on a transnational exchange projects looking at developing a holistic plan to develop, retain and attract GEN-Y talent. The city has however worked on a range of individual initiatives, which taken together, form a body of work that has a common theme which seeks to develop Nantes as a Digital City.

Focus of the Integrated Action Plan

5.9.17 Nantes strongly believes that the Generation Y, as "creative class" needs cities with very dynamic and kind environment with the 3T (Technology, Talent and Tolerance) to attract them or keep them if they are already present on the local territory to develop creative industries in the city.

5.9.18 But at the same time Nantes thinks that cities need to develop good conditions for young creative workers, as they try to do, whilst advocating for a larger approach to strategy that they could call a " global culture of creative spirit" starting from the early age and creating links between generation Y and the following so-called generation Z in a continuing process

5.9.19 As far as the focus of the GEN-Y city project is concerned, the focus of the LAP is likely to be on creating concrete bridges between partners dealing with digital challenges from the early age to young adults to give a chance for new generations to be creative, flexible and adapted in the future for their jobs. Concretely Nantes can already imagine common initiatives to sensibilize them such as dedicated events (during our digital week for instance and a calendar using identified places) and a kind of vademecum. Of course new ideas will also come from exchanges with other partners in the same scope.

5.9.20 Building on existing initiatives, Nantes wants to
- Develop the cooperation between government and digital start-ups.
- Develop a concrete strategy for combining more support for young entrepreneurs and the creation of stronger links with "curriculum organization" and active actors on territories.

- Set the ground for « a creative and fair society in a digital world » to overcome the digital divide and promote digital inclusion and economic development by reducing the gap between skills and jobs in the digital area and to develop a shared professional culture to support and enable young people to make and shape digital technology.
- Reduce the gap between skills and jobs in the digital area and to develop a shared professional culture to support and enable young people to make and shape digital technology.
- Promote gender equality in this sector building on existing initiatives.
- Help young entrepreneurs and more generally young people to better communicate with local authorities for implementing their projects, to participate to democratic life and at the same time respect fundamental rights while expressing themselves on the internet.
- Use the strong digital initiatives based in the city-centre for disseminating in all the districts and to accelerate sustainable development, cohesion, social progress and access for everyone to culture and education

Change envisaged at the local level as a result of the production of the Integrated Action Plan

5.9.21 A common and transversal "digital agenda" involving the 4 Departments of the City and Metropole taking into account that digital revolution is at the same time a quick and shifting change but also a sustainable and continuing process which means that local authorities have to be continually mobilized to have a clear and attainable offer to young people to give them more opportunities and chance to success in their professional and citizen's life.

Operational Programmes covering the partner area

5.9.22 Regional programme Pays de la Loire 2014-2020: The ERDF-ESF Programme "Pays de la Loire" aims to create a dynamic economy that should place the region among the most developed in Europe and to contribute to achieving the Europe 2020 targets for smart, sustainable and inclusive growth. It should create jobs and boost productivity, particularly in SMEs and in the research and innovation sector - 40% of the ERDF budget. Also, 21% of the ERDF budget is dedicated to integrated actions for sustainable urban development that will be implemented through the new Integrated Territorial Investment tool (9 in total).

Priorities of these Operational Programmes

5.9.23 The Programme will focus on following main priorities:
- Increase research activities as well as innovation and employment in RIS3 (smart specialisation strategy) sectors
- Foster the creation of SMEs and their competitiveness on regional, national and international markets through collaborative measures with research and innovation centres and reinforce their attractiveness through the improvement of the high speed network and the technologies of communication and information.
- Support the transition to a low-carbon economy in all sectors
- Mitigate climate change through measures against flooding and submersion risks.
- Support the social inclusion by fighting against poverty, including any other form of discrimination
- Invest in education, lifelong learning, vocational training and apprenticeship

Partner relations with the Managing Authorities

5.9.24 The City of Nantes has a good working relationship with the Conseil Regional du Pays de la Loire

Key local stakeholders involved in URBACT Local Group (ULG)

5.9.25 The key stakeholders involved in the ULG are;
- Ville de Nantes
- Nantes Metropole
- Ping Ngo
- Atlantic 2.0 (Cantine du Numérique)
- University
- Canopé Ngo (agency for digital from the National Ministry of Education)
- ADN Ouest local Ngo of 350 public and private employers for jobs in the digital sector

- The House of Employment : public agency working with city of Nantes and Nantes Métropole for the "Metropolitan Agreement for Employment"
- "Eclectic" Social Incubator for youth initiatives
- 2 teachers involved in digital issues

Relationship between the ULG and existing groups/platforms/partnerships

5.9.26 It will be a new group with a dedicated objective of cutting barriers between stakeholders on the route of young people for jobs opportunity in digital sector. But of course it is based on pre-existing initiatives such as the "Metropolitan Agreement for employment" and others but without links between them. So Nantes wishes to develop ,a very cross-cutting approach

URBACT Local Group Co-ordinator

5.9.27 JJ Derrien will be the official coordinator of this group but in a very participated approach with a Core Group composed of 3 other persons: Celine Schroeder (Department of Employment), Claire Sacheaud (Department of Metropolitan Development of Digital) and Gaëlle Weiersmuller (Department of Youth). They all have an experience in managing topics directly closed to our project. As JJ Derrien has an experience as Chair of Working Group of Education in Eurocities and in managing Urbact projects, Céline Schroeder has also a concrete experience in chairing the Working Group of Employment in Eurocities.

5.9.28 If, for practical reasons and efficiency, the Core Group is composed of people coming from Local Authorities. It doesn't mean that the management of the project will have a narrow perspective. Things will be organize to give real places for all participants in their diversity.

ULG processes for producing the integrated action plan

5.9.29 A participative and co-productive methodology :
- Reliable animation methods, tools and technics will be proposed to the Local group in order to free the speech for an efficient work:
  - Organisation: session facilitators, sub working groups.
  - Organisation methods: brainstorming, Focus group (lead the group to discussion through themes), make choices, World Café (emergence of new ideas).
  - Organisation tools: perception cardboards (to invite group members to write down their own perception of the process), collaborative and live word documents, problem tree, an influence matrix (to define an actor's system), a stakeholder interest analysis, Problems and solutions table…
- The elaboration of a « shared diagnosis »
  - Produce food for thoughts around the major questioning on digital perspectives for employment and well-being of young people in the city
  - Evaluate and qualify some Nantes' and European experiences will feed in the reflection leading to the LAP;
  - Broaden, finalise and validate collectively the shared diagnosis, basis of the reflection on the LAP definition.
- A clear formalisation of the Nantes 'Action Local Plan including quick implementation in :
  - Defining the actors system concerned by the realisation
  - Presenting the LAP's ambitions
  - Formalising the recommendations
  - Validating the LAP

5.9.30 Last but not least, considering the diversity of actors involved in the ULG to deal with " the route to digital employment", the members will have to clearly specify initiatives they will be able to develop at their own level taking into account the global context of the topic and those they will imagine in a more integrated and cross-cutting approach. Approach.

ULG engagement in transnational network activities

5.9.31 Nantes will commit to facilitate the participation of at least 2 participants of the ULG to transnational meeting in addition to the coordinator. It will be decide during the ULG meetings considering the main focus of the Transnational meeting in order to increase the opportunities of sharing concrete information and experiences.

Sharing learning with the ULG members

5.9.32 About content:
- The ULG members will get information about all the good practices presented by other partners. Therefore they will have a general analysis made by the coordinator and personal reports by the ULG members attending the transnational meetings and other network's activities. They will have to develop a methodology to analyse these practices with similarities and differences. Even if all the partners don't have the digital sector as main focus, it's more than likely than none of them could ignore this dimension.

5.9.33 About methodology:
- The transnational network activities will also be a good opportunity the share ideas about collaborative approaches coming from Lead expert and other partners as well as through concrete activities during meetings. Moreover the Urbact material will help in this direction and the ULG of Nantes will have a special attention to the best and efficient way of participating to the Urbact Summer University which is a unique occasion to improve concrete methodology useful back home for building a LAP.

5.9.34 About contacts:
- Nantes ULG members will be encouraged to create links with other ULG members from the other partners and develop virtual discussion.

Learning needs of the partner

5.9.35 Specific things Nantes would be interesting learning about are:
- Branding: Giving your city an identity
- Spatial partnerships to reinforce the place brand (Golden triangle, technology arc etc)
- Careers guidance & advice (advising young people about future growth sectors)
- Inspiring young people to pursue particular careers (IT Coding Clubs, STEM skills etc.)
- Making young people more work ready (work experience and readiness activities)
- The role of municipalities in encouraging young entrepreneurs
- Encouraging the public sector to adopt 'Open Innovation'
- Building a shared governance model
- Encouraging a culture of co-creation

Contribution of Experience to network exchange and learning activities

5.9.36 Specific expertise that Nantes could share with the partners is:
- Creating a First-stop shop of general business support (Chamber, Growth Hub etc)
- Creating specialist Sector/Cluster/Technology Networks
- Encouraging Universities/Research Organisations to embrace entrepreneurship
- Civic Leadership programmes between young people and municipalities
- Business preparation programmes between young people and companies (e.g. corporate venturing)
- Marketing programmes to attract more international talent
- Culture coaching (linking International students and business)
- Ambassador Networks

Contribution of Good Practice to network exchange and learning activities

5.9.37 Specific "good practice(s)" that could be shared at network level if relevant:
- Nantes has developed for several years a strong strategy where culture is closely combined with economic development through tourism but also as a way to be attractive for new inhabitants especially young entrepreneurs
- Clear interest to share experiences about "Coding Clubs"
- The "Cantine du Numérique" in an old part of the city centre which has been renovated in an innovative and respectful way
- Nantes Fab Lab

### Key capacities to be enhanced in the city/ partner organisation's core staff

5.9.38 Youth Employment and the Digital Agenda are clearly 2 big challenges for many local authorities. However, in a city the size of Nantes, the main challenges can relate to bureaucracy, silo working, lack of dialogue and

consequently, no common initiatives for the benefit of the target audience. This is particularly true if Nantes consider the "route "for digital employment as a continuing process.

5.9.39 Given this situation, Nantes is particularly keen so it will give opportunities to "thing out of the boxes" to be innovative for a modern and transversal governance between 2 local authorities (City of Nantes and Nantes Metropole) through the involvement of 4 Departments. Concrete proposals for innovation about transversal management of projects are indeed one of the objectives. But it will also give the opportunity to cut the borders between some external stakeholders and force the public sector to adapt his behaviour in project management in a more flexible way.

5.10 Bologna (ITALY – MORE DEVELOPED)

5.10.1 The city of Bologna, located in northern Italy midway between Milan and Florence, is a crossroads for people and goods between the country's north and south. It is the capital of the Emilia-Romagna region with a population of 375,000, which rises to almost 1 million in the wider metropolitan area. The city's biggest employers are manufacturing, trade and construction. It also has a large number of co-operative organizations.
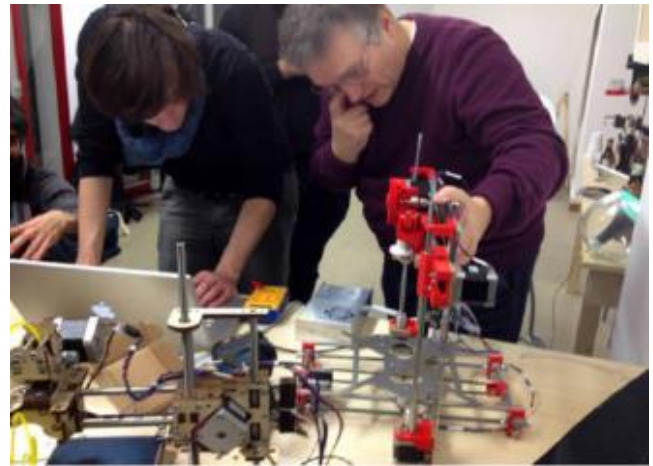
5.10.2 The Emilia-Romagna Region is the second highest region in Italy for innovative start-ups and Bologna is home to a number of prestigious universities and research centers.

Fig 26: Stimulating a Technical Culture in Bologna

5.10.3 Emilia-Romagna is the second region in Italy for number of companies for inhabitants per entrepreneurs (with 152.6 entrepreneurs per 10,000 inhabitants and 391,213 enterprises employing 1,530,704 workers). The Metropolitan area of Bologna accounts for 21.40% of total regional companies, for 23.35% of total employees and compared to 2013 shows a decrease lower than other territories. Exports in the metropolitan area continue to be a positive ground and act as the locomotive for the regional economy.

The local problems/challenges faced by the partner in relation to the network topic

5.10.4 Bologna is experiencing a number of challenges linked to tech talent retention and attraction;

- **Structural Economic Change:** The general economic crisis has hit the metropolitan area hard. In few years the crisis has changed the references of economic and productive local system, with the closure of significant number of companies and the disappearance of important sectors. In particular the crisis has affected the traditional and low-technology manufacturing (e.g. textiles, traditional mechanics). The data of 2014 show that the large traditional sectors are still in trouble, with a slowdown of all components (manufacturing, trade and construction sectors). By contrast the macro sector "services to people and businesses" increased (+0.43%).
- **Unemployment, particularly amongst young people**: Social references has widely changed, with rampant growth in unemployment and strong increase of poverty and social exclusion, which even a structured system of social services like the Bologna one, is no longer able to provide adequate responses. The labour market in 2014 showed some signs of recovery, while continuing challenge: the unemployment rate decreased from 8.2% to 7% (below the regional value of 8.3% and the national one of 12.7%). Italy is one of countries with the highest youth unemployment in Europe.
- **Hard to fill vacancies:** Bologna Chamber of Commerce reports that business members of the Chamber report that the hardest to fill Graduate vacancies are scientific roles (with 42.9% of 220 companies) and Engineering (with 39.8% of 840) companies reporting difficulties. A deeper analysis of the types of companies reporting recruitment difficulties shows 33.4% of companies in the metal industries, 32.1% of mechanical engineering, 32.1% in the IT and telecommunications industry and 29.1 in the electronic and electrical engineering industries report difficulties

- **Mismatch between supply and demand:** In the same survey by Bologna Chamber of Commerce, sectors reporting weaknesses the largest problems due to the lack of suitable candidates include IT and telecommunications (23.8%), mechanical engineering (21.7%) and metal industries (18.3%). Conversely, those sectors reporting the largest difficulties due to the inadequate skills of applicants include electronic and electrical engineering industries (16.8%) and metal industries (15.1%)
- **The poor appeal of Industrial Jobs to the young:** Data on the age structure of businesses in Bologna indicates that the highest incidence of youth employed (less than 29 years of age) can be found in the Financial Services (60.8%), Professional Services (41.7%), Commerce (40.6%), IT and Telecommunications (39.9%) and Paper and Printing Industries (39%). Conversely, the age structures of the metal, mechanical and chemical industries were generally more mature.
- **Ageing population:** Bologna has an ageing population, a situation which is exacerbated by its low birth rate.

5.10.5 Collectively, these drivers are encouraging Bologna to look at how they can intervene in the skills market, to prepare their young people to be better suited to technical careers and how they can support some of the important technical businesses they have locally to grow.

The importance of this policy at the local level

5.10.6 The Strategic Metropolitan Plan (PSM) of Bologna has been approved on July 2013 (the first in Italy), after a 16 month participative process (www.psm.bologna.it). It contains ideas and projects that make up an agenda for change and affirm the contribution of Bologna area in Italy, Europe and worldwide. The works have been divided into 4 working groups; Innovation and development; Wellness and social cohesion; Knowledge education and culture; Environment urban assets and mobility. This Plan (2012) highlighted the need to re-launch a revival of technical culture. In total, it identified 67 priority projects covering the fields of welfare, environment, education, culture etc. One particular strand is focused on stimulating a renaissance in manufacturing. This process also started the re-launch of technical education, in 2013. In 2016 the territory listening meetings were launched in order to update the plan, even after interweaving of reform of local authorities. In the framework of the new plan Bologna will build innovative participative actions.

5.10.7 Last 29th April 2015 the Municipality, CCIA Bologna, business associations and unions signed a "Metropolitan Covenant for Employment and economic and social development". The Pact provides a system of objectives and general actions to enhance and strengthen the territorial system of Bologna, to co-design public policies for the recovery and development of economic strength and social cohesion that characterized our region for years.

Policies, strategies and actions already developed/implemented on this network topic

5.10.8 The Metropolitan City of Bologna has done much to prioritise the development of tech talent in recent years, restructuring their secondary education system, organising technology festivals and establishing close collaboration with a number of science foundations. Bologna has also done much to stimulate creative enterprises and strengthen the creative milieu in the city. Lastly, Bologna's work with Universities in establishing tech incubators and hubs is also strong.

5.10.9 One of the actions falling out of the Strategic Metropolitan Plan was the reform of the 14-19 education system, which prioritised a particular focus on strengthening the links between schools and the industries of the future. This in turn has led to the introduction of a new layer of technical schools (to augment the existing vocational and grammar schools) to create a stronger link between thinking and doing. Initially, nine technical institutes were established (covering mechanics, electronics, ICT, chemistry, graphics, logistics and fashion design). To date, they have focused on four priorities: lower secondary schools and educational guidance; partnerships with companies; curricula methodology and organisational innovation; and network activities.

5.10.10 By Sept 2014, this network was expanded to 22 technical and vocational schools with Business Administration, Finance, and Marketing, ICT, International Commerce, Tourism, Food, Agro industry, Building, Environment and Territory management being added. Activities have also expanded to include training the teachers, delivering projects in schools in partnership with enterprises, seminars and training.

5.10.11 In addition to the above Strategy and Plan, the Metropolitan City of Bologna has worked closely with a range of other partners to stimulate the creative milieu in the centre of Bologna, and the number of innovation and technology incubators. The Metropolitan City is a member of the Emilia-Romagna STARTUP platform and

Incredibol – Creative Innovation in Bologna, a project aiming to promote the growth and sustainability of the creative sector in Bologna and Emilia-Romagna. Since 2001 the Metropolitan City has built up and coordinated BAN Bologna, a network of informal investors and companies affiliated with Italian and European BAN networks.

Previous experience of working through transnational exchange on this topic

5.10.12 The Metropolitan City of Bologna has a consolidated experience on inter-regional cooperation projects, both as lead partner and as partner.

5.10.13 The Metropolitan City has not had specific experience in working in transnational exchange on the topic of talent retention and attraction, but it has worked on various projects which tackled elements of place-making and the development of the creative industries. For example, past projects Bologna has been involved in include ; Mer; Ecomark; I3sme; Ecoscpmed; Logical; Desur; Smart-Europe; and R-ICT).

Focus of the Integrated Action Plan

5.10.14 The Metropolitan City has a strategic goal to renew a culture of manufacturing relying particularly on the peculiarity of Italian creativity and design. The municipality is thinking of example of organisations such as Ferrari, Lamborghini, Ducati, Yoox, all based in Emilia-Romagna, and all successful businesses in which new technologies and the ability of generating brand, marketing, are associated with the mastery of production and innovation.

5.10.15 These plans to re-establish the technical culture of Bologna have been influenced and directed by the smart specialisation strategy of the Emilia Romania Region (with a strong focus on Food & Drink; Mechanical Engineering; New Technologies and ICT).

5.10.16 The idea is to combine business and culture (e.g. Golinelli and Must Fundation, School-museum and fashion cultural centre by Masotti). More and more often this kind of production requires ICT and social media based services, and therefore particularly suitable for young people with proper preparation.

5.10.17 To this end, the Metropolitan City is interested in using this project to review the services it provides to entrepreneurs, aspiring entrepreneurs and overseas visitors to explore the potential of developing a more integrated service offer.

5.10.18 The Metropolitan City already has a number of services targeted at promoting the creation and development of new enterprises in the area; supporting new businesses; and overseas visitors (including providing regulatory information, finance support, training and counselling, conferences, Seminars and Meetings) although it feels the need to review these to ensure they are particular fit for purpose for young people and start-ups.

Change envisaged at the local level as a result of the production of the Integrated Action Plan

5.10.19 The main goals Bologna would like to achieve at local level are:

- To try to extend and qualify the support services to businesses and start-ups, looking to develop innovative ideas and projects specifically aimed at young people. In this regard particularly interesting are all activities aimed at promoting creative businesses and IT service companies. Specific attention will be paid to the local network of employment services, trying to highlight the key skills to improve chances of getting good jobs and to constantly update professional knowledge. Even in this case Bologna will seek to deepen Buyers and development areas with major potential for youth work.
- A second area of engagement for the development of the action plan will cover the promotion of technical and culture. As Bologna is a major manufacturing and industrial territory, they would highlight opportunities for professional development in the area, particularly focusing on areas of innovation, research project and internationalization processes that effect the local industrial sector. Bologna will promote the technical culture also with actions aiming at overcoming gender stereotypes and to highlight the links between creative industries, design, eco-design and new manufacture.

Operational Programmes covering the partner area

5.10.20 The Operational Programmes covering Bologna are;

- **The National Operational Programme on Education** - The OP, building on the experience of the period 2007-2013, will pursue the fight to reduce early school leaving and increase quality of education, while fostering safety, quality and energy-efficiency in school infrastructure;
- **The National Operational Programme on Infrastructures and Networks** - The OP will focus on two main priorities: Supporting a multimodal Single European Transport Area by investing in the TEN-T network and Developing and improving environmentally-friendly and low-carbon transport systems, including inland waterways and maritime transport, ports, multimodal links and airport infrastructure, in order to promote sustainable regional and local mobility;
- **The National Operational Programme on Metropolitan Cities** - The multi-fund National Operational Programme "Citta' Metropolitane" (NOP Metropolitan Cities) is part of the Italian national Urban Agenda and Sustainable Urban Development;
- **The National operational programme SME Initiative** - The Programme will focus on one single priority "Improvement of access to credit for SMEs in the Mezzogiorno";
- **The Regional Operational Programme Emilia Romagna ERDF** - The programme aims to boost innovation by improving the regional system of R&D; contribute to achieving the Europe 2020 targets for smart, sustainable and inclusive growth and promote private and public investment on research while supporting innovation and productive investments in line with the regional smart specialization strategy (RIS3). Finally, the programme will contribute to improve the energy efficiency of the region as well as to promote the diversification and competitiveness of SMEs.
- **The Regional Operational programme Emilia-Romagna ESF** - The objectives concerns: qualification of the training system, strengthen and innovate the training, addressing the targeted employment emergency through complex measures of intervention for the job, support innovation and the qualification of the productive base; open the education and training system to an international dimension; promote the social inclusion of people at a disadvantage, with special attention to people with disabilities.
- **The Regional Operational Programme Emilia-Romagna EAFRD** – The Programme invests in knowledge and innovation, stimulates the competitiveness of the agro-industrial sector, guarantees the sustainable management of the environment and climate, and promote a balanced development of the territory and local communities.

5.10.21 The main cross-border, transnational and interregional co-operation covering Bologna are INTERACT, ESPON, URBACT and INTERREG EUROPE, Central Europe, Med, Adrion.

Priorities of these Operational Programmes

5.10.22 The following Thematic priorities of the various Operational Programmes are relevant to the policy challenge addressed by the partner in GEN-Y City;

- TO1 - Research and innovation: Reinforce research, technological development and innovation
- TO2 - Information and communication technologies : including the Metropolitan Digital Agenda
- TO3 - SMEs competitiveness: Promote competitiveness amongst SMEs

Partner relations with the Managing Authorities

5.10.23 The Metropolitan City of Bologna is in direct contact with the Territorial Cohesion Agency that manages the National Operational Programme and the Emilia Romagna Region, which manages FESR and FSE funding.

Key local stakeholders involved in URBACT Local Group (ULG)

5.10.24 The key stakeholders involved in the ULG include;

- Economic Development Sector
- Services for person and community Sector
- The Municipalities of the area, and especially the majors one (Bologna and Imola) and from the mountain area
- The Associations of the Municipalities
- Nuovo Circondario Imolese
- The Association of Enterprises (Unindustria and CNA)
- The University of Bologna - Fondazione Alma Mater

- Innovanet (and the Smes of the network)
- Almacube
- Incredibol
- Ingegneri 2020

Relationship between the ULG and existing groups/platforms/partnerships

5.10.25 This ULG has been formed specifically for this project, but many of the partners involved in the project know each other.

URBACT Local Group Co-ordinator

5.10.26 The URBACT ULG Co-ordinator will be the Head of the Metropolitan Office, "Research, Innovation and European project management". He has been coordinator of 2 ETC projects (Ecomark and MER) and local project manager of several other EU projects funded by Interreg VIC, Med Programme, Central Europe Programme (recently Essence, Logical, Desur, R-ICT, and Ecoscpmed).

5.10.27 He has experience in the design and coordination of economic research for the Department "Economic Development". Expert topics include interventions in areas relevant to the production system: the environmental qualification of industrial productive settlements, logistics improvement in businesses, social responsibility of companies and forms of accountability, eco-innovation, responsible innovation and social innovation, design of new services.

ULG processes for producing the integrated action plan

5.10.28 The Bologna ULG will act as a real shipyard and workshop to promote experiences and initiatives.

5.10.29 In the initial phase it will establish a work program and will set up a small group for the organizational activities. This group will be responsible for the development of a "position paper" capable of stimulating a broad discussion among participants. Having developed the activities' program, it will proceed to the thematic analysis and the possible creation of sub-groups.

5.10.30 In general the issues to be addressed will be the following: the supporting services and opportunities for young people; new jobs and new businesses; new jobs and emerging sectors relating to young people; services of the city to attract talents and creativity; links among traditional manufacturing, new technologies and creative industries.

5.10.31 The work of the Local group will run with public seminars, targeted workshops, development of thematic analysis, production and dissemination of multimedia materials. Such materials would find its summary in the local action plan. The final action plan will be presented and discussed at political level by the Metropolitan Major and the Metropolitan Council. Following the discussion, policy recommendations will be processed and widespread in the 55 municipalities of the Bologna's metropolitan area.

ULG engagement in transnational network activities

5.10.32 The ULG will contribute at the development of the action plan with thematic and specific analysis. Members and experts of the organizations involved in the ULG will participate at international meetings or will contribute with materials, case studies and experiences specifically elaborated for GEN-Y.

5.10.33 The ULG members will ensure the dissemination of results achieved through the capacity building process within their organizations and stakeholders, ensuring the participation of their stakeholders to public initiatives and vocational training. In the reproduction of information and training materials and scientific documentation, the ULG members will be available to contribute with papers, case studies, testimonials.

Sharing learning with the ULG members

5.10.34 A part of the local work will be dedicated to the selection and analysis of the experiences taking place in the network at international level. The ULG will identify the cases most interesting and the most appropriate policies that could be replicated in their own context.

5.10.35 To ensure the widest circulation of experiences, the ULG coordinator will produce summary reports of the activities observed at international level and will make these materials available to participants.

5.10.36 If the experiences prove to be particular important for business segments at local level, it will programmed an in-depth workshop to which Bologna may also invite members of the network who can offer idea and insights (using also flexible forms of co-presence like video-conferencing and webinars).

Learning needs of the partner

5.10.37 Particular subject matter Bologna would like to learn more about includes;

- Encouraging social action and civic leadership
- The role of large businesses and SMEs in encouraging young entrepreneurs
- The role of municipalities in encouraging young entrepreneurs
- Third Spaces: Social &Professional meeting Spaces for knowledge workers
- Marketing programmes to attract more international talent
- Soft landing services
- Business Start-up programmes for migrants &immigrants
- Culture coaching
- Ambassador Networks
- Cross-cultural awareness and communication programmes for expats
- Language training
- Social and business networking for international people/expats
- Co-ordinated international recruitment campaigns
- Civic Leadership programmes between young people and municipalities
- Business preparation programmes between young people and companies (e.g. corporate venturing)
- Funding and Partnerships to deliver the above activities

Contribution of Experience to network exchange and learning activities

5.10.38 Particular expertise Bologna feel they can share with others include;

- Open Data project by CimetBO, Project Open Data and Digital Agenda by Emilia-Romagna Region
- AlmaCube incubator by University of Bologna (www.almacube.com/)
- Innovami Incubator in Imola (www.innovami.i)
- Innovanet (http://www.sinergiedimpresa.it/) is the group of the innovators of CNA Bologna, founded in 2008 and which aggregates about one hundred of companies and professionals, as well as researchers and professors of research centres and universities. Similarly CNA Young entrepreneurs group
- Aster (www.aster.it) and the High Technology Network of Emilia Romagna
- Activities developed by the tourism service for the brand identity of the metropolitan area the metropolitan City has a specific service in charge of promoting tourism and leisure offer of the territory (e.g. www.degustibo.it)
- Dealt of green and place marketing specifically with regard to the promotion of sustainable industrial areas (www.ecomarkproject.eu, www.merproject.eu)
- Services provided by employment centres
- Initiatives by local industry associations to orient to STEM professions
- Internship experiences with alternative training-work in enterprises
- Bologna are member of the Emilia-Romagna STARTUP platform (www.emiliaromagnastartup.it/) and Incredibol – Creative Innovation in Bologna, a project aiming to promote the growth and sustainability of the creative sector in Bologna and Emilia-Romagna (www.incredibol.net/)

Contribution of Good Practice to network exchange and learning activities

5.10.39 Particular good practices Bologna think are worthy of sharing include;

- Bologna's work on technical education
- Initiatives by local retail associations to foster generational renewal and youth entrepreneurship in quality retail and craftsmanship;
  - The Salaborsa library (http://www.bibliotecasalaborsa.it)
  - Golinelli Fundation (http://www.fondazionegolinelli.it)
  - MAST Fundation (http://www.mast.org/home)
  - F.I.Co. Project (http://www.caab.it/wp-content/uploads/Brochure-FICo.pdf)

- o Genus Bononiae (http://www.genusbononiae.it/#)

Key capacities to be enhanced in the city/ partner organisation's core staff

5.10.40 The key capacities partners in Bologna are looking to acquire through this network are;

- The capacity to involve young people through non-conventional forms of communication or through the use of new technologies and social media;
- New participatory methodologies such as: OST technology, world cafè's, deliberative polls and Hackathons. With regards to technology, it is useful to improve the capacities of the working group with respect to the possibility of using forms of communications closer to young languages, and platforms that use social media, mobile media communication, app developed on open source platforms, etc.
- Particular attention will be devoted to unconventional spaces for the development of initiatives, and the involvement of schools of design and fine arts in the process of finding new creative paths.
- With regards to the promotion of technical education and the overcoming of stereotypes connected with the manufacturing work, Bologna will gain the market method of the profession and of the promotion of skills and jobs.

5.11 Sabadell (SPAIN – MORE DEVELOPED)

5.11.1 Sabadell is the second largest city in the Vallès Occidental in Catalonia, Spain. It has a population of 207,826 and is located 20 km (12 mi) north of Barcelona. Sabadell famously led the Industrial Revolution with its textile mills, but its economy has evolved to be a centre of commerce and services.

5.11.2 The city is very well connected by 2 of the main roads in Catalonia (C-58 and AP7), train and railway stations and surrounded by technological and research centres

5.11.3 Sabadell is moving towards the society of the future, a society in which information and knowledge will be the leading players, The area where the city of Sabadell is located is an educational hot spot with the presence of important university campuses such as the University's Advanced Design School (ESDI), and the Autonomous University of Barcelona (UAB) or The Illa Municipal Art School of Sabadell The Municipal School of Music and Intermediate Conservatory is a music education institution for students aged 6 years and up located in Sabadell.

Fig 27: Sabadell and its proximity to Barcelona

The local problems/challenges faced by the partner in relation to the network topic

5.11.4 As far as the development, retention and attraction of young people is concerned, Sabadell has a number of challenges;

- **Unemployment and youth unemployment.** Sabadell has a particularly high unemployment rate at 17.12% (Sep 2015) and an even higher level of youth unemployment (with 20.69% of people under the age of 25 registered unemployed). In addition, post crisis data (2010) suggests that Sabadell has seen a huge rise in temporary contracts with 87% of all new employment contracts being temporary;
- **Structural change.** About 71.2% of companies and 76.2% of jobs are in the services sector. Even though the city is a major commerce and services centre, it still holds onto its industrial past: about 14.4% of companies and 14.4% of jobs are directly related to manufacturing. In addition there are many workplaces and jobs which are classified as being in the tertiary sector but which owe their existence to industrial activity. In terms of big industrial sectors, the metallurgy ranks first ahead of other traditional industries such as textiles and garment. The number of self-employed people has also increased significantly in recent years.

- **Micro firm economy.** Sabadell's business structure is dominated by small and medium sized companies. The average business size is 9 employees and 20% of the businesses are made up of self employed individuals. This can make civic leadership a challenge.
- **The pull of Barcelona for work.** Sabadell is very close to Barcelona and there is some evidence to suggest the pull of the big city is particularly strong for out commuters. Sabadell's inward and outward flows of train commuters are 36,326 people per day (2014).
- **Co-ordination of activities.** The Municipality of Sabadell has been working on a triple helix approach for a number of years, although there is a lack of permanent communication structures between administration, educational centres and innovation actors which can enhance the environment and provide the tools to enable a new business model to develop. Cooperation of local government and businesses needs to be improved. At the moment, the existing policies do not contribute to the creation of a Generation-Y-friendly business environment and are not based on meaningful dialogue. The general sense is that the city is doing quite a lot of actions but they are not well coordinated for providing the right environment for young entrepreneurs. Also there is a need of redesign some actions and adapt them to the new business models.

5.11.5   In light of the above, Sabadell foresees the opportunity for this project to have an impact on GEN-Y talent development, retention and attraction and improve the local governance of these activities locally.

The importance of this policy at the local level

5.11.6   Sabadell is developing 2 main strategic documents where the challenges above are mentioned:

- **Integrated Urban Sustainable Strategy of Sabadell**: As part of the ERDF requirements, Sabadell is designing this global strategy which has to set up the path for the main investments during the next 5 years. One of the Strategic lines is "Restarting Sabadell" where the promotion of the city and the branding strategy will be important.
- **RIS3 strategy at local level**: In Catalonia the RIS3 strategy deployed territorial strategies at supra-local level. Sabadell has allied with 3 neighbour cities to identify projects on the industrial system design specialization with a high impact on the area. Is important to retain and attract young talent related to this specialization.

5.11.7   The municipality has recently reorganised the structure of the organisation due to the change of government and a new area called "City Promotion and Participation" has been created. This function is likely to be interested and involved in the project through the Economic Development Department.

Policies, strategies and actions already developed/implemented on this network topic

5.11.8   Sabadell has developed a range of policies previously that touch upon some of the subject matter under consideration by GEN-Y City although these various policies have been developed in isolation from each other;
- Business incubators, co-working spaces and industrial business centre
- Business service for creation of companies
- Link with mentors for specific demands
- Entrepreneurship awareness in the schools
- Mobility project. Erasmus for Young Entrepreneurs
- Entrepreneurship forum (once a year)
- OniOn micro companies network
- Youth Support Office

Previous experience of working through transnational exchange on this topic

5.11.9   The Economic Development Department of Sabadell is an intermediate organization of the Erasmus for Young Entrepreneurs program which is targeting entrepreneurs willing to have a mobility experience with an EU consolidated entrepreneur (1-6 months). At the same time it helps entrepreneurs from around EU to come to Sabadell to have an entrepreneurial stay in a consolidated entrepreneur of the city. Developing projects with other intermediaries in the Erasmus for Young Entrepreneurs program is really the only experience the partner has in transnational exchange on this subject

Focus of the Integrated Action Plan

5.11.10 The LAP will focus at local level and will mix different actions: coordination of existing policies and redesign and creation of new policies and activities together with the local stakeholders in order to retain and attract young entrepreneurs linked to the innovative, creative and knowledge based sectors and those related to the RIS3 specialization.

- **To "recover" the entrepreneurial spirit**: Sabadell has always been an entrepreneurial city since it was one of the main industrial cities in Catalonia during the industrialization process, specially based on textile, however the turn into the services economy in the 80s has blur the entrepreneurial character and the talent is often hidden. Sabadell needs to recover the former entrepreneurial spirit connecting to the new times, new business models and new entrepreneurs.
- **To promote entrepreneurship among young**: Sabadell, Catalonia and Spain have a high young unemployment rates. In concrete, Sabadell has a 20% of unemployment on ages 16-25 and 17% of global unemployment. One of the challenges of the city is to provide with the right environment and skills for those citizens willing to create a company and to create value in the city.
- **To improve City positioning and marketing**: Sabadell has a great potential as a medium size city just 25km far away from Barcelona, well connected, with an historic centre and lots of restaurants, shops and services, close to universities, tech centres, the synchrotron and good quality of life, however still needs to improve its marketing and positioning policies in order to be considered an attractive city for entrepreneurial talents.
- **Retaining young talent**: Even is difficult to calculate the exact number, it is well known that an important number of young entrepreneurs have had to immigrate to northern countries due to the lack of opportunities in the financial crisis context. Despite the crisis persists, the arising new economy needs to attract these young entrepreneurs back.
- **Improving and adapting Business Support services**: The Municipal Business Services offers a wide range of services for entrepreneurs and consolidated companies however the created companies are often based on traditional or retail businesses. There is not a holistic approach for attracting and retaining high value young entrepreneurs related to creative tech base and other added value industries/activities. Also the support to new business models is at the starting point and need to be further developed.

Change envisaged at the local level as a result of the production of the Integrated Action Plan

5.11.11 A more coordinated policy toward the retention and attraction of young entrepreneurs linked to creative, knowledge based and innovative economy.

Operational Programmes covering the partner area

5.11.12 The following OPs cover Sabadell;

- SME Initiative ERDF 2014-20 OP
- Sustainable growth ERDF 2014-20 OP (Submitted in December 2015. Awaiting results)
- Smart growth ERDF 2014-20 OP
- Cataluña ERDF 2014-20 OP
- Also PO FSE 2014 C.A. CATALUÑA .

Priorities of these Operational Programmes

5.11.13 SME Initiative ERDF 2014-20 OP

- The objective of the SME Initiative in Spain is to contribute to reduce the financial gap for small and medium-sized enterprises (SMEs). According to the ex-ante assessment by European Investment bank (EIB), the estimated interval for SME loan financing gap (2011-2012) is EUR 6 billion – 26.4 billion.
- Spain shall use this EUR 800 million to provide a financial contribution to an EU financial instrument managed indirectly by the European Investment Bank (EIB) group in order to facilitate the following:
- uncapped guarantees providing capital relief to financial intermediaries for new portfolios of debt finance to eligible SMEs and/or
- securitisation of: a) existing portfolios of debt finance to SMEs and other enterprises with less than 500 employees and b) new portfolios of debt finance to SMEs.

- ERDF funding will be combined with a small amount of funding from the EU instrument 'Horizon 2020' managed by the Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs of the European Commission and with senior risk coverage by the EIB group.
- The Programme will focus on one single priority "Enhancing the competitiveness of SMEs" in Spain.

5.11.14 Sustainable growth ERDF 2014-20 OP

- The programme aims to help Spain anticipate and adapt to global changes in the fields of energy, urban development, water, and transport. It aims to contribute to the fulfilment of the Europe 2020 "resource efficiency" flagship initiative, by bringing major economic opportunities, improving productivity, driving down costs and boosting competitiveness. This support in particular regarding sustainable growth will help recover the competitiveness of Spanish economy through a more sustainable resource efficient model. This programme is the major Spanish programme as regards the ERDF (EUR 5.5 billion contribution).
- The Programme will focus on four main priorities:
  o Support the transition towards a low carbon economy through: energy efficiency in enterprises, houses and public infrastructure; the production, distribution and use of renewable energy; support for multimodal sustainable urban mobility; research and innovation in low carbon technologies (38%)
  o Sustainable transport ; through investment in railways RTE-T), improvement of regional mobility by supporting interconnections with RTE-T and modal nodes ; improvement of interoperability and noise reduction (30.35%)
  o Sustainable and integrated urban development (18.34%)
  o Improve water quality (12.60%)

5.11.15 Smart growth ERDF 2014-20 OP

- The Programme aims to boost and strengthen the competitiveness of the Spanish economy through fostering a 'smart' growth model, based on research, innovation and information and communication technologies (ICT). Special attention is devoted to the specific needs of SMEs and their potential for growth and job creation.
- The Programme will focus on three main priorities:
  o Strengthening research, technological development and innovation
  o Enhancing access to, and use and quality of, information and communication technologies
  o Improving SME competitiveness

5.11.16 Cataluña ERDF 2014-20 OP

- The Programme aims to boost economic growth in the region of Catalonia and to help it contribute to Europe reaching its goals of smart, green growth for all. EU funding is targeted, according to the agreed regional smart specialisation strategy - primarily on Research, Development and innovation (R+D+i) and improved access to and quality of information and communication technologies (ICT) - as well as an increase of their use in the public and the private sector (e-government, e-commerce).
- The Programme will strengthen research and innovation infrastructure and networks – including linkages with private companies, and enhanced knowledge transfer between enterprises and research institutions.
- SME competitiveness will be improved through enhanced access to credit, as well as advisory and other specialised services provided.
- Finally, the programme will result in more renewable energy production (in particular biomass), better energy efficiency (in the private and public sector) and green public transport in cities.
- The Programme will focus on three main priorities (% of funding):
  o Knowledge and innovation (40.9%)
  o Enhancing SME's competitiveness (37.9 %)
  o Green economy (21.2%)

Partner relations with the Managing Authorities

5.11.17 The Economic Development Agency of Sabadell has participated in ERDF and ESF projects in several times and has a direct contact with the regional managing authorities. Sabadell don't have so direct contact with the ERDF managed by the state government.

Key local stakeholders involved in URBACT Local Group (ULG)

5.11.18 The ULG will comprise the following partners;

- Economic Development Agency (coordinator);
- "Youth affairs" City council department;
- "Public Space" City council department;
- ESDI Design University;
- Illa municipal design vocational school;
- Barcelona Autonomous University (Engineering and Economics faculties);
- EURECAT, technological centre;
- OniOn, Small business association;
- Estruch creative sector centre; and
- Citizens.

Relationship between the ULG and existing groups/platforms/partnerships

5.11.19 This will be set up as a new group however Sabadell are used to working with these entities at bilateral level.

URBACT Local Group Co-ordinator

5.11.20 Sabadell has yet to finalise how the governance of the ULG will work. It is likely that the Economic Development Agency will be the coordinator.

ULG processes for producing the integrated action plan

5.11.21 In principle, at least 3 meetings a year will be held as a group. Sabadell will work in smaller groups to design specific actions. Virtual meetings before and after the transnational meetings can be an option.

ULG engagement in transnational network activities

5.11.22 The Economic Development Agency would like to foresee a budget for travel and accommodation for the ULSG members. Sabadell would like to invite at least 1 LSG member per transnational meeting.

Sharing learning with the ULG members

5.11.23 Reports and meeting minutes will be shared with ULG members. Sabadell will commit to undertake certain "achievable" actions after the meetings to be completed before the next meeting. Virtual meetings before and after the transnational meetings will also be used.

Learning needs of the partner

5.11.24 Specific learning needed by the partners in Sabadell are:
- Marketing programmes to attract more international talent;
- Soft landing services;
- Business Start-up programmes for migrants & immigrants;
- Culture coaching;
- Ambassador Networks;
- Cross-cultural awareness and communication programmes for expats;
- Spousal support programmes;
- Social and business networking for international people/expats;
- Co-ordinated international recruitment campaigns;
- Civic Leadership programmes between young people and municipalities; and
- Business preparation programmes between young people and companies

Contribution of Experience to network exchange and learning activities

5.11.25 Specific policies, knowledge and expertise related to the network topic that could be shared with the partners includes:
- Sabadell runs a municipal business centre with both offices and co-working space, with experience on how to organize it and make the most of it with a limited staff. This business centre is good infrastructure for GEN-Y entrepreneurs and for industrial companies with small industrial units adapted to the new generation of clean industrial businesses.
- Sabadell have supported the OniOn network since 2008 and can share the experience on how to run an alumni network of micro businesses created in our business support unit.

Contribution of Good Practice to network exchange and learning activities

5.11.26 Good practices that could be shared at network level include:

- Programmes to raise awareness of entrepreneurial culture in the city;
- Young entrepreneur awards and mentoring services to provide them with specific skills; and
- Erasmus for Young Entrepreneurs Programmes;

Key capacities to be enhanced in the city/ partner organisation's core staff

5.11.27 Key capacities Sabadell are keen to acquire include;

- Improved leadership and governance skills to improve availability of tech talent for smart specialisation sectors
- Improved skills in the design of adapted business support services to meet the needs of Gen-Y entrepreneurs
- Improved viability of organisation through improved services

5.12 Coimbra (PORTUGAL – LESS DEVELOPED)

5.12.1 Coimbra is a city and a municipality in Portugal with a population at the 2011 census of 143,396, in an area of 319.40 square kilometres. Coimbra is the third-largest

Fig 28: The City of Coimbra

urban centre in Portugal (after Lisbon and Porto), it is the largest city of the district of Coimbra, the Centro region and the Baixo Mondego sub-region.

5.12.2 Best known for its university—the oldest in Portugal - Coimbra attracts thousands of international students because of its reputation as the 'City of Knowledge'.

5.12.3 Coimbra retains an important cultural and architectural heritage, which helped its university buildings gain the status of a UNESCO World Heritage Site in 2013. Coimbra's historic character, riverside parks, a large nature reserve west of the city and its gentle climate make the city particularly attractive for tourists.

5.12.4 The wealth of the city comes mainly from its university, with a total of some 35,000 students.

5.12.5 After the loss of its traditional industries, Coimbra has more recently concentrated on developing specialised health services and a high-technology sector. This transition towards a new economy is the result of developing its R&D resources by strengthening the links between higher education and the business sector. This local synergy has helped the city to support a growing number of new companies in the science and technology industries.

The local problems/challenges faced by the partner in relation to the network topic

5.12.6 Particular challenges facing the city, in relation to talent development, attraction and retention include;

- **Urban degradation:** Coimbra has experienced more and more abandoned and degraded homes and factories since the crisis, particularly in the downtown area. The municipality is interested in finding new ways of bringing these buildings back to life. The city centre is becoming an increasing residential population and there is a strong desire to want to increase employment uses.
- **Youth Unemployment.** The youth unemployment rate is high, although reduced from 40% in 2013 to 30% in 2015
- **Graduate Unemployment.** About 27% of graduates in 2012 at the University of Coimbra (UC) are an unemployed, concluded an institution study of the academic and professional career of students. Of 1765 graduates in 2011/2012 who responded to the online survey of UC, 42.8% were employed, 27.5% unemployed and 29.7% were still studying.
- **An Ageing population.** Coimbra suffers from an increasingly ageing population and this is affecting the vibrancy of the city centre and the nature of the night time economy. .

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- **High dependence on the public sector.** The major employers include the University, the Municipality and the Health Sectors. There are 149 units of R & D in Coimbra, with strong connections to the Research economy. There is a University incubation centre, which is growing massively, built on knowledge intensity. In the city there are 3 university campuses': Engineering in the South of the City; the Health Pole related to University Hospital; and the Central economical, law and architecture etc.
- **Out migration.** 500,000 people have out migrated of Portugal to other countries since the crisis (2011). Coimbra itself has a very international cohort, but generally speaking, graduates tend to be lured by bigger cities once they have completed their studies.
- **Industrial Restructuring.** Coimbra has some remnants of the old employment structure, with quite traditional sectors.
- **Urban Transportation:** Coimbra started to invest in a Metro system prior to the crisis, although the project has had to be stopped due to a lack of funds. They have a strong desire to want to secure the investment needed to finish the work.
- **Networks of Creative Entrepreneurs:** Coimbra lacks any cohesive networks of cultural and creative industry, which they need to do more to stimulate in the city. There is a lack of online networks. It is important to relate these to the tourism networks. There is a need to improve the professionalization of companies in cultural and creative areas
- **Closer collaboration with the University and stronger encouragement of Social Action:** Coimbra wants to enhance public participation and wants to develop a stronger operational working partnership with the University (at present it feels like the strategic relationship is strong, but both parties could be doing more to support each other).

5.12.7 In light of the above, Coimbra feels the need to try and inject more opportunity and excitement into the city to retain young people there and also explore the potential of developing a clearer proposition for micro multinationals and creative entrepreneurs.

The importance of this policy at the local level

5.12.8 The development, retention and attraction of young people – and particularly young creative entrepreneurs - are important policy issues to address locally. The importance of the development of Young People is characterised by the work that is being done on Youth Guarantee. The importance of retention is shown by the work the municipality has been doing to renovate a co-working space. Attraction is prioritised through the cities work on branding, promotion and city marketing.

Policies, strategies and actions already developed/implemented on this network topic

5.12.9 To date, Coimbra has developed a number of strategies and actions which relate to the challenge to be addressed, but do not replace the need for a more integrated action plan. Work undertaken to date includes;
- Creative and Cultural Industries Strategy – this has been completed in part, through the URBACT II CITY LOGO project;
- Incubation and High Growth Start up – from an operational perspective, the University has lead the work on linking Universities and industry together to try and generate new R&D;
- Business Tourism & Health Tourism – some work has been done to develop the materials to promote and welcome visitors to Coimbra. In addition, the city has commissioned a strategic study into establishing a congress centre, which is now under development.
- Opportunities to the co-working space.

5.12.10 Most of the work undertaken to date however is structural (capital) work and little has been done to think what could be done to support these facilities to be more viable.

Previous experience of working through transnational exchange on this topic

5.12.11 The Municipality has had transnational experience with Urbact and Poctil, although not on this topic.

Focus of the Integrated Action Plan

5.12.12 The focus of Coimbra's Local Action Plan will be on;
- Undertaking a feasibility into the likely tenants of the recently developed co-working space, and then developing an action plan about where to recruit the potential tenants from;

- Developing the skills of Indigenous young people, both to work in some of the emerging industries, but also to set up as entrepreneurs;
- Exploring the potential of establishing online platforms, to create strong communities of interest of cultural and creative businesses
- Communication – both internally and externally; and
- Stimulating opportunities in the sharing economy

Change envisaged at the local level as a result of the production of the Integrated Action Plan

5.12.13 The Municipality of Coimbra envisages a number of potential changes as a result of the LAP;

- A closer operational relationship with the university
- A closer relationship with schools
- The development and promotion of more specialised sectors – related to cultural and creative.
- A co-working space that has a clear plan of action to recruit its new tenants
- Improvement of the creative 'buzz' in the downtown

Operational Programmes covering the partner area

5.12.14 The key Operational Programmes covering Coimbra are;

- Competitiveness and Internationalisation OP
- Regional OP Centro
- Sustainability and Resource Use Efficiency OP

Priorities of these Operational Programmes

Competitiveness and Internationalisation OP

5.12.15 The thematic Operational Programme "Competitiveness and Internationalization" has a strong structural component, focusing on results and actions capable of transforming the economic fabric. It promotes private involvement that will allow a greater leverage of Structural Funds allocations for the benefit of the Portuguese economy.

5.12.16 The main challenge for Portugal is to significantly increase its competitiveness, mobilizing and leveraging resources and skills, promoting job creation and convergence with the more developed EU economies. Hence, the thematic OP aims at a more competitive economy based on knowledge intensive activities, investment in tradable goods and services and strengthening the export orientation and skills of Portuguese companies, particularly SMEs. It also promotes cost savings associated to the increased efficiency of public services and to the improvement of transport links including the integration in European networks.

5.12.17 Funding priorities:

- Strengthening research, technological development and innovation;
- Enhancing access to, and use and quality of, ICT;
- Enhancing the competitiveness of SMEs;
- Promoting sustainable transport and removing bottlenecks in key network infrastructures;
- Promoting sustainable and quality employment and supporting labour mobility; and
- Enhancing institutional capacity of public authorities and stakeholders and efficient public administration

Regional OP Centro

5.12.18 The OP will contribute to promoting the competitiveness of the Centro region's economy and its sustainable development and internal cohesion. It will also boost the region's ability to contribute to the achievement of the key EU and national development priorities:

5.12.19 Around 38% of the OP resources are allocated to support competitiveness and innovation in SMEs.

5.12.20 Around 8 % will boost research and technical development (RTD) and innovation - helping the country reach its national Europe 2020 target to increase the proportion of GDP spent on RTD from 2.7% to 3.3% (it was at 1.5% in 2011). In particular, the OP investment is expected to foster research and innovation knowledge transfer to SMEs.

5.12.21 Around 8 % of the resources will be dedicated to creating sustainable and quality jobs and supporting labour mobility thus contributing to the attainment of the national Europe 2020 target of 72.8 % of 20-64 year-olds in employment (68.7 % in 2012).

5.12.22 More than 13% will be dedicated to promoting education and qualification, helping the country reach its national Europe 2020 target of bringing early school leaving down to 10% (from 23.2% in 2011).

5.12.23 Almost 10 % will be used to promote sustainable urban development.

5.12.24 Almost 5% of the OP funding aims to support the shift towards a low-carbon economy (investments in energy efficiency and sustainable mobility); these funds will contribute to Portugal's national Europe 2020 target of having 31% of energy from renewable sources (27.3 % in 2011). To ensure the sustainable development of the energy sector, the support will aim in particular to improve energy efficiency and sustainable mobility.

5.12.25 The following priority areas shall be supported by the operational programme:

- Research, development and innovation;
- Competitiveness and internationalisation of the regional economy;
- Developing human potential;
- Promoting employment;
- Strengthening social and territorial cohesion;
- Ensuring the sustainability of resources;
- Affirming the sustainability of territories;
- Strengthening institutional capacity for regional administrative bodies;
- Strengthening the urban network.

Partner relations with the Managing Authorities

5.12.26 The Municipality has good working relations with the Managing Authorities for the national and regional managing authorities.

Key local stakeholders involved in URBACT Local Group (ULG)

5.12.27 The main organisations and departments that will be involved in the ULG are;

- Different departments within the municipality;
- The University
- Polytechnic School
- Erasmus
- Jazz Association
- Cultural / Commerce Downtown
- Incubation Network
- Creative Associations
- Local companies

Relationship between the ULG and existing groups/platforms/partnerships

5.12.28 The ULG to take forward this project will be a new ULG, although the relationships that exist between the partners are well established.

URBACT Local Group Co-ordinator

5.12.29 Francisco Paz – Director of Culture Tourism and Sports (Youth division). Francisco is a Former University and Municipality Theatre Director with the ability to gather the stakeholders from: University, Business, Cultural and Associations.

ULG processes for producing the integrated action plan

5.12.30 Coimbra intend to organise meetings, workshops and structured dialogue initiatives in order to build in and with the stakeholders a more efficient action plan. The objective is to use the stakeholders and partners of the ULG as motor of multiplication connection, getting more partners in the structured dialogue initiatives.

5.12.31 Besides that, Coimbra will stand by the University and Technical Polos, and companies to be the main contributors for speeches, trainings and trainers as well as investigation and innovative initiatives, with special focus in Cultural and Creative Industries, Cooperative Governance, participative business stimulation, infrastructures management (Business, Youth Infrastructures).

ULG engagement in transnational network activities

5.12.32 It's Coimbra's goal to find partners interested in participating in the URBACT Summer University and in some thematic meeting more related with each sector, representing not only the ULG but also the City Youth and Business Dynamics and the Creative and Cultural environment.

5.12.33 Alongside this presence strategy, Coimbra will use new technologies of communication such as Internet calls, video meetings and instant content sharing to ensure also a constant participation of the partners before, during and after the meetings.

Sharing learning with the ULG members

5.12.34 Coimbra will make a monthly mandatory meeting for the ULG, and open to availability the opportunity to make another extraordinary meeting.

5.12.35 One Workshop/Training/Roundtable for every two months regarding the dissemination of transnational thematic meeting and the preparation of the next transnational meeting.

5.12.36 Coimbra will create a platform and share drive to dissemination of academic studies, ideas and innovation as well as statistics and agenda creator, joint with actors and stakeholders of the ULG and the Creative and Cultural industries business.

Learning needs of the partner

5.12.37 Coimbra would like to learn more about

- Access to Finance for young people (helping young people raise finance)
- Understanding young people's perceptions of our city
- Youth Enterprise Programmes (improving the enterprise culture in the city)
- The role of large businesses and SMEs in encouraging young entrepreneurs
- The role of municipalities in encouraging young entrepreneurs
- Social Development: Stimulating creative enterprises
- Third Spaces: Social & Professional meeting Spaces for knowledge workers
- Business Start-up programmes for migrants & immigrants

Contribution of Experience to network exchange and learning activities

5.12.38 Coimbra can contribute the following to the learning and exchange;

- Business Hatcheries, Incubators and Accelerators;
- Creating a First-stop shop of general business support (Chamber, Growth Hub etc); and
- Creating specialist Sector/Cluster/Technology Networks

Contribution of Good Practice to network exchange and learning activities

5.12.39 Coimbra can contribute the following best practices in this network;

- University work on incubation;
- Promotion of Sport and Leisure; and
- Work on investment, tourism and co-working

Key capacities to be enhanced in the city/ partner organisation's core staff

5.12.40 Key skills Coimbra are looking for their ULG members to acquire are;

- Improved ability to stimulate creative enterprises;
- Improved governance arrangements for working with university and local people; and
- Improved understanding of how to develop key sectors

5.13 Torun (POLAND – LESS DEVELOPED)

5.13.1 Toruń is a city in the north of Poland with the population of almost 200,000 which is facing problems associated with a decreasing birth rate, an influx of migration and an ageing population. A great challenge and simultaneously an opportunity which Toruń has to deal with are to prevent the outward migration of

young people and to attract higher numbers of young people (Y Generation) who constitute a great business potential.

5.13.2 Toruń is a university town where every year around 30 thousand students attend the Nicolaus Copernicus University and other local colleges. These young people constitute a tremendous capital for the city, a capital which is not fully utilized. Although during their studies, students enjoy the 'holiday' atmosphere of the city, the high educational level of their university, numerous cultural and sport events and the unique spirit of the Old Town, they do not seem to find it sufficient to start their adult life here.

5.13.3 Toruń has a potential which stems from its intellectual resources (well-educated young people) and the significant assets in the field of culture, art and historical heritage (the Old Town

Fig 29: Torun nightlife

area is inscribed on the UNESCO World Heritage List), which serve as a base for the development of innovation and social creativity.

The local problems/challenges faced by the partner in relation to the network topic

5.13.4 The local authorities face the following challenges when shaping a new urban policy:

- **Exodus of young people** – the Y Generation, who treat Toruń as a temporary home only for the time of their studies. They seek employment in other cities,
- **Creating proper conditions for the development of Generation Y** after their graduation so that they choose to stay in the city and work here or start their own businesses, mainly in the city centre,
- **Revitalisation of the city centre.** In the area of the Old Town, Torun has experienced a decline in activity as the local entities (owners of rental space) have raised the rent prices and the local authorities lack instruments to change this. At the same time, the suburbs offer lower rates of rent and a wide range of available large commercial and office space. Therefore, the city centre slowly loses its significance, which also leads to negative social and economic changes, thus lowering the development potential of this area.
- **Stimulation of the cultural and creative industries** creating a place within the city centre that would bring together companies from innovative and creative sectors, a so-called creative industries incubator. Young entrepreneurs point out lack of common creative space, a place of work and professional networking and meetings.

5.13.5 However, the city continues to search for new solutions and methods of utilizing this potential to boost its competitiveness and innovativeness also based on smart specialization. Innovative and creative companies need space and proper location. The experience of numerous European cities shows that creative companies which have high potential for innovation based on the knowledge and expertise choose city centres as it is in those places that economic, social and cultural life is concentrated, which gives them an opportunity to access various services as well as do business networking.

5.13.6 The atmosphere of the city additionally facilitates the development of both companies and the city itself. This is the case in Toruń, where the Old Town is referred to as the heart of the city. However, currently, the pace of its development has considerably slowed down. The Old Town has lost some of its appeal due to the depopulation of this part of the city, relocation of shops and businesses and the increasing number of unoccupied houses or empty rental space. The chance for the Old Town would be to include it in a program that would establish a wide offer of rental space for innovative and creative companies which would provide employment for young people.

The importance of this policy at the local level

5.13.7 Local policy is aimed at taking action that will prevent and reverse the negative social processes connected with the identified problems. In the years 2007 – 2014 the Old Town was selected as the area to be

revitalized. In this period, numerous infrastructural and social projects were implemented with the EU co-funding. In the new EU programming period, this area will probably once again become the subject of a revival process. In the documents drawn up by the municipality so far, a particular emphasis is placed, among other things, on identifying the social, economic and infrastructural problems which negatively affect this area.

Policies, strategies and actions already developed/implemented on this network topic

5.13.8 The municipality has already implemented a range of policies to try and address the above challenge

- 2007 – 2013 – implementation of the Local Revitalization Program
- 2014 – 2020 – a new Toruń Revitalization Program - currently in preparation stage

5.13.9 Since 2013 the city of Toruń has been implementing a Program of social and economic activities for the Old Town area which comprises all the actions aimed at a comprehensive and steady development of this area, such as:

- Stemming the detrimental mechanisms which currently affect the living and work conditions and introducing more effective management and use of the existing resources;
- Upgrading the accommodation and living conditions of the local residents to the current standards;
- Boosting local economy thus creating new jobs;
- Professional and social activation and increasing health awareness of the inhabitants;
- Upgrading the assets of the public space for local residents and tourists;
- Improving the environmental conditions and modernization of the social and technical infrastructure;
- Improvement of the spacial arrangement, aesthetics of the existing facilities, buildings and their surroundings;
- Creating mechanisms which will ensure the proper influence on shaping functions of the buildings, facilities and the Old Town complex, particularly in the field of culture, gastronomy, tourism and housing;
- Protection of buildings and facilities while taking into consideration the tradition of the place;
- Changing and sorting out the ownership structure;
- Preserving and restoring the historical, urbanistic and architectural values of the Old Town area – this includes full protection of the cultural values, historical substance, historical spacial layout in the area and in the objects of the cultural landscape; and
- Improvement of the safety in the area;

5.13.10 The actions to be taken in the areas include:

- Program of supporting micro-business in protected industries and endangered trades,
- Preferences for entrepreneurs starting economic activity within the Old Town area for the first time,
- Promotion of the craftsmen and artisan community,
- Beginning talks concerning the creation of the creative industries incubator,

5.13.11 There are:

- Strategy of City Development by 2020
- Strategy of City Culture Development by 2020

Previous experience of working through transnational exchange on this topic

5.13.12 The partner has no previous experience in transnational exchange on this topic.

Focus of the Integrated Action Plan

5.13.13 The city of Toruń seeks system solutions aiming at stemming the negative phenomena connected with the trend of urban centre decline. The integrated action plan developed as a project will help to identify the needs and situation of young people in the job market, thus stimulating and increasing entrepreneurship among this part of the population. It should also point out the conditions for the creation of new companies based on new business models, which will facilitate the development of the city centre.

5.13.14 The experience of the project partners, their findings and the possibility of consultation with experts will allow Torun to assess the situation and enable to implement the solutions indicated in the integrated action plan by the municipality.

Change envisaged at the local level as a result of the production of the Integrated Action Plan

5.13.15 The partner envisages the following changes;

- Creating conditions favorable for the development of businesses predominantly in the city centre area and based on own office space and business space, extending the housing offer;
- Working out mechanisms that will allow to perceive the city center as a good place for work, living and relaxation;
- Development of auxiliary services;
- Implementation of mechanisms of communication between entrepreneurs, universities and local authorities in order to facilitate career development of young entrepreneurs and graduates;
- Creation of friendly space for creative and innovative entrepreneurs;
- Devising mechanisms that will stop the outflow of young people;
- Increased participation of the local residents in creating urban policies;

Operational Programmes covering the partner area

5.13.16 The Regional Operational Programme; the Operational Programme Infrastructure and Environment; the Operational Programme Knowledge; Education, Development; and The Operational Programme Digital Poland.

Priorities of these Operational Programmes

5.13.17 The most important priority is:

- Under the Priority axis number 6: Solidarity society and competitive staff, Torun will implement Thematic objective number 9: Promoting social inclusion, fighting poverty and any discrimination, investment priority 9.2: Supporting physical, economic and social revitalization of poor communities in urban and rural areas.

5.13.18 In addition, the following priorities are also important:

- Priority axis I – Increasing competitiveness and innovativeness of companies
- Priority axis VI – Solidarity Society and Competitive Staff
- Priority axis VIII – Active people on the job market
- Priority axis X- Innovative education

5.13.19 Apart from the funds from ROP, the revitalization and pro-revitalization activities in the 2014-2020 financial perspective can be also financed from the Operational Program Infrastructure and Environment, JESSICA initiative or national and local subsidies as well as from repayable and own funds.

Partner relations with the Managing Authorities

5.13.20 In the last programming period (2007 – 2013) Toruń was one of the leaders in raising EU Structural Funds. In total, 121 projects were realized in different Operational Programmes. Through delivering these projects, Torun developed a good relationship with the Managing Authorities.

Key local stakeholders involved in URBACT Local Group (ULG)

5.13.21 The structure of the Local Support Group is going to include both representatives of the municipal departments, local business associations and real estate managers, representatives of non-governmental organizations, representatives of universities and colleges, businesspeople and the residents. The group will also include a partner watching the project i.e. Toruń Agency for Regional Development.

Relationship between the ULG and existing groups/platforms/partnerships

5.13.22 In 2012, the City Office of Toruń established a team for the development of the objectives and directions of changes, ways of their implementation and coordination of actions in this respect aimed at the gradual and steady development of the Old Town area. The team included representatives of the City Office departments, municipal organizational units and municipal companies. In 2015 The Social Council for the economic and social development of the Old Town in Toruń was established. The council consists of the representatives of the District Council (advisory body of Toruń City Council), Chamber of Industry and Commerce, Guild of Crafts

and Trades, and the Regional Association of Real Estate Professionals. The council also includes local private entrepreneurs and local residents as well as the Director of the Toruń City Center Office, which is a municipal department established in 2008 to manage the historical space of the city centre.

5.13.23 With regard to the set goals in the project, the Local Support Group will be created on the basis of the already existing and functioning groups and teams and extended with additional stakeholders.

URBACT Local Group Co-ordinator

5.13.24 Toruń City Centre Office should become the Coordinator of the Group. It is a municipal department established in 2008 in order to realize tasks aimed at social and economic integration in the area of the Old Town in Toruń. The office co-operates in this respect with numerous departments of the City Office. It has experience in management and cooperation with the local partners.

ULG processes for producing the integrated action plan

5.13.25 The Coordinator – the Toruń City Centre Office will hold regular meetings of the Support Group in order to discuss the strategic issues which the city wants to tackle and which have been approved by respective stakeholders. The Group can also be divided into working sub-groups which will discuss particular selected problem issues. After working out ideas, concepts and solutions in the sub-groups they will be presented to all the members of the Support Group for approval and further discussion among various members of the group.

ULG engagement in transnational network activities

5.13.26 The Coordinator and members of the Support Group will participate in the meetings of the partners as, for example, members of particular issue (problem) groups. All the members of the Support Group, through the Coordinator, will be informed of all international actions and activities that have been taken and of the reports which have been made.

Sharing learning with the ULG members

5.13.27 All the actions and reports of the meetings of the project partners will be shared with the Group members through the Coordinator a few days before meetings of the problem groups or meetings of all the members of the Support Group so that they can be discussed after the members familiarize themselves with the issues and opinions. The discussion should regard considering the possibility of including them in the action plan in the context of local social, economic and legal conditions.

Learning needs of the partner

5.13.28 Torun considers its learning needs to be;
– Identification of impact of the innovative and creative sector to areas of the city, including: education, space planning, recreation and culture.
– Identification of the factors that influence on the development of companies which based of new business models, including the creative and innovative sectors in the city (business support). Analysis of new business models to create the conditions to revitalize the economy, especially in the city centre.
– Identification of the factors that influence on building the effective methods of sharing information between university, business community, local government in order to offer graduates path of development or make their own business.
– Analysis of characteristics and attitudes of the Y- Generation, factors that influence of understanding young people's perceptions of the city,
– Analysis of making young people more work ready and learn how to make adjusted programmes for youth entrepreneurs (encouraging more business start – ups)
– Identification of the factors that influence on making the residential and housing offer, for example flexible office.
– How best to involve private owners to the flexible office program.

Contribution of Experience to network exchange and learning activities

5.13.29 From 2008 has been operated special institution Town Centre Management in Toruń. It concentrates on the city centre.

5.13.30 Recently Torun has undertaken many activities which aim to increase the quality of the city space in the city centre (in different levels) implementing:

- A program of social and economic activities for the Old Town area,
- The Local Revitalization Program,
- A program of supporting micro – business in protected industries and endangered trades
- Preferences of entrepreneurs starting economic activity within the Old Town area for the first time,
- A program „ Residence for Graduate",
- Appropriate programs connected with careers guidance and advice are implemented at the university.
- A specialized institutions offering support to people who would like to start their economical activity.

5.13.31 But there is still much to be improved and examples of interesting solutions for young people will be essentials for us.

Contribution of Good Practice to network exchange and learning activities

5.13.32 In 2011 – 2012 The Toruń Regional Development Agency implemented the project „Creative Business Network". The aim of the project was to develop and pilot the new forms of services for creative industries sector in supporting development and promotion of entrepreneurship.

5.13.33 The same institution has been running Smart Space –the new technologies incubator since 2014.Currently, it is developing more than70 start-ups and young technology companies. The incubator has become an important point on the Polish start-ups stage map, organizing dozens of events (including the first local edition global brands like TEDx Torun and Start-up Weekend Torun), which attracted hundreds of participants.

Key capacities to be enhanced in the city/ partner organisation's core staff

5.13.34 To create a program or one holistic approach strategy for Y – generation (it should be successfully implemented). The strategy should be the in-depth diagnosis. This will enable us to spearhead new local policy included young people's perceptions of the city, their needs and expectations, and tools to make current situation better.

6.0 SYNTHESIS

6.1 Introduction

6.1.1 The main objective of the GEN-Y CITY Network is to achieve smart, sustainable and inclusive growth, by establishing stronger forms of co-operation between science, local government, businesses and residents to improve the development, attraction and retention of Gen-Y 'Creative-Tech' talent (particularly Creative-Tech entrepreneurs) in European cities.

6.1.2 Many of the partners involved in the GEN-Y City Network have been involved in European Programmes which have looked at the creative and cultural industries, business support and skills issues before. However, a number of the partners either;

- Require a continued programme of investment in reconstruction, renewal and skills improvement before they really deal with retention and attraction effectively;
- Have delivered a tactical initiative (like,. For example, a physical co-working space for creative-tech businesses) and found that the demand simply doesn't exist locally to fill it;
- Operate quite traditional skills and business support systems which are un-adapted to the needs of GEN-Y and are finding demand is drying up;
- Have initiated fairly 'piecemeal' or 'gentrified' creative industry initiatives in the past, but found they have ended up supporting quite localised services; and/or
- Possess quite 'conservative' cultures which tend to think of the customer as being quite traditional and familial, rather than GEN-Y;

6.1.3 In saying that, our perception is that these cities have developed and implemented a number of tactical solutions to a particular problem, but these solutions have not been keyed into a coherent strategic landscape. Recognising this, they are now keen to develop a strategic ACTION PLAN to escalate the need to develop a strategic solution to the issue;

6.1.4   Similarly, a smaller number of partners involved in this project have developed a clear understanding of the strategic challenges they face, have socialised and agreed them with their respective political systems, and are now on a path towards developing integrated tactical ACTION PLANS;

6.1.5   Our perception is that ALL the partners involved in the GEN-Y City came into this project because of their interest and recognition of the importance of creating and developing creative-tech businesses, but this issue needed to be contextualised into a number of broader challenges that many cities are currently facing, including the aging population (including governance structures); shifting migration; and the diminishing interest in young people to pursue tech careers;

6.1.6   This latter point is one of the most critical challenges Europe faces, from both a skills and an entrepreneurship perspective. This is why cities need to view the strategic solution to the challenge of creative-tech entrepreneurship as being something that integrates placemaking, skills development and entrepreneurship initiatives. Those cities that don't address this will simply end up with another piecemeal initiative;

6.2   The learning needs of partners and contribution to the learning programme

6.2.1   Given the above, the table overleaf summarises our perception of each of the partners potential contribution in terms of experience; potential contribution in terms of "good practice"; learning needs; and needs in terms of capacity building.

6.2.2   Looking back on the State of the Art, the Network has identified five key issues which are vitally important to the participating cities. These include;

- **COLLABORATIVE LEADERSHIP & GOVERNANCE:** Developing suitable governance structures to oversee the implementation of an effective talent strategy and securing consensus on the priorities
- **PLACEMAKING:** Strengthening the attraction and retention factors of place (including layout of the city, the leisure offer; the educational offer etc.);
- **DEVELOPING YOUNG CREATIVE-TECH TALENT IN THE CITY:** Intervening in the skills and talent pipeline to inspire and encourage young people to pursue tech careers;
- **RETAINING YOUNG PEOPLE IN THE CITY;** Locking in the indigenous population in the city;
- **ATTRACTING AND EMBEDDING MIGRANT CREATIVE-TECH TALENT IN THE CITY:** Targeting key international markets and talents, to encourage them to locate in the city and embedding international visitors, to lock them into the fabric of the city.

6.2.3   The common challenges which ALL cities in the GEN-Y CITY Network have are;

- **COLLABORATIVE LEADERSHIP & GOVERNANCE:** Developing suitable governance structures to oversee the implementation of an effective talent strategy and securing consensus on the priorities
- **PLACEMAKING:** Strengthening the attraction and retention factors of place (including layout of the city, the leisure offer; the educational offer etc.);

6.2.4   As far as **COLLABORATIVE LEADERSHIP and GOVERNANCE** is concerned, the key challenge all cities have is how best to secure consensus and agreement on what the key issues, opportunities and challenges each city needs to work on are. The extent to which the city stakeholders (i.e. Civic Leaders, Officers, Residents, Businesses etc.) opine on what a particular cities strengths, issues and opportunities are and the sense and speed with which consensus can be achieved, are both fundamental important issues for the ULG co-ordinators to understand and address.

6.2.5   In cities where there is a lack of consensus on these issues, the URBACT methodology has proven to be a useful tool in helping raise awareness of the issues and opportunities and facilitating a collaborative, participatory process to achieve consensus. In the early phases of our learning programme, we will support cities to reflect on their own 'starting points' on these issues and encourage them to make effective use of the tools at their disposal to establish more effective structures, processes and shared visions to work from within the network and their own cities.

	Learning needs and potential contributions			
Partner city	Potential contribution in terms of experience	Potential contribution in terms of "good practice"	Learning needs	Needs in terms of capacity building
Daugavpils	Youth enrichment activities & International events	Youth retention & development: see long list of enrichment activities in the Baseline	GEN-Y Governance; Placemaking; Talent Development & Talent Retention	GEN-Y Governance & Place Development.
Klaipeda	Placemaking - Reconstruction of aged buildings	Klaipeda Science & Technology Park & The Culture Factory	GEN-Y Governance; Talent Development & Talent Retention	GEN-Y Integrated Policy Development, People Development & Retention, particularly creative-tech entrepreneurs
Torun	Placemaking - reconstruction and revitalisation	Tech incubation	Governance; Placemaking; Talent Development; Talent Retention; Talent Attraction	GEN-Y Integrated Policy Development, People Development, Retention and Attraction, particularly creative-tech entrepreneurs
Poznan	Placemaking & People Development	People Development (particularly general business support - i.e. Non GEN-Y) & Specialist Incubation	GEN-Y Governance; Placemaking; Talent Development; Talent Retention; Talent Attraction	GEN-Y Integrated Policy Development, People Development, Retention and Attraction, particularly creative-tech entrepreneurs
Granada	Placemaking	People Development - general employment initiatives targeted at young people	GEN-Y Governance; Placemaking; Talent Development; Talent Retention; Talent Attraction	GEN-Y Integrated Policy Development, People Development, Retention and Attraction, particularly creative-tech entrepreneurs
Wolverhampton	Creative & Cultural Industry Development	Placemaking (including Regeneration & Affordable Housing) & General business support	GEN-Y Governance; Talent Development and Talent Retention	GEN-Y Integrated Policy Development, People Development & Retention, particularly creative-tech entrepreneurs
Genoa	Creative & Cultural Industry Development (Non GEN-Y specific) & Branding	Creative & Cultural Industry Development	GEN-Y Governance; PlacemakingTalent Development; Talent Retention; Talent Attraction	GEN-Y Integrated Policy Development, People Development, Retention and Attraction, particularly creative-tech entrepreneurs
Kristiansand	People Development & Retention	People Development & Retention	GEN-Y Governance; Placemaking & Talent Attraction	GEN-Y Placemaking, Creative & Cultural Industry Development & People Attraction
Bologna	People Development (particularly Digital skills)	People Development and Strategic Positioning of the City (particularly Digital Skills & Branding)	GEN-Y Governance; Talent Retention; Talent Attraction	GEN-Y Integrated Policy Development, People Development, Retention and Attraction, particularly creative-tech entrepreneurs
Sabadell	General Youth Enterprise & Entrepreneurship Programmes	Co working Spaces & Enterprise Networks	GEN-Y Governance; Placemaking; Talent Development; Talent Retention; Talent Attraction	GEN-Y Integrated Policy Development, People Development, Retention and Attraction, particularly creative-tech entrepreneurs
Coimbra	General business investment, tourism and co-working	General business investment, tourism and co-working	GEN-Y Governance; Placemaking; Talent Development; Talent Retention; Talent Attraction	GEN-Y Integrated Policy Development, People Development, Retention and Attraction, particularly creative-tech entrepreneurs
Nantes	People Development (particularly Tech skills)	People Development (particularly Tech skills)	GEN-Y Governance; Talent Retention; Talent Attraction	GEN-Y Integrated Policy Development, People Development, Retention and Attraction, particularly creative-tech entrepreneurs

6.2.6 Recognising the **COLLABORATIVE LEADERSHIP and GOVERNANCE** skills and capacities of the partners, and the 'status' of the ULG coordinators within each of the cities are very different, we will explore the potential for using a range of tools to help different partners influence this process.

6.2.7 As far as **PLACEMAKING** is concerned, the scale of regeneration and renewal needed in different cities within the Network is wholly different. Some of the more historical cities are merely looking to find more effective ways of developing affordable, lively third spaces in the urban centre in which creative-tech communities can flourish. Some of the less well developed cities, and those with more Industrial backgrounds, have a much stronger need to look at how they can improve the liveability of their city. In some cases, this is likely to require decades of investment.

6.2.8 Again, recognising the fundamental skills and capacities within the network and the participating cities is very different, we will endeavour to structure a process which goes beyond a simple technical exposition of urban development and link the exploration of these issues back to the earlier LEADERSHIP and GOVERNANCE learning.

6.2.9 Turning to what differentiated learning needs the partners have, the actual mix of talent management activities that each city wants to develop will vary according to how they define their own starting point. In one way shape or form, ALL the cities in the Network have a requirement to;

- **DEVELOP YOUNG CREATIVE-TECH TALENT IN THE CITY:** Intervening in the skills and talent pipeline to inspire and encourage young people to pursue tech careers;
- **RETAIN YOUNG PEOPLE IN THE CITY;** Locking in the indigenous population in the city;
- **ATTRACT AND EMBED MIGRANT CREATIVE-TECH TALENT IN THE CITY:** Targeting key international markets and talents, to encourage them to locate in the city and embedding international visitors, to lock them into the fabric of the city.

6.2.10 The precise mix of talent management strategies that cities will actually use will depend on the local labour market, migration and demographic challenges that the city has.

6.2.11 Some of the key questions that any city administration needs to ask itself when developing a talent management strategy include;

- What labour is available locally: What is the current population of a local area; how is it growing; what is the unemployment rate; how is this demographically organised;
- What skills do employers say they need: Skills Gap, Skills Needs, Hard to Fill Vacancies and Replacement Demand, Expansion Demand etc.;
- What are young people's aspirations: Career aspirations, attainment and achievement levels, course starts, population trends etc.;
- How good is the performance of the Local Skills System: What is the educational system delivering in terms of current curriculum, qualifications, particular subject specialism's, grades, volumes, progression etc.;
- What are the major unemployment challenges? NEETS, youth unemployment, higher level skills?
- What are youth migration flows in the city?

6.2.12 In addition to these key questions, a city also needs to look at the way their skills system is organised to better understand how that locality delivers skills that;

- Are relevant to the needs of industry: This issue is a particularly complex issue. SOC and SIC codes are wholly imperfect. Data won't always help inform a decision about whether a particular localities skills system is delivering the right skills for the local labour market. Talking to employers is one of the best ways of assessing this, but even then this can be challenging. Skills is an not exact science and too few businesses have really effective systems for monitoring/managing & improving people;
- Are appealing to young people: Increasingly, careers need to be attractive to young people if they are to appeal. Many industries, most notably STEAM[47] based professions are considered too routine and dull and regimented for many young people. That said, there is much that could be done to make these careers more appealing;
- Are capable of driving increased productivity: Understanding which sectors are emerging and the Smart Specialisation Plans of a particular locality is vitally important ;

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[47] Science, Technology, Engineering, Arts and Mathematics

6.2.13 These last three questions are particularly important given that;

- Generation Y generally tend to have a very clear idea about what they want from the world of work, which doesn't always chime with the kind of careers and work patterns employers offer;
- Employers (particularly those from very traditional technical industries and small businesses) are not wholly convinced that they should carry the burden of investing in developing young people (indeed, many believe this is the role of the state);

6.2.14 ALL Cities in the network are struggling to **DEVELOP YOUNG CREATIVE-TECH TALENT,** largely because young people's interest in working in these sectors is diminishing. This is also having an impact on the number of creative-tech start-up businesses being created in each of the cities and this is also an interest ALL partners have in common. Because of this, this subject will be one that will be a core focus of the Network.

6.2.15 However, for the majority of cities in the network, it isn't enough to just think about developing young people with the right skills. In reality, many of the cities are also struggling to **RETAIN YOUNG PEOPLE** in their cities. The increasing mobility of GEN-Y, combined with the diminishing number of creative-tech professionals, means that cities that are good at developing people with suitable skills also need to think about how best to retain them. Less well developed cities have a particular problem in this regard.

6.2.16 A smaller group of cities are interested in looking at how best to **ATTRACT AND EMBED MIGRANT CREATIVE-TECH TALENT IN THE CITY.** That said, whilst only a small number of the more competitive, more developed cities can really implement any meaningful TALENT ATTRACTION strategies, all cities will benefit from understanding more on this subject (if only to ensure they better understand how to design high quality retention strategies, that combat competitor cities attempt to poach their talent)

6.2.17 Order to help cities develop a tailored strategy, the introductory session to these series of Transnational Exchanges will provide a high level overview of talent management, and help each city define their own mix of solutions to suit their particular needs.

6.2.18 As ALL the cities are interested in how best to create more (Creative-Tech) High Growth Firms the subject of self-employment, entrepreneurship and freelancing will be a recurring theme. However, recognising that many cities are struggling to generate good quality creative-tech businesses because their creative-tech talent pipelines are drying up, we will continually encourage cities to recognise the inherent link between the two issues.

6.3 The structure of our learning programme

6.3.1 In order to maximise the potential to address the tactical challenge of how best to create new creative-tech enterprises, the Lead Partner and the Lead Expert will co-ordinate the delivery of a structured strategic programme of action learning, which seeks to draw the GEN-Y CITY LSG Co-ordinator, the LSG Members and wider stakeholders into the programme.

6.3.2 The initial structure of the proposed learning programme is shown overleaf. Whilst the original interest of many partners was around developing better structures to support and develop GEN-Y Creative-Tech businesses, the learning programme below covers off elements of skills, international trade and placemaking as these are considered important elements of any GEN-Y support eco-system.

6.3.3 The key issue in our work on these subjects will be to ensure the solutions, ideas and concepts developed by the partnership are constantly tested again the standard characteristics of GEN-Y. In adopting this approach, the partnership will be seeking to develop ideas which are adapted and tailored to GEN-Y and go beyond current practice. In this way, the partnership will ensure any ideas are future proofed.

6.3.4 The thematic entry for each meeting is well aligned and connected to the State of the Art headings of ;

- **COLLABORATIVE LEADERSHIP & GOVERNANCE:** Developing suitable governance structures to oversee the implementation of an effective talent strategy and securing consensus on the priorities
- **PLACEMAKING:** Strengthening the attraction and retention factors of place (including layout of the city, the leisure offer; the educational offer etc.);
- **DEVELOPING YOUNG CREATIVE-TECH TALENT IN THE CITY:** Intervening in the skills and talent pipeline to inspire and encourage young people to pursue tech careers;
- **RETAINING YOUNG PEOPLE IN THE CITY;** Locking in the indigenous population in the city;

Meeting No	Meeting Focus	Date	Location (TBC)	Process issues	Physical Issues	GEN-Y Creative-Tech Talent issues	GEN-Y Creative-Tech Entrepreneurship issues
1	Kick Off Meeting	Jun-16	Torun	The Urbact Methodology; Management of Learning; The LAP Structure; Governance; Deliverables etc	n/a	n/a	n/a
2	Knowing Your City & Developing your strategic Proposition	Sep-16	Wolverhampton	Understanding the strengths of your city; Knowledge Base; Smart Specialisation; Critical Path; and GEN-Y etc	Understanding the GEN-Y physical attributes, strengths & weaknesses of your city	Understanding the GEN-Y needs of your Labour Market and your GEN-Y Enterprise Culture	Understanding your GEN-Y Creative-Tech Entrepreneurship System
3	Placemaking	Nov-16	Genoa	Encouraging Leadership, Philanthropy & Investment to support GEN-Y Placemaking	GEN-Y Creative Districts, Third Spaces for GEN-Y creative-tech activities, affordable housing etc	Building a GEN-Y enterprise culture; and encouraging social action amongst GEN-Y to add value to the city	Stimulating GEN-Y creative and tech start-ups to strengthen the creative-tech business base in the city.
4	Talent Development	Mar-17	Coimbra	Encouraging Leadership, Philanthropy & Investment to support GEN-Y Creative-Tech Skills Delivery	Third spaces for GEN-Y creative-tech inspiration, incubation & entrepreneurship	Enrichment Activities to inspire and support GEN-Y into Creative-Tech Careers	Enrichment Activities to inspire and support GEN-Y into Creative- Tech Entrepreneurship (early stage start-up etc.)
5	Talent Retention	Jun-17	Bologna	Improving links between business and GEN-Y in pursuit of employment/self-employment	GEN-Y places, spaces, events and activities to create 'ties that bind'	Opportunities for GEN-Y to work with businesses, academia and the public sector	GEN-Y entrepreneurship support systems, services and activities (including business networks, market opportunities & freelancer networks)
6	Talent Attraction	Sep-17	Nantes	Developing a clear global proposition and establishing coherent soft landing services	Places, spaces, events and activities to create 'ties that bind' for GEN-Y International Talent	GEN-Y Soft Landing, Alumni Networks, Ambassador Programmes, Supply Chain Linkages, Trade relationships etc	International GEN-Y entrepreneur outreach activities, migrant business start up, global entrepreneur programmes etc.
7	Putting it all together	Nov-17	Kristiansand	Local Action Plans	Integrated Urban Planning	Integrated Youth Policies	Integrated Youth Entrepreneurship Programmes
8	Final Conference	Apr-18	Poznan	Dissemination of Lessons Learned	Showcase Policies, LAPs and Lessons Learned	Showcase Policies, LAPs and Lessons Learned	Showcase Policies, LAPs and Lessons Learned

- **ATTRACTING AND EMBEDDING MIGRANT CREATIVE-TECH TALENT IN THE CITY:** Targeting key international markets and talents, to encourage them to locate in the city and embedding international visitors, to lock them into the fabric of the city.

6.3.5 The format of the transnational meetings will comprise a mix of workshops, study visits, master-classes, and peer reviews. Where possible, we will start each transnational meeting with a session which provides young people in the city to influence our learning. This could take the form of a video, a visit or a talk from a youth interest group. In working in this way, we will ensure we maintain a strong focus on the actual needs of GEN—Y.

6.3.6 The Output from each meeting will be mix of videos, reports, peer reviews and minutes. More detail on these is included in the Urbact Application. Part of the transnational exchange programme also will provide an opportunity for each city to present their Local Action Plan and for the other cities to peer review their work. In addition, the Lead expert will organise breakout and 1:1 sessions with each of the cities to review the progress and the focus of their Local Action Plan.

6.4 Delivering an effective learning programme that leads to concrete action

6.4.1 In order to ensure every opportunity is made in every participating city to promote and encourage the use of material developed within the GEN-Y CITY Network in the above programmes, the Lead Partner and the Lead Expert will;

- Ensure the Learning and Exchange work delivered through the project utilises an Active Learning Model, as illustrated opposite. We will achieve this by encouraging partners participate in preparatory teleconferences, agreeing actions for progressing between meetings etc.
- Embed existing material developed in past URBACT Networks into our Learning Programme, to provide a starting point for a consideration of how the needs of the GEN-Y have different or specific needs. In order to start this process, the Lead Expert has identified some of the key themes of past URBACT networks that are relevant to this Network (see below);
- Ensure partners establish ULGs with quadruple-helix partnership structures and which bring together skills, business support and infrastructure elements to ensure they are developing robust 'place based' strategic solutions;

Fig: A graphic model of the Active Learning Process.

- Ensure LAP templates – and the training on LAP production – pays due credence to how EU Structural Funding/Community Funding could be used to implement some of the ideas developed in the LAP (thereby encouraging partners to see the LAP as part of a preparatory process for developing integrated ESIF action plans and/or SUDS concept notes);
- Ensure thematic learning material, case studies and peer review work is as concrete as possible, considers the 'state of the art' and follows a robust intervention logic, to enable the material to be used as concept notes for larger, transnational co-operation projects; and
- Encourage open sharing of needs to identify commonalities and shared commitments between partners, which might be exploited in transnational co-operation projects;

6.4.2 As set out in our original application, the Lead Partner/Expert will also invite specialists from the ULGs to be involved in transnational learning around certain issues. In adopting this approach, the partners aim to create a three-layered action network, involving all the partners. The layers in the network will include:

- **The GEN-Y CITY Transnational Exchange Network:** An inter-city network working on the exchange of knowledge and good practices connected with the new support policies but also offering solutions for international cooperation of young businesses like soft-landing schemes or B2B networking opportunities.

- **The ULG Network:** An inter-sectoral network in each city involving young businesses, public sector and civic society (including NGO-s) working on defining and implementing effective policies to support new business models in innovative and creative sectors and offer them right locations and conditions for development,
- **The Local Municipal Network:** An inter-departmental network in the city halls in each city involving all the right internal stakeholders crucial for tackling different aspects of new support policies in an integrated and coherent way,

6.4.3 The effect of those networks should be a new, self-supporting system able to implement the integrated action plan including support policies for young businesses in innovative and creative sectors developed in the scope of the project.

6.4.4 ULGs will bring together different agencies and different departments from within the municipality to help create horizontal integration in terms of the development and delivery of strategies. The effectiveness of cities in achieving this goal will be monitored through presentation and peer review of the LAPs during the Transnational Exchange Process.

6.4.5 The table below illustrates which past URBACT Networks provide us with useful underpinning knowledge for our work to consider more specific GEN-Y talent development, retention and attraction issues. As far as URBACT III Networks are concerned, particular networks the GEN-Y CITY Network will develop a closer working relationship with through the implementation of our activities in Phase 2 will be INTERACTIVE CITIES; RETAIL LINK; TECH-TOWN; and VITAL CITIES. These networks possess some of the specialist knowledge and expertise that GEN-Y CITY could benefit from as the network develops and we have reached a provisional agreement with them to share knowledge and experience.

PROJECT FOCUS	Governance	Shrinking	Ageing Population	Migration	Social Challenges	Poverty/Inequality	Branding	Building up competitive local identities	City brand governance	Audiences for the city	Communication channels for the city	Creative economy	Third Space	Enterprise Culture	Education	Demand Led Workforce Development	Skills Forecasting	Upskilling	People Retention	Increase the variety, quality and quantity of jobs	Skills Forecasting	Supply and Demand	Training and Development	Integration and Inclusion	Internationalisation
GEN Y CITY THEME	GOVERNANCE	STRATEGIC POSITIONING AND BRADING										CREATIVE ECONOMY				SKILLS DEVELOPMENT, RETENTION AND								MIGRANT RECEPTION	
OP-ACT		X	X	X	X	X																			
CITYLOGO							X	X	X	X	X														
CREATIVE CLUSTERS	X						X					X	X	X											
ESIMEC	X						X								X	X	X	X	X						
JOBTOWN																				X	X	X	X		
MY GENERATION AT WORK												X	X	X									X		
OPENCITIES	X																							X	X

6.5 Monitoring Results and Capitalisation

6.5.1 In order to monitor the results of our work, we will;

- Facilitate a discussion during the early part of the programme on target and goal setting within the LAP, encouraging partners capture what they envisage will be different after the completion of Phase 2 of the Network. In having this discussion with partners, we will encourage them to submit a proforma, setting out what inputs, outcomes, outputs and impacts they envisage they are seeking to address through the network and what ones they will include in their LAP;
- We will use these proformas in our period 1:1 reviews with partners to reflect on their progression towards their goals and review their achievements.
- These proformas will then be used in the capitalisation activities to report more widely on partners' achievements in the network.

6.5.2 The detailed Communication Plan will specify the communication activities at the network and Partner level. It will include the specification of aims and target groups, main findings and outputs to be shared, communication partners, tools and a work plan and the evaluation indicators. The main rule to be used throughout the Communication Plan will be to concentrate on means of communication best suited for

different target groups, in particular Generation Y. For them the information should be meaningful, involving, instant, short and presented in a way that captures attention. If possible, famous bloggers, you-tubers and social media stars should be involved, especially the ones targeting young, innovative and creative businesses.

6.5.3 The Lead Partner will appoint the network Communication Officer responsible for the regular update of the network page at URBACT website, minimum once a month according to URBACT guidelines.

6.5.4 Project communication materials will include a printed brochure, a social media account, a project e-newsletter in English and Partners' national languages, promotional materials and press releases. The communication materials and websites will respect the URBACT Graphic Charter and EU regulation No 1303/2013 on publicity and use of logos. They will also contain information about the ERDF support.

6.5.5 Main deliverables from our Capitalisation work will be:

- One final report produced, detailing policy recommendations, describing the best policies to develop, retain and attract GEN-Y creative-tech talent in a way that integrates different urban policies in order to create a friendly environment for young people and young entrepreneurs. The document will present the project's final results related to the specific themes, sub-themes addressed by the network and related good practices
- GEN-Y CITY Local Brochure: The GEN-Y CITY local brochure will be realized in PP local languages to better disseminate at local level the main network's activities and LAP aims, main objectives and outputs;
- GEN-Y CITY local media and websites: It is required to all partners to activate a web page in each local institutional website in local language in order to communicate the ULSG Activities and transnational activities of the project.
- Final Local Dissemination Meeting: a tool for a wider media involvement. Each partner will organize with the actively contribution of the ULSG members a final meeting at local level to present the actions proposed by the LAP. The Managing Authority, the elected members, the private investors, the building societies and the inhabitants will be involved in the meeting. During the Final Local Dissemination Meeting a "LAP Exhibition" will be held (in local language).
- The Final Conference: To present and disseminate the findings: Final Conference, where the outputs of the Project will be shared with local, regional, national and international stakeholders and widely disseminated.

6.6 Next Steps

6.6.1 The City of Poznan commits this Baseline Study to the URBACT Secretariat, Pole Expert, Partners and other relevant networks and look forward to any feedback.