

GEN-Y CITY

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



Kick off meeting - 22nd – 24th June 2016
Record of Proceedings

Torun, Poland

Day 1: Wednesday 22nd June 2016

Venue: The Business Centre, Mercure Hotel, Ul Kraszewskiego 1/3, 87-100 TORUN - POLAND

Official welcome

Andrzej Rakowicz, Deputy Mayor of Torun

The Deputy Mayor welcomed participants to Torun and expressed his heartfelt gratitude to the City of Poznan, and the project partners, for welcoming Torun into the GEN-Y City Project.

He continued, *'Torun is pleased to be organising the kick off meeting, as the Torun is one of the oldest cities in Poland with the medieval part of the city having been designated a UNESCO World Heritage Site in 1997 and added to the list of Seven Wonders of Poland in 2007'.*

'Torun has co-ordinated numerous European projects over the last 12 years and hopes that the GEN-Y City Network will help the city deepen their strategies for young people. I hope you have an opportunity to see the Centre of the City and look forward to any help and advice you can give us. Thank you very much'

Introduction to the Kick Off Meeting

Iwona Matuszczak-Szulc, Project Coordinator, City of Poznan

Iwona took the opportunity to thank Mr. Rakowicz for his excellent introduction and expressed her thanks to Torun and the partners for their continued interest in the GEN-Y City Network. She went on to thank everyone for their hard work to date, expressed her hope that everyone will find the stay in Torun enjoyable and productive and introduced the partners to Ewelina Rejs, Małgosia Ptaszek and Chaimee Za Nessa who have largely been responsible for organising the kick-off meeting.

Introduction

Jim Sims, Lead Expert

All of the cities in the GEN-Y CITY Network want to encourage more high-value, innovative, technology orientated businesses in their cities. They also want to develop urban centres which are attractive to creative and cultural industries and GEN-Y entrepreneurs. Generally speaking, the partners are from more peripheral, medium/smaller sized cities which have sometimes traditionally struggled to retain and attract GEN-Y Talent.

Over the two years that the partners will be working together on the GEN-Y City Network every city will produce an **Integrated Action Plan (IAP)** for improving an aspect of - or all of the system for - the development, retention and/or attraction of GEN-Y talent in their cities.

The Urbact Methodology will require partners to establish an **Urbact Local Group (ULG)** to recruit key stakeholders to form a local planning group; participate in **Transnational Exchange and Learning** activities to exchange ideas, experience and knowledge to build the capacity of their own cities, administrations and their local partners; and develop an **Integrated Action Plan (IAP)** for effecting a change to the current local policies and systems.

The primary goals of this kick-off meeting are;

- To establish a positive open and collaborative partnership at the start of the project
- To establish the goals of the partner cities in the project (GEN Y Development, Retention and Attraction) and of the ULG co-ordinators
- To help participants understand the starting point of their city and how their local conditions impact on their approach
- To refresh the partners understanding about the central goals and structure of URBACT projects;
- To give the partners a clear indication of the outputs/results/deliverables required from each partner as part of the GEN-Y City project;
- To familiarise the partners with the forward programme of Transnational Exchange Activities;
- To provide the partners with the financial information they need to deliver the project;
- To provide partners with the communications material/information they need to progress the project;
- To enable partners to experience TORUN and see some potential good practice;
- To ask partners to undertake some preparatory work for the next meeting, in Wolverhampton;

In order to achieve the above goals, the learning programme was structured as follows;

DAY ONE:

1. **'LIGHTNING TALK' PRESENTATION BY EACH OF THE PARTNERS ON THE CURRENT PROBLEMS/PLAN IDEA/PARTNERS:** Three slides, in three minutes, covering what the core problem is, why they believe it needs a plan and who the partners are;
2. **WORKSHOP 1: INTEGRATED ACTION PLANNING: DEVELOPING YOUR METHODOLOGY & YOUR BASKET OF ACTIONS.** This exercise was intended to help partners structure their planning process and to try and get them to start to think about a Roadmap for their Action Plan. There were two different elements;
 - a. **Objective Setting: Establishing the Strategic goals for the city (and the individual) in the GEN-Y City Project.** This enables partners to set their targets and the LP to develop the material needed to evaluate the partners progress
 - b. **Agreeing the Focus of the Actions Lines:** A team based exercise to help participants think about their own talent management eco-system and start to think about some of the key areas (Action Lines) they want to focus on improving.

DAY TWO

3. **WORKSHOP 2: DESIGNING MORE EFFECTIVE INTERACTIONS/ CUSTOMER JOURNEY'S & MAPPING THE ACTORS.** This exercise was designed to help people map out the current processes & design one particular service interaction in more detail. In addition, partners were asked to consider the partners involved.
4. **WORKSHOP 3: STRUCTURING THE ULG, TRANSNATIONAL LEARNING AND THE ROLE OF THE CO-ORDINATOR.** This workshop was designed to help participants understand their role as a ULG Co-ordinator, how they might structure their ULG & the link between the ULG and the Transnational Learning.

DAY THREE

5. **PRESENTATION ON FINAL APPLICATION & DELIVERABLES:** A presentation on the final (approved) application, setting out the outputs/results/deliverables of the GEN-Y City project.
6. **FINANCIAL ADMINISTRATION, COMMUNICATION & CAPITALISATION:** Financial / communications material/information they need to progress the project.

Lightning talks

Presentations from the GEN-Y City Partners

The approach each city chooses to adopt will be driven by local needs, structures and goals. Regardless of the starting point, or the concrete goals each city wants to achieve, what every city needs to do at the start of the process is to produce an **IAP Roadmap**, to guide their work over the course of the next phase of the project.

As the kick-off meeting was the first full meeting of the all the partners, each city was asked to prepare and present a Lightning Talk¹ on;

- **What the issue is they are hoping the GEN-Y City Network could help them address** (The Problem/Opportunity Statement);
- **Why the Urbact Methodology will be useful to them in addressing this particular opportunity** (The Methodology Statement); and
- **Which local stakeholders need to be involved** (The Partnership Approach)

Bologna – presentation by Valeria Stacchini

Challenges Bologna would like to focus on are:

- Local economic fabric increasingly service-oriented, simultaneous crisis of major manufacturing enterprises
- Persistence of a high youth unemployment, which is likely to effect the future development of the city and weaken its energies

¹ [Lightning talks](#) are designed to be short presentations between five and ten minutes long, but are usually capped at five minutes.

- Contextual poor correlation between demand and supply of labor, result of a non-targeted approach and stereotypes on industrial labor.

With the Gen-Y City Network, Bologna will try to **contribute to the relaunch of technical culture and education, putting them in close relationship with creativity, innovation and dematerialization.**

In particular, they would like to look at three specific action lines:

- Improving the support services for young talents and entrepreneurs;**
- Exploring and promoting new forms of financing, such as crowdfunding;**
- Promoting opportunities in emerging sectors linked in particular to the green and circular economy.**

Bologna believes it needs an integrated plan because it wants to create a system to reach higher objectives than can be achieved by a single organisation. They are looking to utilise a triple-helix model, with different members involved in the local support group.

Coimbra – presentation by Brigida Mateus

Challenges Coimbra would like to focus on are:

- Developing a stronger local eco-system for developing and retaining young creative-tech talent in Coimbra.

In particular, Coimbra would like to look at three specific action lines:

- Strengthening the business base so that the city is better equipped to retain young creative-tech talent.** Whilst Coimbra has a strong University eco-system, it struggles with Youth Unemployment and Graduate Retention issues. They have recently refurbished a business incubator and are keen to see how the GEN-Y City Network could help them improve their tenant pipeline.
- Building on the skills of the indigenous people to create a creative-knowledge city;** and
- The revitalisation of the downtown area.** This is seen as being important to retaining creative-tech talent.

Daugavpils – presentation by Jolanta Uzulina

Challenges Daugavpils would like to focus on are:

- The low business rate per inhabitant, and the low number of 'tech' businesses in the city.
- 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
- Demographic changes – depopulation problems, an ageing population and 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

In particular, Daugavpils' Integrated Action Plan will focus on;

- Developing the innovation economy of Daugavpils;** and
- Developing, attracting and retaining young tech-talent in the city**

Genoa – presentation by by Gigliola Vicenzo & Enrico Fravega

The main challenge Genoa would like to focus on is to make the city more attractive to young talents.



The first meeting of the ULG in Bologna focussed on Social responsibility, businesses and the mileau



An article published in Bologna's SmartCity & Mobility Lab Magazine (www.mobilitylab.it)

In particular, Genoa's Integrated Action Plan will focus on;

- **Housing for young people**, with a particular focus on creative professionals/workers;
- **The exploitation of the so called "third spaces" for the development of a vibrant atmosphere**, with a particular focus on a) the development of young creative enterprises and clusters in the music sectors (where Genoa have sound background and high level expertise); and b) the development of hi-tech applications.
- **Improving inter-agency collaboration**. The need of an Integrated Action Plan raises from mainly from the fragmentation of the institutional competences/powers delivering services.

Granada – presentation by María Jesús Torres

The main challenges Granada would like to focus on are;

- Retaining young talent after completing their studies;
- Reducing the high youth unemployment rates;
- Diversifying the local economy to increase its resilience; and
- Improving agency collaboration;

In particular, Granada's Integrated Action Plan will focus on;

- **Promoting entrepreneurship among young people**. Promoting their entrepreneurial skills;
- **Obtaining formulas for the creation of youth employment**. Creating a corporate culture and business networks driven by youth; and
- **Identifying strategies to retain talent of highly qualified young**

Klaipeda – presentation by Jurgita Cinauskaite

The main challenges Klaipeda would like to focus on are;

- The retention and attraction of young people;
- Increasing youth participation in STEAM subjects;

In particular, Klaipeda's Integrated Action Plan will focus on

- **Trying to harness and strengthen the opportunities for more young people to progress into creative-tech jobs in the city.**

Kristiansand – presentation by Tina Norheim Abrahamsen

The main challenges Kristiansand would like to focus on are;

- The retention of young people in the city centre

In particular, Klaipeda's Integrated Action Plan will focus on

- **Improving the connectivity between the city centre and the University Campus;**
- **The creation of spaces and the environment for creative entrepreneurs in the city centre;**
- **The Stimulation of tech talent;** and
- **The establishment of an entrepreneurial culture in the city centre;**

Nantes – presentation by Jean-Jacques Derrien

The main challenges Nantes would like to focus on are;

- To increase the attractiveness of the city for young creators with a 'global culture of creative spirit'
- 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
- Creating concrete bridges between very various partners dealing with digital challenges from the early age to young adults to give a chance for everybody in new generations to be creative, flexible and adapted in the future for their jobs

In particular, Nantes' Integrated Action Plan will focus on

- **Developing start-ups and digital issues.** Nantes want to make everyone easy to start up;
- **Overcoming the digital divide.** Chance for everybody to create route from early age; and
- **Eco-system.** Young people need to feel city is vibrant. Need to create an atmosphere in the city.

Poznan – presentation by Iwona Matuszczak-Szulc

The main challenges Poznan would like to focus on are;

- The Retention of young talent. Young people prefer to go to Warrsaw, Berlin etc.
- How young people develop in the city.

In particular, Poznan’s Integrated Action Plan will focus on

- **How to involve people in this generation to develop the city.**
- **Financial assmbley for new projects.**
- **Developing services for young people.**
- **Design Poznan.**

Sabadell – presentation by Jim Sims, on behalf of Gerard Mayol

The main challenges Sabadell would like to focus on are;

- Thye retention and attraction of young entrepreneurial talent related to the design applied to the industrial systems specialization.

In particular, Sabadell’s Integrated Action Plan will focus on

- **Improving its attractiveness to retain these profiles .**
- **Communicating the business support services and other assets already available in the city**
- **Connecting industry (costumers) and young entrepreneurs (providers)**
- **Creating a vibrant environment (festivals, fairs, sport events)**

Torun – presentation by Małgosia Ptaszek

The main challenges Torun would like to focus on are;

- To make friendly place for creative business to settle down in the city centre
- To spreadhead change in awarrences, on how we think about the younger generation and how they see themselves, to see potential instead of shortage

In particular, Torun’s Integrated Action Plan will focus on

- **Revitalising the city centre to create more ‘third spaces’ for young people.**
- **Encouraging and promoting creativity.**
- **Encuraging collaboration and partnership working**



Torun’s Bella SKYWAY Festival

Study Visit to Kulturhaus - <http://kulturhauzhostel.com/>



The Foundation “Factory UTU” and “ Warehouse of good changes” are group of people who want to activate the community by initiating and carrying out the activities of cultural, artistic, social and civil rights. This is the only social cooperative in Toruń. They actively operate in the field of anthropology, visual and audible, in the area of culture - design and implementing the project nature of art, education with emphasis on participation, the revitalization of social, cultural, anti- discrimination. They are also in favor of disadvantaged groups, informal education and support tasks in the field of sustainable development, integration and social economy.

They have created a collective social company that joins a hostel and a culture centre. They want to make business but also to promote balanced development value and art potential of the city. They employed 5 people who were excluded, especially artists of visual art after graduated studies. They got support from City Hall of Toruń – place, and from UE funding - money for making new workplaces. For one year they get 1.500 zł (330 €) additional money for every employee (Marshal Office). After this time they have to run business without external support. They give 20% of their income for the founding statute.

People who come to Toruń and need modern, inspired, friendly place with no notice. Kulturhaus hostel is popular among artists and activists. All rooms at hostel are mixed and flexible arranged. You can also come with your beddings staff and negotiate a price for night. There is also a place for common work – rather small workshop room.

- KH situated in downtown Toruń, designed by artists
- serves only vegetarian food
- sorting and recycling household waste,
- follow the principles of slow movement
- use product do not tested on animals
- have gardens with herbs and plants
- kids friendly place,
- they offer special discounts for the culture sector, NGO’s and grassroots initiatives
- they organize cultural events and workshops for kids
- popularize non formal learning tools

Young people's perception of Torun

Presentation by Dr Stefania Środa-Murawska, Nicolaus Copernicus University

Dr Stefania Środa-Murawska and her students delivered a presentation entitled 'youngsters and their perception of historic cities', which sought to answer some key questions about GEN-Y's perceptions of Torun. In particular;

- What places are preferable and why?
- What makes Torun old town more friendly to students?

Stefania works with young people and is trying to get them to look at what makes the city, particularly the old town, attractive to young people. This research found;

Perception by secondary students

Old town not perceived as uniform space. Connotations with traditional and magical imagery. Survey identified most important association of old town are Nicolaus Copernicus, Gingerbreads, Gothic Old Town and Planetarium. Also identified places where people would choose to take their friends (Boulevard Philadelphia, Vantage Point, Cafes and Shops and pubs and Clubs).

Perception by university student

Old Town is an important place for University Students. Tourists Campus is some distance from the old town, but it is the place where people want to spend their time. Generally, students don't want to live in the old town because of the noise and tourists.

Perception by Socrates-Erasmus students

Young, mobile, venturesome cohort. Word of mouth was a strong driver for people. Cultural heritage, charm and beauty etc were all key reasons for visiting. Top ten visited attractions are all in the old town. Perception of cultural offer in Torun Average to Low.

How to make the city more friendly to students.

Referencing a Field Study 'The Development of cities in Germany'. A group of students undertook a study visit to Berlin, Lipsk, Frankfurt, Wiesbaden and Heidelberg and these field visits showed up some interesting elements of urban design which young people found attractive, in particular;

- Green spaces in the city;
- Berlin: Mauerpark. Flea Market. Open Garden. Social initiatives. Folkwiese, Karaoke Festival
- Public spaces.
- Parks. Urban Design.
- Spaces for artists and student groups.
- No prohibition

How to make the city more friendly

Old town is a meeting place for entertainment.

What creative industries?

Developing an Integrated Action Plan

Presentation by Jim Sims, Lead Expert

Over the course of the Torun meeting, the Lead Expert presented a range of background information, tools and frameworks that partners could use to help them to develop an Integrated Action Plan. This included;

- A summary of the Urbact Methodology
- Problem Identification: De Bono's black hat (and his Six Thinking Hats)
- IAP Planning Tools: Mini project-plans, LAP skeletons, ULG roadmaps and action learning plans

- Action Planning Processes and Action Tables (see opposite)
- Ideation Tools, including;
 - Brainstorming
 - Customer conversations / Customer observations / Stakeholder interviews
 - Literature reviews
 - Mindmapping / Fishbone Diagrams (<http://workshopbank.com/fishbone-diagram>)
 - The Problem tree (http://urbact.eu/sites/default/files/urbact_toolkit_online_4.pdf)
 - Customer Journey Mapping (<http://workshopbank.com/customer-journey-mapping>)
 - 5 Why's Root Cause Analysis (<http://workshopbank.com/5-whys-root-cause-analysis>)
 - Options Framework (<http://workshopbank.com/the-options-framework>)
 - Problem solving team building (<http://workshopbank.com/problem-solving-team-building>)
 - Prioritisation Matrix (<http://workshopbank.com/prioritization-matrix>)
 - The Design sprint (<http://www.gv.com/sprint/>)
 - See also 9 Creative Problem Solving Tools For Your Next Breakthrough Idea, Erik op ten Berg, <http://workshopbank.com/creative-problem-solving>
- Stakeholder Mapping
- ULG Structures and Meeting schedules
- Capacity Building – structures, communities and places

ACTION TABLE					
Expected result		Reduced motorised traffic in the city centre to 50% of 1990 figures			
Action Title & Short Description	Lead Actor or Agency	Key Partners	Intended Outputs	Timescale	Resources per annum
1.1 Introduction of smart traffic charging scheme Establishment of charging perimeter and installation smart control infrastructure	Municipality – Transport Dept.	- Police - Private IT company - Parking Authority - Motorist organisations - Media	Lower % of daily commuter car journeys	December 2015	?
1.2 Programme of pedestrianisation and redesign of public open space					
1.3 Increase public transport offer					
1.4 Extend and improve cycle network					
1.5 Reorganise parking system (offer and access routes)					
...					

An example of an Action Plan Framework

Study Visit to Business Link, Torun



Business Link started 12 years ago. A group of economy department students established the foundation “Academic Incubator for Business”. They had been helping other students start and own business by giving them substantive knowledge and teaching how to manage their own company. The most important thing was to share with them legal form as a company.

Afterwards, there was another idea, which came in response to need of financial support for start-ups. City Hall of Toruń and UE give them inputs for Investment Funds. They invest in proportion: 100.000zł (20.000 €) and take 15% of share (for one start up). For these years of activity they had met 340 ideas for business and 70 companies had started up. One of the great success was supporting the idea of small space craft which was buy by NASA. In that time need for new place was growing. In 2010 Kuyavian-Pomeranian Voivodeship and the City hall of Toruń made a deal and co funded new place for business Incubator of Technology in Toruń named “Business Link”. City gave a control under BL to the “AIP” Foudnation. They created a wide of accelerators for business in Poland.

BL is an effect of idea of creating the best place for business in Europe. Lots of people are involved in this project. They create innovative solutions for business, who make trends.

BL don't limited people or industry, they are wide open for ideas comes from economy alumni as well as fine arts. Everyone who starts work could get professional support.

BL operates in modern space in a revitalized building not far from the city centre. Offices are in open space destined to hire. They also have at their disposal space for creative work, meetings, workshops. At the top of the building, there is luxury business club and roof space to use as a patio.

BL offers 3 forms of backing:

- Space to work – perfectly fit for a modern run business
- Development program – mentoring and inspirations
- Linked companies – web of connections between local entrepreneurs and global country companies

In 2015, BL held the second position in Poland with regard to the amount of start-ups. In 2016, over 80 enterprenurs were participants of BL in Toruń, with over 600.000 zł (130.000€) being invested in start-ups, in cooperation with Municipality.

Project management, finance and communication strategy:

Presentation by Monika Owień-Hofman, Financial Officer and Karolina Prymas, Communication Officer

Monika and Karolina presented an overview of some of the key Project management, finance and communication strategy issues of the project.

8 Skype Meetings were planned during the course of the project.

8 Transnational Meetings are planned.

Mid Term Review End April 2017. An additional training session by Urbact Secretariat was planned on this.

Thematic Outputs

- 1 report by Lead Partner
- 1 Peer Review per partner.
- Good practices
- 8 Case Studies, presented during international meetings.
- 7 ULG meetings per partner (12 partners)
- Concept of IAP Proposed by partners.
- Integrated Action Plan should be complete by Feb 2018
- Political declaration signed by elected representative (deadline 31 Jan 2018)
- Report concerning policy recommendations. (31 Oct 2017)
- Short video. Concept (by 30 Nov 2017). Final version (by 31 January 2018)
- Local dissemination meeting. 12 needed. 1 Press conference.
- 24 articles connected with international meetings
- 3 weeks after international meeting. 8 articles need to be produced.
- 16 topics put forward by other partners.
- 2 articles per partner
- 8 newsletters 3 weeks after each meeting
- 1 roll up, 1 sticker and 1 brochure (deadline end december 2016)

Communication Strategy.

- Karolina gave out a communications strategy questionnaire

Finances

- Start 3rd May 2016
- End 3rd May 2018
- Manuals are obviously available
- Subsidy contract, Joint convention and Application Form contains much relevant information
- Staff Costs – 30-35% maximum. Total budget 235k Euro
- Office admin costs. Flat rate 3%
- 1 travel per person 650 euros
- Expenditure for expertise outside of the partner organisation relates to anything for the production of the thematic outputs.
- Expenses connected to meeting organisation.
- Expertise Communication
- Expert and non Travel Staff
- Equipment – nothing included
- Synergie: Password will be supplied.
- Decentralised FLC has a budget. Refer to Annex 4. FLC system.

The meeting closed with everyone thanking Torun for their hospitality

Key Contacts

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