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**Metropolitan City of Bologna (Italy)
Integrated Action Plan**

A new swing for a new city

GEN-Y CITY

*Developing, attracting & retaining Gen-Y
“creative-tech” talent in European cities*



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FOREWORD

This Integrated Action Plan (IAP) has been developed as part of the activities of Gen-Y City Network.

The IAP for the Metropolitan City of Bologna, entitled *A new swing for a new city*, reflects on the knowledge and lessons learned at transnational and local level on the theme mentioned above, and sets out the actions and activities to be carried out in the future.

It has been oriented by:

- the challenges we identified in the baseline study;
- our existing processes and practices around the relaunch of ‘creative-tech’ culture in the city;
- what we have learnt within the network and through other partners’ experiences;
- what we want to do and achieve moving forward.

Through this IAP, therefore, we want to lay the foundations for creating a new ‘creative-tech’ ecosystem in the metropolitan area of Bologna, starting from the knowledge of local strengths, weaknesses, possible risks and future opportunities, and treasuring the active and constant collaboration with both the different project partners, and the Urbact Local Group (ULG) members.

Of course, we will continue to work hard in the future, involving our key local stakeholders and trying to create, *together* with them, the best conditions to attract and retain Gen-y talent in Bologna and its metropolitan area.

SECTION 1: GENERAL CONTEXT

1.1. About the GEN-Y CITY Network



The Gen-Y City Network is an Urbact III project that has been co-financed by ERDF, that is exploring how cities can develop, attract and retain GEN-Y ‘Creative-Tech’ Talent.

Generation Y (also sometimes referred to as Millennials) are the demographic group following Generation X (those typically with birth years ranging from the early-to-mid 1960s to the early 1980s). There are no precise dates for when Generation-Y starts or ends; demographers and researchers typically use the early 1980s as starting birth years and the mid-1990s to early 2000s as ending birth years.

With the increasing shortage of ‘Creative-Tech’ talent across Europe, successfully developing, retaining and attracting GEN-Y ‘creative-tech’ talent will be important for the future prosperity of cities.

The project is led by the City of Poznań (Poland), and partners include Bologna (Italy), Genoa (Italy), Sabadell (Spain), Granada (Spain), Coimbra (Portugal), Nantes (France), Wolverhampton (UK), Kristiansand (Norway), Klaipėda (Lithuania), Daugavpils (Latvia) and Torun (Poland).

More information can be found at <http://urbact.eu/gen-y-city>

1.2. About URBACT III Programme

For about 15 years, the URBACT Programme has been the European Territorial Cooperation programme aiming to foster sustainable integrated urban development in cities across Europe. It is an instrument of the Cohesion Policy, co-financed by the European Regional Development Fund, the 28 Member States, Norway & Switzerland.

URBACT's mission is to promote sustainable urban development and a key element of this is to nurture the talent of city stakeholders across the EU. By building the capacity of city stakeholders URBACT aims to make Europe's cities stronger, fairer and cleaner. At the heart of URBACT activity are two main approaches: integrated urban development and participative action planning.

- The integrated approach – URBACT is based on a holistic approach that takes into consideration the physical, economic and social dimensions of urban development, from a sustainable perspective.
- The participative approach – the development of strong partnerships between public bodies, the private sector and civil society (including citizens and inhabitants) – is recognised as a cornerstone of efficient urban development policies.

What is an Urbact Local Group (ULG)?

URBACT Local Groups (ULGs) translate these principles into concrete local dynamics that aim to foster shared ownership of the urban planning process and also strengthen capacities of local actors.

URBACT Local Groups (ULGs) are a fundamental building block of the URBACT programme. Every city partner in an URBACT network is required to set up a ULG to bring together all relevant local stakeholders related to the chosen policy challenge the city wants to tackle (such as youth unemployment or regeneration of a deprived area). These stakeholders are engaged in order to participate in the development and implementation of local urban development policies. URBACT Local Groups are the vehicle by which integrated and participative approaches to urban policies are developed. By bringing together partners to collaborate on a specific issue, and to exchange their experiences at transnational level, the Local Group guarantees a more rigorous and innovative result, leading to the co-production of a Local Action Plan. The experience also strengthens the capacities of local practitioners and stakeholders to design and deliver more sustainable solutions to the challenges they face in future.

What is an Integrated Action Plan?

An Integrated Action Plan (IAP) is a strategic document that addresses identified needs, analyses problems and opportunities and puts forward sustainable, feasible solutions. All URBACT network partner cities have to produce a IAP and they can be written in a variety of formats.

The Integrated Action Plan is first and foremost a concrete and useful tool for the city to solve a local problem and/or improve a local situation. In URBACT, the Integrated Action Plan is the output of the URBACT Local Group participative process. It contains a roadmap and detailed plan (including timeframe and funding information) for the city to deliver solutions to the urban challenge addressed in each URBACT network.

1.3. About the metropolitan and city context

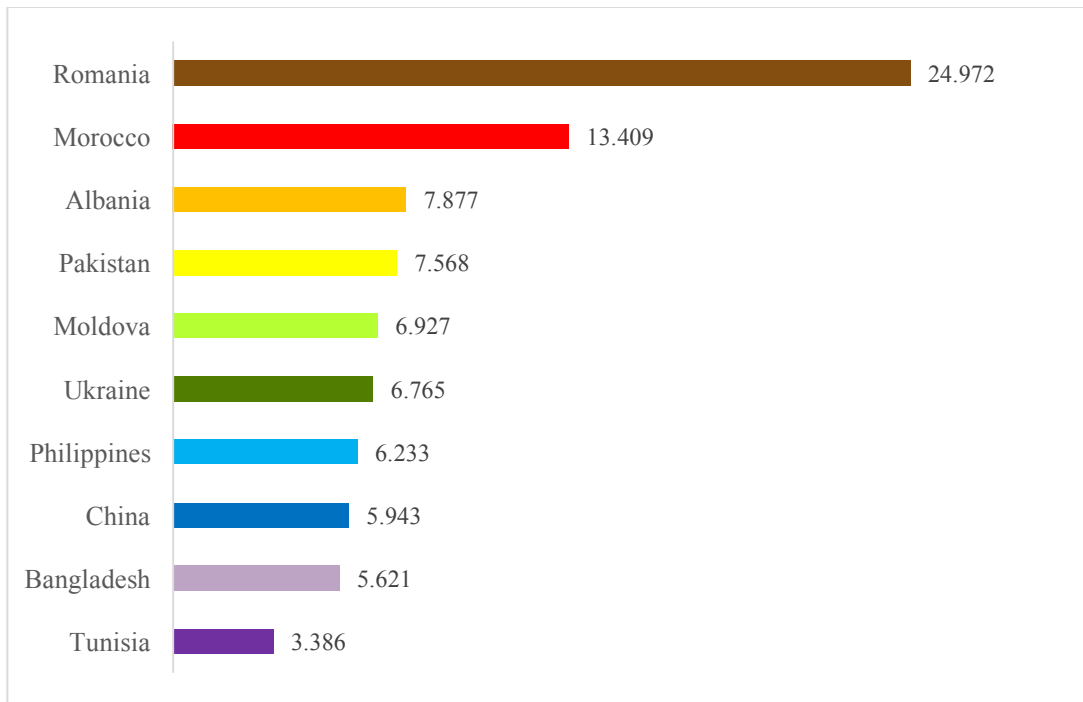


Located in the heart of northern Italy, between Florence and Venice, Bologna is a crossroad for people and goods between the country's north and south. It is the capital of Emilia-Romagna region with a population of more than 388,000, which rises to almost 1 million in the wider metropolitan area. Bologna, in fact, is also one of the 14 Italian 'Metropolitan Cities' (territorial entities and governance systems that have replaced the homonymous Italian provinces through the national Law n. 56 of April 2014), with an area of 3.700 km² including 55 Municipalities.

The fact that out of about 1 million inhabitants, 31,7% are young people and 11,7% foreigners (according to the data collected by the Bologna Chamber of Commerce, in December 2016) is very important and has to be considered because it helps to better understand the social, cultural and economic context of Bologna metropolitan area. According to the data mentioned above, in fact, the average age of foreigners residing in Bologna is 34,3 years (compared to 46,9 years of local Italian residents considered as a whole). School-age children up to 14 years of age are 17.3% of resident foreigners, while 72,7% of them are under the age of 45 years (accounting for 46,6% of the total local

population). Foreign citizens residing in the metropolitan area of Bologna are above all Europeans (42,2%) and Asians (36,3%).

Chart 1 – Foreign residents in the Metropolitan City of Bologna (top ten countries of origin, 2016)



Source: ISTAT data collected and processed by Bologna Chamber of Commerce, December 2016

These data are very important for fully understanding what is written below.

Analyzing the quantity and composition of foreign citizens residing in the metropolitan area of Bologna, in fact, is necessary to grasp the precious potential that foreigners have and bring in a community, both in socio-cultural and in economic terms.

- **A vibrant cultural life**

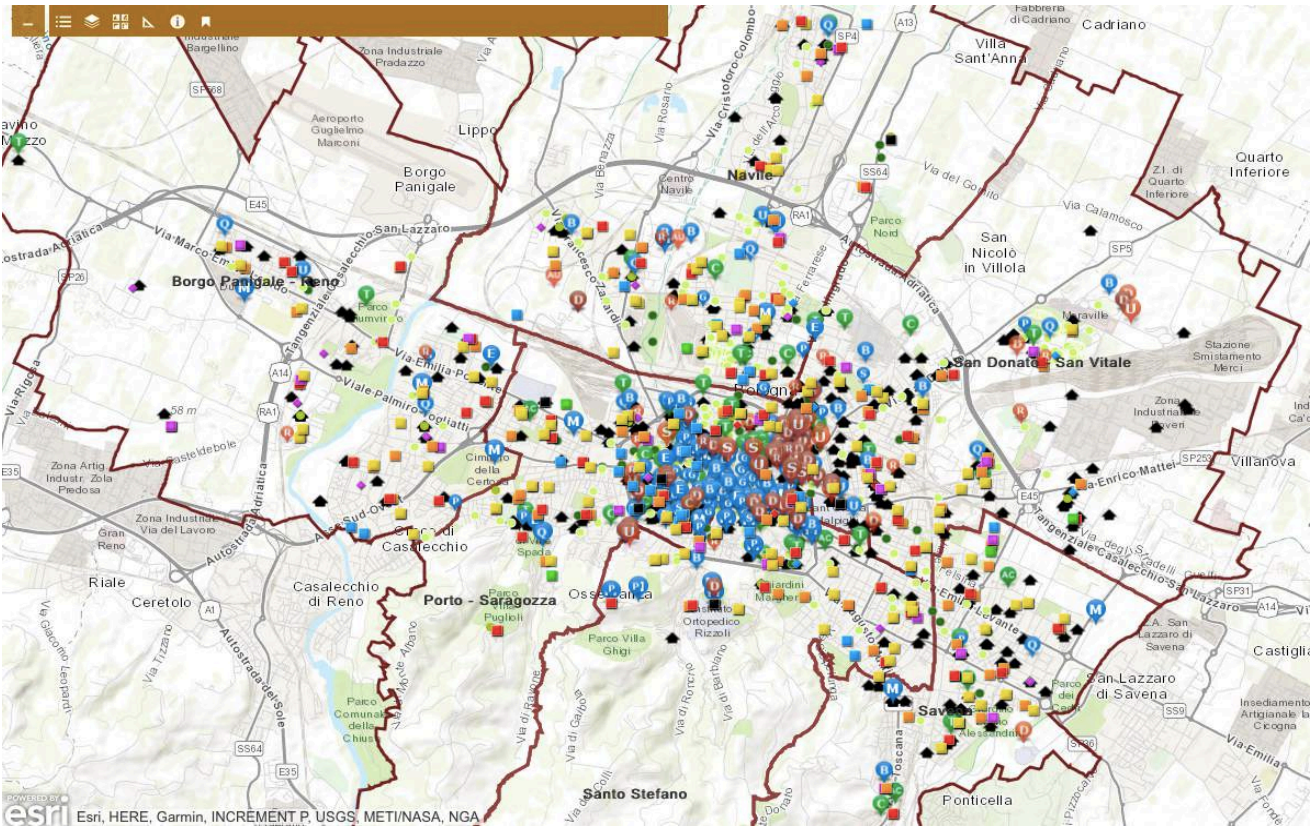
Bologna is a city rich in art, history and culture. The oldest university of the Western world, founded in 1088, is located in Bologna, also home to a number of prestigious research centers. Hosting more than 85,000 students in 2016-2017, the University of Bologna was the first one in Italy to establish a degree in art, music and performing arts, currently offering courses in art, cinema, music and theater.

Culture is, without doubt, one of the most important elements of Bologna’s reputation in the world. For the quality and quantity of its cultural occasions and events, the cultural offer of the city results to be multifaceted and international, especially in music (Bologna is a *UNESCO city of music*) and in avant-garde performances. The decision and goal of making the city one of the main epicentres of contemporary culture, therefore, has contributed to reinvigorated the entire museum and artistic heritage.

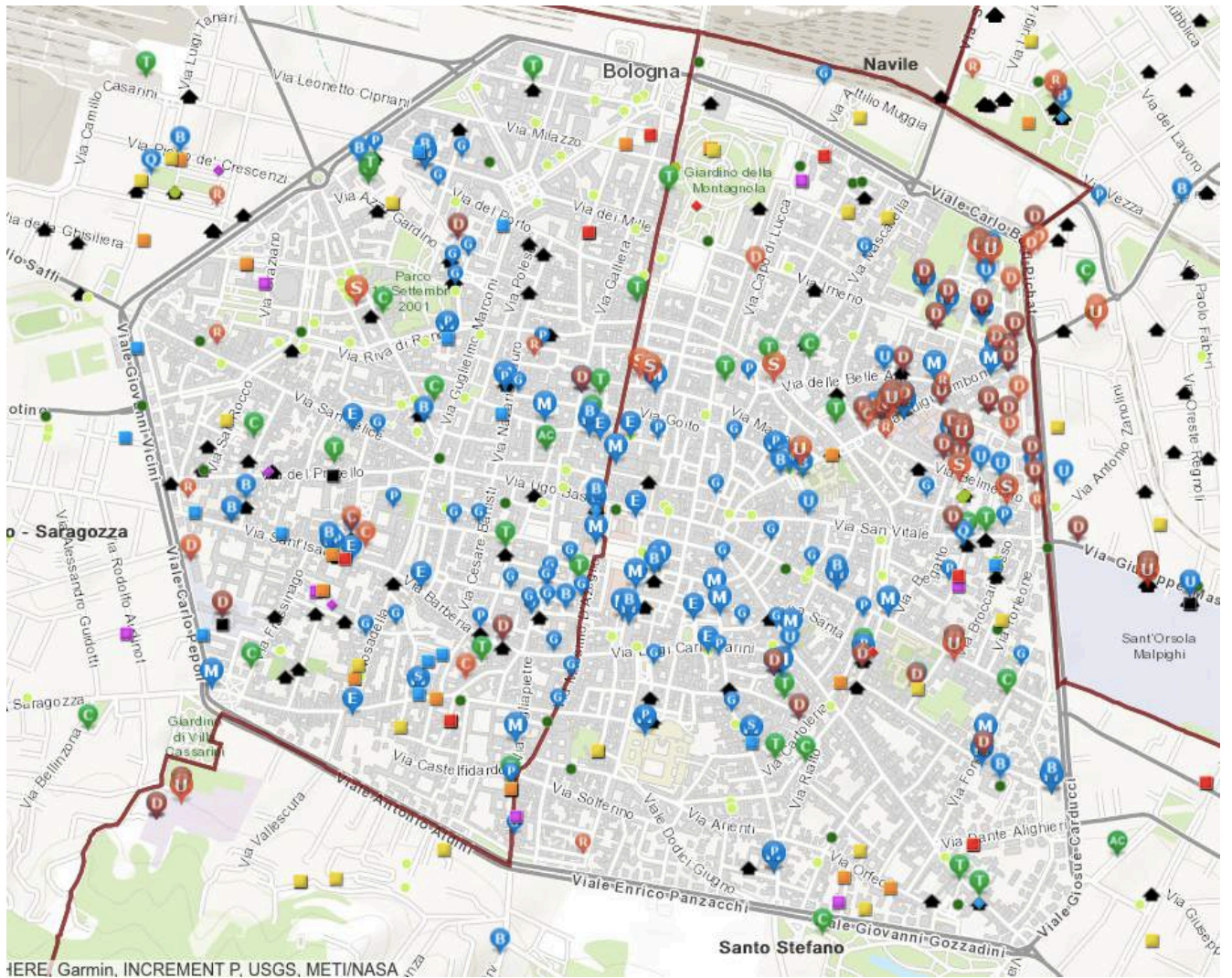
The idea that culture is, on one side, a competing market and, on the other, a right for all to enrich one's own existence, has always guided both municipal and metropolitan policies. Moreover, at resource level, culture is worth 6% on the entire budget of Bologna. Currently, there are many cultural and creative associations, institutions, foundations (and so on) in the local and metropolitan cultural scene: *Cineteca Foundation* and *Libraries Institution* are only two examples of them.

The maps below show the numerous ‘places related to Culture’ in the territory of Bologna (including associations, schools, universities, libraries, cinema and theaters, museums, exhibition spaces and galleries).

Map 1 – “Places of Culture in Bologna” (data relating to the municipal territory of Bologna)



Map 2 – “Places of Culture in Bologna” (data relating to the city center of Bologna)



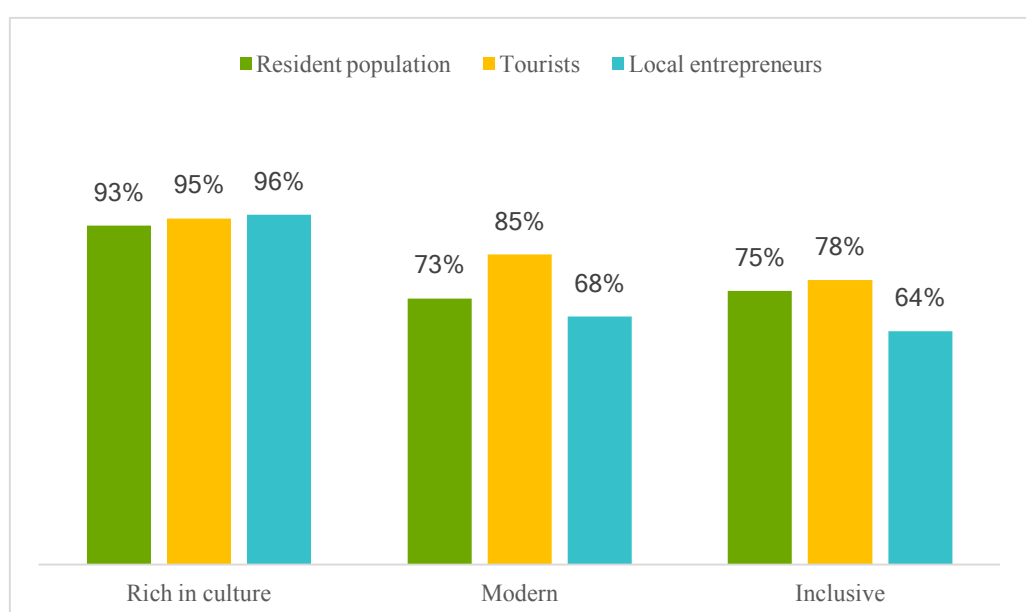
LEGEND

Schools	Extracurricular activities	Universities	Libraries	Museums, exhib. spaces & galleries	Cinema & theaters	Cultural & creative associations

Source: SIT elaboration, Municipality of Bologna (<http://sitmappe.comune.bologna.it/Cultura/>)

According to an interesting research (2017) carried out by *Nomisma* (an independent research and economic consulting company working for other companies, associations and public administrations, at both national and international level) for *Genus Bononiae. Museums in the city* (a cultural, artistic and museum itinerary, created by the *Cassa di Risparmio in Bologna Foundation*), the 3 adjectives that best describe the city of Bologna today are: *rich in culture*, *modern* and *inclusive*. More specifically, this was supported (in % slightly different) by: the resident population, occasional tourists and excursionists, and local entrepreneurs – as the chart below shows.

Chart 2 – Indicate the adjective that best describes the city of Bologna today (results of a *Nomisma* survey, 2017)



Source: *Nomisma Survey for Genus Bononiae*.

The same research also concludes that today Bologna is a good combination of tradition and innovation; a vibrant city, capable of building the future and offering important opportunities to young people; a place where culture represents the spirit of the city itself.

Strengthening the cultural and creative offer of Bologna, better if in a synergistic logic between the main actors that represent it, is certainly the key to continue to create added value through culture. As highlighted also in the research “*Lo swing delle città*” (“*The swing of the cities*”) – produced by the Metropolitan City of Bologna within the project, as information material supporting this IAP –, it’s very important *to try to identify the conditions to support and encourage the ‘creative atmosphere’ generated between the city cultural actors and institutional, economic and social subjects; policy*

holders and authorities designed to set strategies and initiatives to retain the talents into the cities, attract new ones, make sure that their presence in the cities is not episodic but stable and consolidated. In this way and in this sense, creativity and culture could concretely represent ‘catalysts’ for innovation, social inclusion, business development and local economic growth.

- **A growing economy**

Bologna is also the economic heart of Emilia-Romagna, the second region in Italy for number of innovative and creative start-ups and 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.

According to a recent study of the Chamber of Commerce of Bologna, *Innovative start-ups in Bologna – 1st half of 2017*, 234 innovative start-ups are located in the Metropolitan City of Bologna (to 30th June 2017), with an increase of +23.8% compared to the end of 2016 and +14.6% compared to the same period of 2016.

The city of Bologna is also first in the Region by number of active start-ups (with a share of 29.0%) and if we consider the number of start-ups per thousand active companies, then Bologna is the second Italian Metropolitan City, with a value of 2.8 (equal to twice the national average).

Chart 3 – Innovative start-ups by province (Emilia-Romagna region, 1st half of 2017 – absolute values)

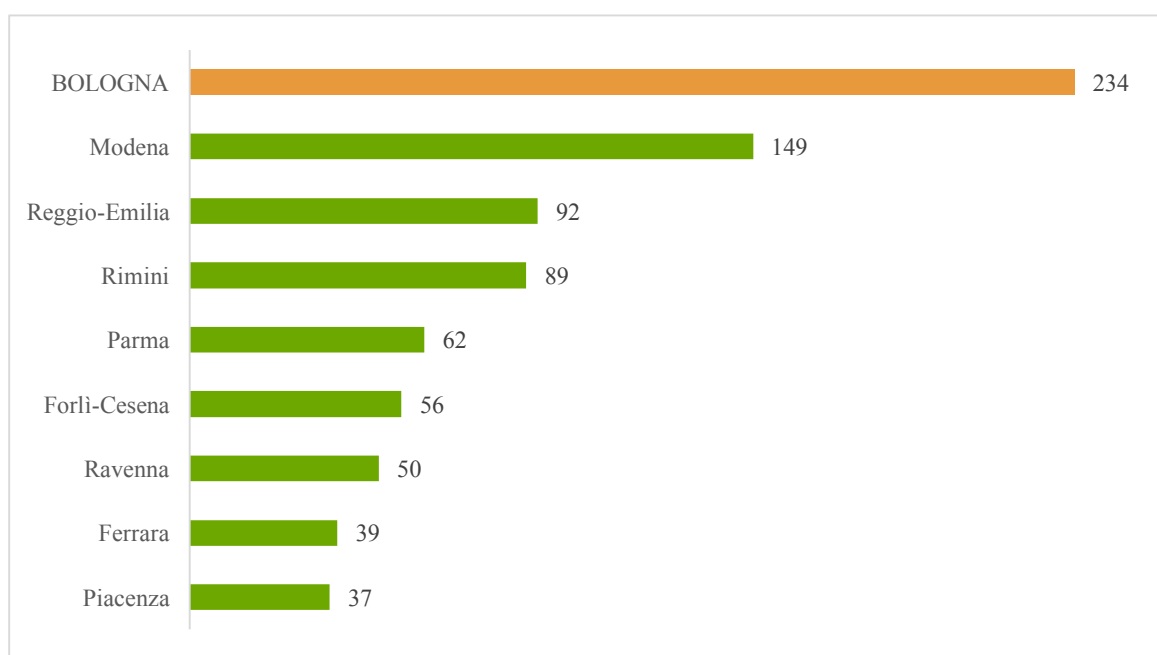
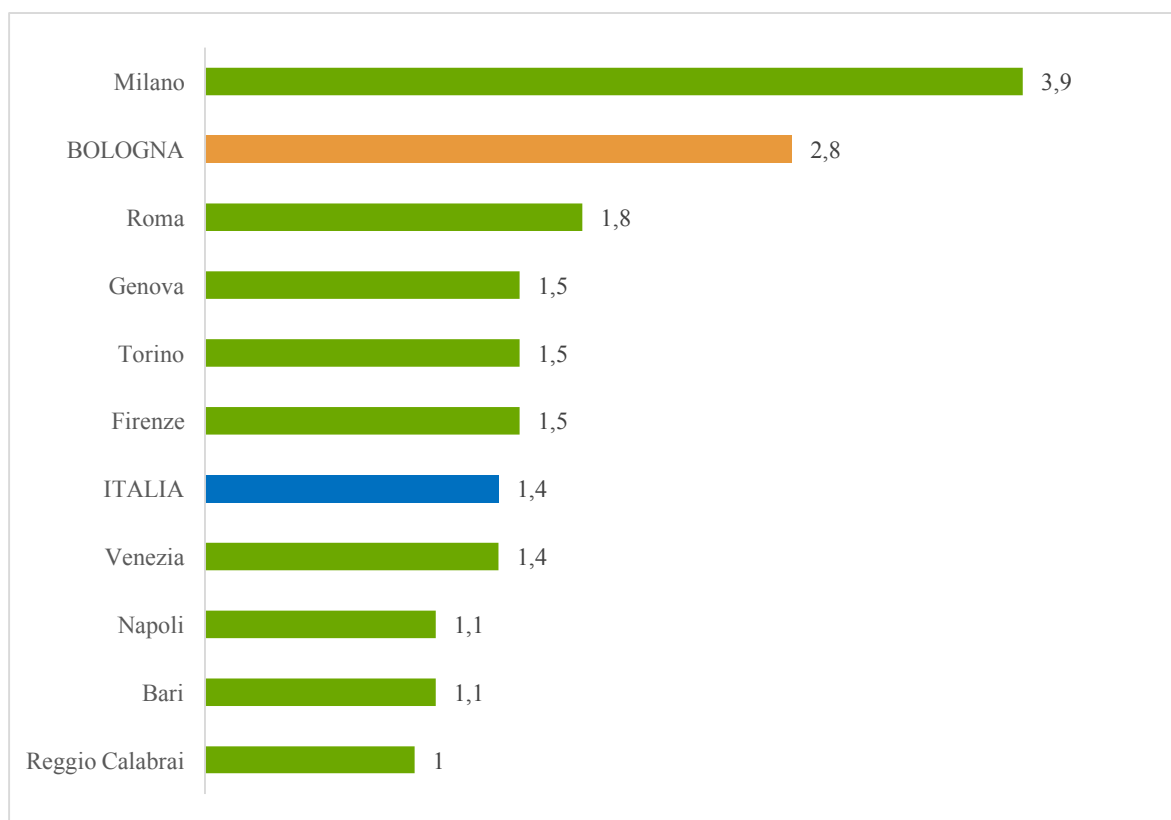


Chart 4 – Innovative start-ups for every thousand active companies by Metropolitan City (Italy, 1st half of 2017 – absolute values)



Data processing: Statistical Office of the Chamber of Commerce of Bologna. Source: Infocamere – Business register.

21,8% of innovative start-ups active in June 2017 operate in the industrial sector (more specifically, 20,09 in the manufacturing sector and 0,9 in the construction sector), while the remaining 78,2% is active in the service sector (more in detail: software production and IT consulting, 34,6%; scientific research and development, 12%; other professional activities, scientific and technical, 11,1%).

According to the study mentioned above, moreover, the innovative youth start-ups active in Bologna at 30th June 2017 are 46, with an increase of +9.5% compared to 2016 and +53.3% compared to the first half of 2016. Among the Italian Metropolitan Cities, Bologna is at the center of the ranking as an absolute value, while it is fourth as a percentage share of the total start-ups (19.7%, higher than the national average: 19.2%).

Chart 5 – Innovative youth start-ups by Metropolitan City (Italy, 1st half of 2017 – absolute values)

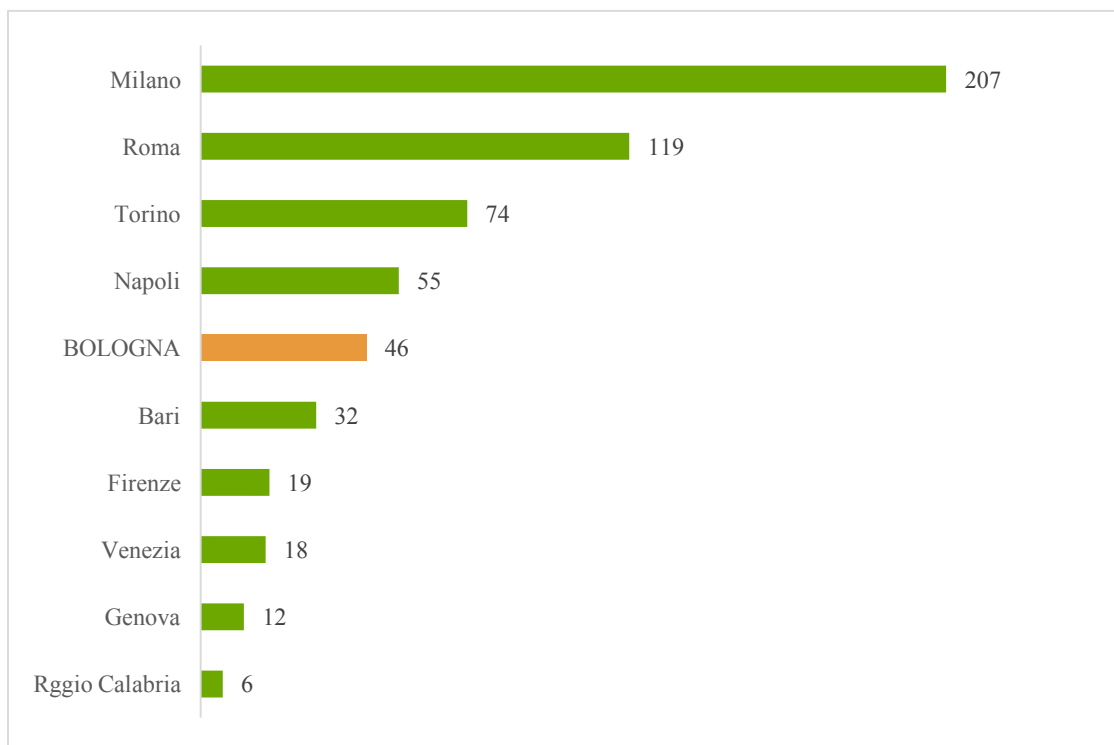
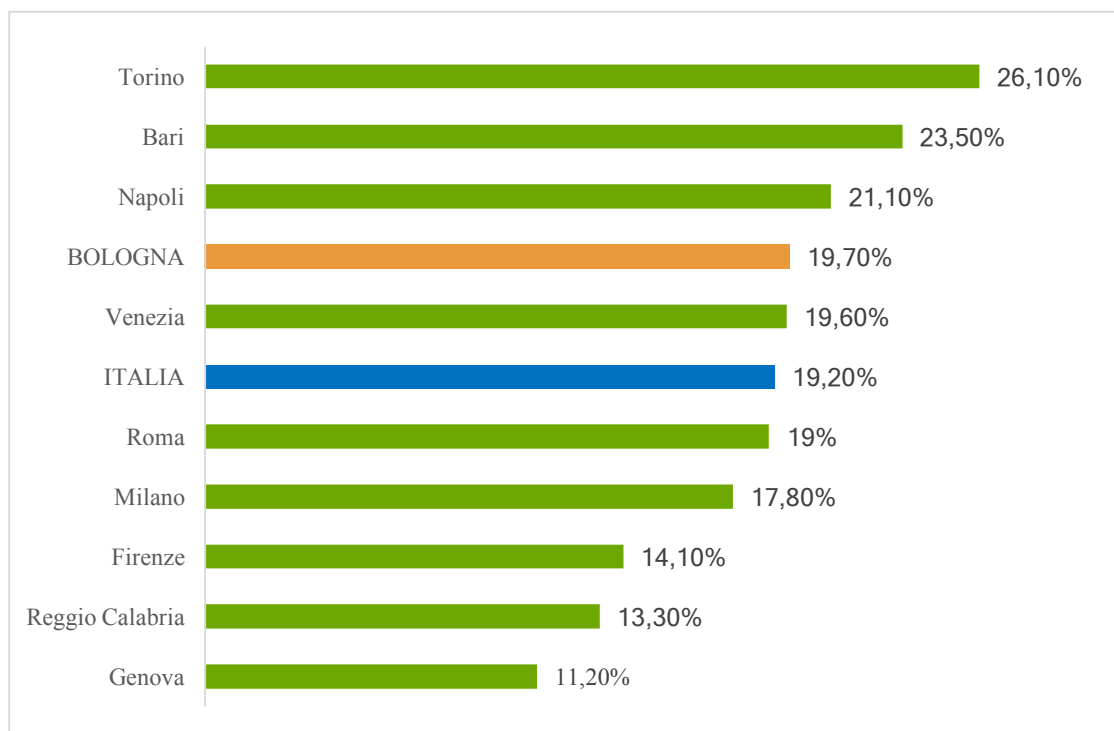


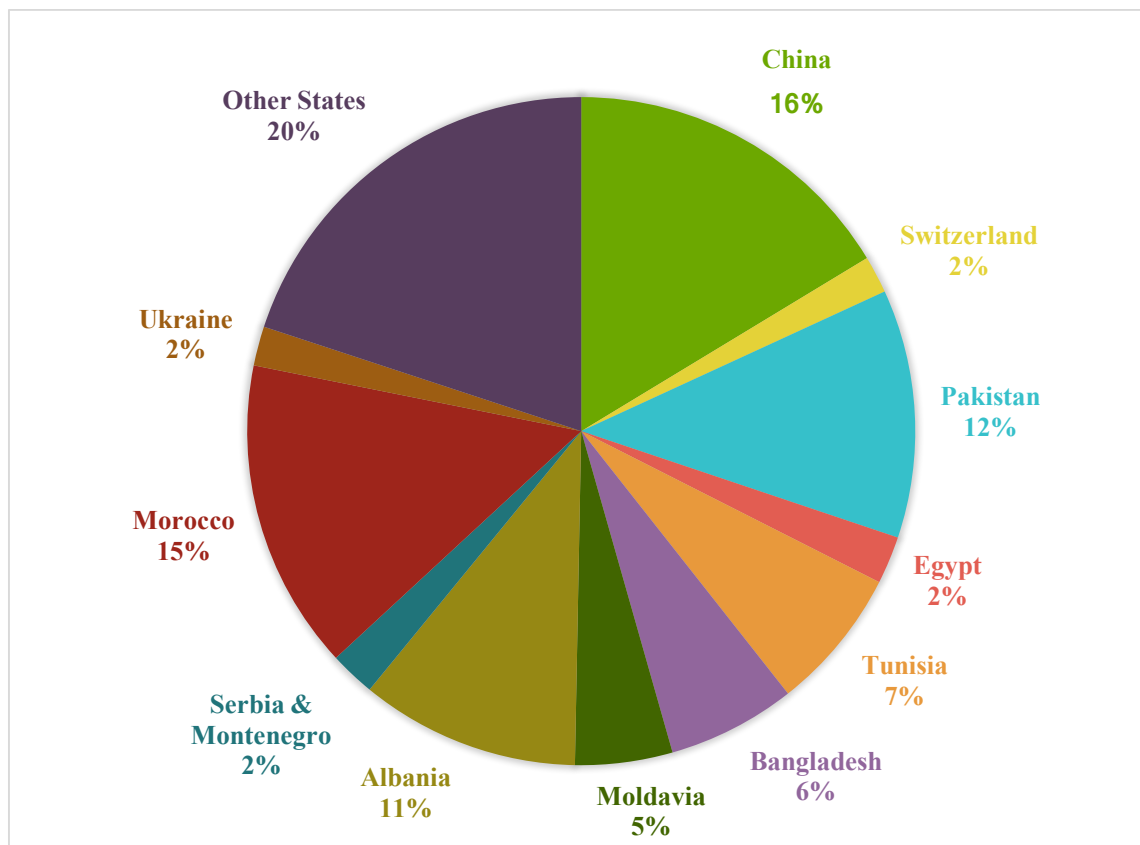
Chart 6 – Innovative youth start-ups by Metropolitan City (Italy, 1st half of 2017 – % share of total start-ups)



Data processing: Statistical Office of the Chamber of Commerce of Bologna. Source: Infocamere – Business register.

In this scenario, it's very important to consider that 9.741 are foreign companies (11,5% of total active companies based in the metropolitan area), while 6.532 are youth enterprises (7,7% of the total active companies in the Metropolitan City).

Pie chart – Non-EU holders of companies active in Bologna (by State of birth, December 2016)



Data processing: Statistical Office of the Chamber of Commerce of Bologna. Source: Infocamere – StockView (2016).

As regards exports in the metropolitan area, they continue to be a positive ground, acting as one of the main locomotive for the regional economy, strongly linked to manufacturing, trade and construction sectors. Bologna, in fact, has a thriving economy, being ranked 1st in Italy and 47th in Europe in terms of economic growth rate.

With its metropolitan area, Bologna is also the land of creative innovation – often compared to California's Silicon Valley –, and of technical excellence, with a local economy mainly based on heavy industry, mechanics, electro-mechanics, mechatronics and manufacturing: the most important industries are car and machinery, chemical engineering, textile production, fashion, and ceramics. Food processing is another key-industry in the city.

Bologna's thriving industrial economy has also caused many large firms to move into the city, including *Ducati*, *Lamborghini*, *Maserati*, the *Hera Group* and so on.

The services sector is growing off the back of industry and Bologna is home to one of the largest exhibition centers in Europe, the *Fiera District*, which hosts many conferences related to machinery, cars, and design.

- **Bologna and the *Global Cities Talent Competitiveness Index (GCTCI)***

The human factor is the most critical resource for national competitiveness. Launched in 2013, the *Global Talent Competitiveness Index (GTCI)* is an annual study ranking countries and major cities on their ability to attract, develop and retain talent.

Developed by INSEAD, the Adecco Group and TATA Communications, the GTCI provides a benchmarking tool for governments, cities, businesses and not-for-profit organisations to help design their talent strategies, overcome talent mismatches and be competitive in the global marketplace.

According to the *Global Talent Competitiveness Index 2018 Report* (2018) – including the Special Section *Diversity, Inclusion, and Urban Strategies: How Cities Compete and Innovate on the Global Talent Scene* – Bologna ranks 47th out of 90 cities covered by this year's index, with an overall score of 45.8/100.

In the following pages, a brief supplementary worksheet and a table with the specific data collected for Bologna with respect to the GCTCI have been reported.

In-depth information box



Last year, the 4th edition of the *Global Talent Competitiveness Index Report* (GTCI 2017) included a beta version of a *Global City Talent Competitiveness Index* (GCTCI). At the time, the report underlined that *‘innovative talent strategies are emerging from all parts of the world, and cities are playing an increasingly significant role in these strategies. Such strategies affect all aspects of talent competitiveness, including education, skilling and re-skilling, attracting external talents and fostering co-creation with local ones, as well as encouraging imported (or returning) talent to stay and contribute to long-term local objectives. When competing for talents, cities benefit from three key advantages over nation-states, namely (1) economic growth rates that can be significantly higher than the average national growth rate of their respective countries; (2) specific advantages related to geography, culture, or quality of life (environment, culture, cost of living, safety); and (3) a higher degree of agility and branding abilities’* (Lavin & Evans, 2016, p.99).

Figure 1 – The architecture of the GCTCI and its variables



Note: IGO = intergovernmental organization.

Source: *The Global Talent Competitiveness Index 2018 Report*, p. 91.

Table 1 – GCTCI cities and rankings: overall and by variable (1st-10th cities and Bologna)”

Rank	City	Country	GCTCI OVERALL	1. ENABLE			2. ATTRACT		
				1.1 R&D expenditure	1.2 ICT access (households with internet)	1.3 Presence of Forbes Global 2000 companies	2.1 GDP per capita	2.2 Quality of life	2.3 Environmental quality
1	Zurich	Switzerland	71.0	49.8	90.4	78.0	57.5	100.0	95.9
2	Stockholm	Sweden	68.2	64.4	96.6	70.2	38.6	98.8	93.1
3	Oslo	Norway	68.1	47.6	95.1	21.4	73.0	94.6	95.0
4	Copenhagen	Denmark	67.1	79.8	93.5	17.6	37.0	97.7	92.7
5	Helsinki	Finland	66.8	64.6	93.5	27.0	30.0	93.8	96.3
6	Washington	United States	66.5	52.5	70.4	8.4	100.0	69.6	97.7
7	Dublin	Ireland	66.1	n/a	87.4	93.0	49.6	93.7	97.7
8	San Francisco	United States	63.4	74.9	78.2	29.5	34.2	87.3	97.7
9	Paris	France	63.2	48.6	85.8	71.4	32.6	95.4	92.2
10	Brussels	Belgium	62.7	24.7	82.7	16.8	37.6	90.7	93.1
47	Bologna	Italy	45.8	28.7	73.5	7.4	27.2	61.9	93.6

3. GROW			4. RETAIN				5. BE GLOBAL			
3.1 Major universities	3.2 Tertiary enrolment	3.3 Use of social networks	4.1 Personal safety	4.2 Physicians density	4.3 Monthly expenses	4.4 Monthly rental	5.1 Workforce with tertiary education	5.2 Population with tertiary education	5.3 Airport connectivity	5.4 Presence of IGOs
100.0	70.3	34.1	83.7	54.7	63.1	73.0	61.6	82.8	100.0	0.0
90.0	48.2	56.5	87.9	50.7	79.5	78.9	63.4	82.0	36.0	9.4
80.0	72.9	74.1	59.9	56.1	61.3	76.7	71.8	88.0	56.3	19.8
90.0	70.3	63.5	85.6	45.7	85.3	76.9	56.9	80.8	32.6	21.7
80.0	69.1	62.4	82.6	45.8	87.8	82.4	65.6	84.4	39.4	24.9
40.0	60.6	61.2	84.3	97.7	68.2	54.6	59.7	96.4	26.4	95.5
60.0	54.6	52.9	53.1	19.9	77.2	63.8	56.6	66.7	73.1	6.4
100.0	60.6	61.2	83.7	22.8	68.7	17.4	100.0	100.0	43.0	0.0
90.0	51.4	31.8	77.2	39.9	70.3	67.2	66.3	75.7	42.8	26.3
60.0	95.3	64.7	82.1	38.0	83.1	84.3	64.9	69.3	8.5	69.4
50.0	56.7	30.6	60.9	41.3	79.5	88.9	21.4	22.4	28.8	0.0

Source: The Global Talent Competitiveness Index 2018 Report, p. 104-107.

To conclude:

Bologna boasts a vibrant cultural life and an emerging ‘creative-tech’ economy, directly supported by local Public Administrations, institutions and a multitude of cultural and creative associations.

The city position in GCTCI ranking (47th out of 90 cities considered) and its specific data are quite good, even if they can be improved.

The recent economic, social and cultural trends, however, have hampered the full development of some important sectors linked to the local ‘creative-tech’ economy, highlighting the need for a new metropolitan strategy, particularly targeted at young people and their future professional opportunities.

SECTION 2: GOALS OF OUR INTEGRATED ACTION PLAN

2.1. Definition of the initial problems and policy challenges

Despite its cultural and economic liveliness (also confirmed by the data above), the Metropolitan City of Bologna has experienced – and is experiencing – some social and economic challenges, directly and indirectly related to ‘creative-tech’ talent retention and attraction.

From the economic point of view, in fact, the general economic crisis of recent years has hit the metropolitan area hard, changing the structural features of the local economic and productive system in a short time. Many companies have ceased their business and some important production sectors have disappeared for the serious economic difficulties encountered. In particular, the crisis has affected the traditional and low-technology manufacturing (e.g. textiles and traditional mechanics), and 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).

As shown in the small table below, moreover, the general youth unemployment rate in Italy and in Bologna was quite high in 2015, even if slightly lower than in 2014. Bologna, more specifically, figures in the middle of the Italian ranking.

Table 2 – Youth unemployment rate in Italy and in Bologna, in 2015

	Male	Female
Italy	38.8%	42.6%
Bologna	24.3%	39.2%

Source: <http://statistica.comune.bologna.it/cittaconfronto/lavoro-0>

To the question “*is it easy to find a job in your city?*”, moreover, only 21% of *full agreement* was registered in Bologna, in 2012. Below, two interesting graphics highlight the position of Bologna in a European level ranking related to this question.

Chart 7 – Bologna ranking (21% full agreement) compared to all other European cities, in 2012



Chart 8 – Bologna ranking (21% full agreement) compared to the European cities of the same rank, in 2012



Source: New Metropolitan Strategic Plan 2.0

If we then consider, more specifically, the data on the age structure of businesses located in Bologna, we can observe that the highest incidence of youth (less than 29 years of age) employed can be found in the financial services (60.8%), professional services (41.7%), commerce (40.6%), ICT (39.9%) and paper & printing industries (39%). Conversely, the age structure of the metal, mechanical and chemical industries is generally more mature, despite the urgent need and the demand for young manpower!

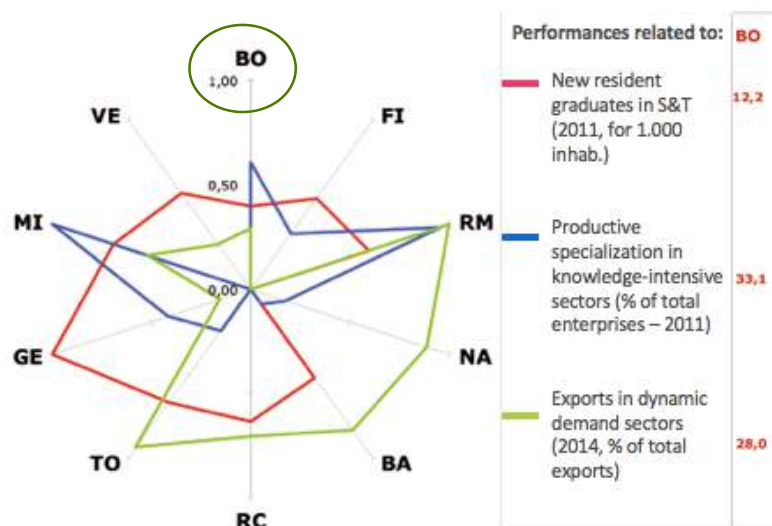
According to the Bologna Chamber of Commerce's data, in fact, the hardest graduate vacancies to fill are those related to scientific roles and engineering (respectively with 42.9% of 220 and 39.8% of 840 companies reporting such difficulties). More in detail: 33.4% of companies reporting recruitment difficulties are metal industries, 32.1% are mechanical engineering companies, 32.1% are IT and telecommunications industries and 29.1% are electronic and electrical engineering industries. The same survey, moreover, shows that the sectors most affected by the lack of suitable (young) candidates include: IT and telecommunications (23.8%), mechanical engineering (21.7%) and metal industries (18.3%). Conversely, the main sectors reporting difficulties resulting from the



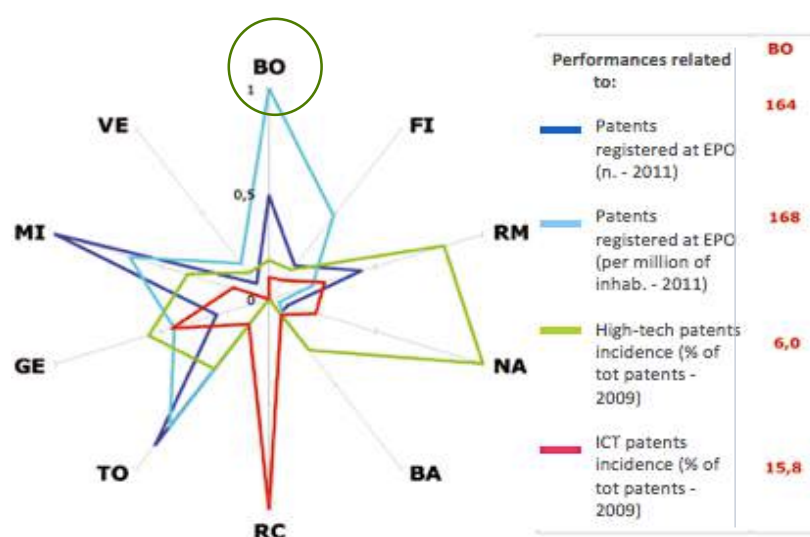
inadequate skills of applicants include: electronic and electrical engineering industries (16.8%) and metal industries (15.1%).

The spider diagrams below further help to understand what is written above.

Spider diagram 1 – Graduates in S&T and innovative sectors in some Italian Metropolitan Cities



Spider diagram 2 – Reduced incidence of patents in key areas for innovation (High-tech, ICT) in some Italian Metropolitan Cities



Source: New Metropolitan Strategic Plan 2.0

Although the current range of business support services offered by the Metropolitan City of Bologna is of a good standard, *a further expansion and a better qualification of these services* could be strategic to develop innovative ideas and projects specifically targeted at young talents, entrepreneurs and aspiring entrepreneurs, supporting them in the emerging sectors above.

Finally, the core problem of youth unemployment is also directly linked to the greater **difficulties for young entrepreneurs and aspiring entrepreneurs in accessing traditional sources of financing** (necessary to create a new enterprise/start-up and/or to expand existing business activities, but increasingly stringent on the minimum guarantees required – including a stable job – to grant a loan). *Promoting alternative financing channels and tools among young people*, therefore, could be a possible solution to this problem.

To conclude, all the challenges described above are encouraging the Metropolitan City of Bologna to look at how to intervene in the skill market, supporting young people in:

- a) exploring and exploit the socio-cultural and economic potential of foreigners, especially young foreigners, living in the metropolitan area of Bologna;
- b) being more prepared and better qualified for exploring the professional opportunities linked to the new emerging sectors (particularly, green and circular economy);
- c) accessing to alternative financial resources necessary to create a new enterprise/start-up and/or to expand existing business activities.

2.2. Analysis of problems to be addressed by the IAP and proposed solutions

IAP – CHALLENGES AND SOLUTIONS TABLE	
For analysing issues and brainstorming practical solutions	
<i>Challenges</i>	<i>Solutions</i>
<p>Difficulty in fully understand and exploit the socio-cultural and economic potential of (especially young) foreigners</p>	<p>To promote an international society in which different cultures contribute, each with their own specific knowledge and skills, to the development of the whole community,</p> <p>(<u>STRATEGY</u>) by enhancing, particularly, foreign students' skills</p>
<p>Difficulties, especially for young people, to fully explore the professional opportunities related to new emerging sectors (such as green and circular economy) in the labour market, directly and indirectly connected to technical-scientific skills, and very important as potential 'catalysts' for new jobs and business models</p>	<p>To support young people as entrepreneurs and/or aspiring entrepreneurs in being more prepared and better qualified for exploring the economic and professional opportunities related to the new emerging sectors,</p> <p>(<u>STRATEGY</u>) by extending and better qualifying-integrating support services for young entrepreneurs, start-ups and businesses, through promoting new experiences in the innovative and emerging sectors concerned</p>
<p>Difficulties, especially for unemployed young people, to access traditional financing needed to create a new enterprise/start-up and/or to expand existing business activities</p>	<p>To support young people as entrepreneurs and/or aspiring entrepreneurs in facing difficulties in accessing to traditional financial resources,</p> <p>(<u>STRATEGY</u>) by extending and better qualifying-integrating support services for young entrepreneurs, start-ups and businesses, through exploring and promoting new possible financing tools and channels (such as <i>crowdfunding</i>)</p>

2.3. Setting of focus, goals and related strategies of the IAP

In light of the above, Metropolitan City of Bologna's strategic objectives are:

To promote an international society in which different cultures contribute to the full development of the community

To raise and improve local (especially young) entrepreneurs' awareness and knowledge on the important opportunities related to the new emerging sectors of *green and circular economy*

To raise and improve local (especially young) entrepreneurs' awareness and knowledge on the important opportunities related to the alternative form of financing that is *crowdfunding*

In pursuing these strategic goals, the Metropolitan City of Bologna is taking the cue from examples of business organizations such as *Ferrari, Lamborghini, Ducati, Yoox*, all based in Emilia-Romagna region and all representing successful businesses in which new technologies, creativity, Italian design and the ability of generating brands & marketing are associated with the mastery of production and innovation.

Other local excellences such as *Golinelli and Must Foundations, School-museum and fashion cultural center by Masotti* etc. have been considered too, especially for their extraordinary ability to combine business and culture, involving young people in a dynamic and attractive way.


In addition to being inspired by real 'business-cultural examples' and good practices of the territory, the Metropolitan City will carefully consider the existing regional and local policy tools and plans (better described in Chapter 2.5) in order to pursue the strategic goals mentioned above in a more coherent, effective and efficient way, identifying the most appropriate future strategies.

The goals of reducing youth unemployment and catalysing youth entrepreneurship has been influenced, for example, by the *Smart Specialisation Strategy* promoted by Emilia-Romagna Region, with its strong focus on Mechatronics, Mechanical Engineering, New Technologies, Health, Culture & Creativity. More and more often, in fact (as highlighted by the RIS3 E-R), these kinds of production require ICT and social media-based services, particularly suitable for young people with a proper preparation, education and training.


Also within the framework of the new *Metropolitan Strategic Plan (PSM 2.0)* and in line with the *Metropolitan Covenant for Employment and economic and social development* (signed in 2015 by the Metropolitan City, CCIA Bologna, business associations and unions), therefore, the Metropolitan city of Bologna would like to achieve the above overall objectives by:

- 1) **Enhancing foreign students' skills**, developing new and innovative training and work paths for this particular target group, also aiming at contrasting the stereotypes on young foreigners – often seen as subjects exclusively "to be assisted" or "at risk". As well analyzed in the previous paragraphs, in fact, foreigners represent an important part of the local population and context, especially foreign young people. Therefore, it is very important to stimulate the integration and mutual knowledge, collaboration and social integration with them, better if through training and professional activities directly involving young people.
- 2) **Extending and better qualifying-integrating the supply of support services for businesses and start-ups**, developing innovative ideas and projects specifically addressed at young entrepreneurs and aspiring entrepreneurs. The Metropolitan City of Bologna already has a number of services aimed at promoting the creation and development of new businesses in the area (including providing regulatory information, financial support, training and counselling, conferences, seminars and meetings). However, it feels the need to review this range of services to ensure they are particularly suitable for young people and start-ups: in this regard, all the activities aimed at promoting creative businesses and IT service companies will be considered particularly interesting. The extension and re-qualification of business support services, more specifically, will be based on two main areas of engagement, both considered very important within this IAP:
 - 2.1) The **exploration and promotion of new experiences and opportunities in emerging sectors** such as, in particular, *green and circular economy*. Also in this field, the Metropolitan City of Bologna intends to strengthen its expertise, developing innovative activities aimed at involving experts, young people, local businesses and local institutions, in order to encourage a useful, effective and collaborative exchange of information between them. The Metropolitan City would emphasize the potential of green and circular economy to stimulate young people (as entrepreneurs and aspiring entrepreneurs) and local start-ups to approach new suitable business models, trying to overcome the current local barriers.
 - 2.2) The **exploration and promotion of new forms & channels of financing**, such as *crowdfunding*. Thanks to its dynamic, participatory and “social” nature, this innovative form of financing could be an excellent catalyst of new experiences and good practices promoted at local level and particularly targeted at young people, young entrepreneurs and aspiring entrepreneurs. These more vulnerable target groups, in fact, often have to cope with various obstacles, first of all related to the economic and bureaucratic difficulties in accessing traditional funding sources needed to create a new local business/a start-up and/or to stimulate the development of existing business activities.

2.4. IAP Action List Table


Action Line 1 Enhancement of foreign students' skills		
Framework	<p>Already for a long time, at metropolitan level, space has been given to the valorisation of young people's skills, including young people who come from contexts with fewer opportunities, as an important source of 'energy' and creativity for overcoming marginality, and improving places and social relations.</p> <p>This is a conceptual overturning that sees the young person potentially "disadvantaged" as a person with specific skills, able – if appropriately supported – to play an active role and consequently modify in a positive sense the image he/she has of himself/herself.</p> <p>Compared to young foreigners, the theme is even more articulated because, being a foreign, in our context, is not automatically equivalent to living a situation of unease and marginality.</p> <p>At the same time, it is a delicate condition that impacts on people identity, even for young people of second or third generation, and therefore it should not be underestimated.</p> <p>The basic hypothesis is that foreign young people (starting from those who attend our schools and training centres) are the bearers of specific linguistic, cultural and transversal skills that can be enhanced from a professional point of view, in business contexts or in other organizations that, for various reasons, need to relate to foreign countries and people of different nationalities (e.g. in the tourism sector).</p> <p>Obviously, it is not intended to "bind" foreign young people only to paths that are related to their countries of origin, nor to prevent comparison and integration between different cultures. It is considered important to try to develop a new thought, verifying its validity, identifying its advantages and boundaries.</p> <p>It is also necessary to go beyond the "positive discrimination" in favour of foreign youths, more and more "Italian", working instead on a society that assumes the presence of immigrants as a catalyst to take on an international perspective as a whole.</p>	
Specific objective and overall goal	<p>(S.O.) To fight the stereotypical vision of the young foreigner as a subject exclusively "to be assisted" or "at risk".</p> <p>---</p> <p>(O.G.) To promote an international society in which different cultures contribute, each with their own specific skills, to the development of the community.</p>	
Specific strategy	<p>Development of pilot projects of school-work alternation / internship / business creation / professional growth, involving young foreigners.</p>	
Expected result	<p>Dissemination of processes for identifying and enhancing the specific skills of young foreigners as usual practice in training and work.</p>	

Result indicator	Number of pilot projects of school-work alternation / internship / business creation / professional development involving young foreigners. Number of young foreigners involved.			
Legal/official planning framework	<ul style="list-style-type: none"> ➤ Emilia-Romagna S3 ➤ New <i>Metropolitan Strategic Plan</i> (PSM 2.0), Objectives 4-7, Cross-cutting issue A 			
Overall timescale	2017-2020			
Responsible actor(s)	<i>Metropolitan City of Bologna – Social Development Department</i>			
Activities	Key partners involved	Expected outputs & corresponding indicators	Estimated costs & resources	Phase & timetable
Paths to enhance young foreigners' skills	Schools, Universities, businesses and local bodies	Number of pilot projects of school-work alternation / internship / business creation / professional growth involving young foreigners developed. Number of young foreigners involved.	Dedicated staff	In progress

Action Line 2 Extension and better qualification-integration of support services for businesses & start-ups:	
Sub-action line 2.1 through the promotion of new experiences and opportunities in innovative and emerging sectors linked, in particular, to the <i>green and circular economy</i>	
Framework	<p>Emilia-Romagna is the third Italian region by number of enterprises that have invested in green technologies in the period 2008-2013. More than 4.000 enterprises located in or nearby Bologna are green. Despite this promising situation, however, the regional RIS3 (<i>Research and Innovation Strategies for Smart Specialization</i>) highlights that in most of the productive sectors a better resource management would be required as well as a second life material approach.</p> <p>The promotion of new business models could help young people, entrepreneurs and aspiring entrepreneurs, to explore more innovative and eco-friendly driving forces for local development, with a positive impact both on environment and on employment. As emerging sectors, in fact, green growth and circular economy may catalyze the creation of new, technical and creative professions, particularly related to the development of green processes and to the design of green products.</p>
Specific objective and overall goal	<p>(S.O.) To raise local (especially young) entrepreneurs' awareness and knowledge on the important opportunities related to the new emerging sectors of <i>green and circular economy</i>.</p> <p style="text-align: center;">---</p> <p>(O.G.) In pursuing this specific objective, the MCB0 aims at contributing to stimulate new job opportunities, innovative business models and a more general 'green growth' in the metropolitan area of Bologna.</p>
Specific strategy	<p>The Metropolitan City of Bologna, also in line with the 2014-2020 Emilia-Romagna Regional Operational Programme (Axis 3: "Competitiveness and attractiveness of industrial system" - Investment priority 3c: "Support the creation and expansion of capacities for the development of products and services" – Specific objective 3.1: "Relaunch of propensity to investment inside productive sector"), aims at supporting the growth of local businesses and start-ups through the promotion of new experiences and opportunities linked, in particular, to the sustainable development related to green and circular economy.</p>
Expected result	<p>More local (especially young) entrepreneurs supported and involved in the future activities / events promoted on the new emerging sectors mentioned above.</p>
Result indicator	<p>Number of MCB0's support activities developed for young entrepreneurs, businesses and start-ups, particularly linked to the new emerging sectors of <i>green and circular economy</i> (baseline = 3; target = about 5 more by 2020)</p>

Legal/official planning framework	<ul style="list-style-type: none"> ➤ Emilia-Romagna <i>Smart Specialisation Strategy</i> (S3) ➤ New <i>Metropolitan Strategic Plan</i> (PSM 2.0) – Objective 1 			
Overall timescale	2017-2020			
Responsible actor	<i>Metropolitan City of Bologna – Economic Development Department</i>			
Activities	Key partners involved	Intended outputs & corresponding indicators	Estimated costs & resources	Phase & timescale
Promotion of raising awareness and information events on green growth, circular economy, nature-based solutions and related strategic opportunities, held by experts of the sector together with entrepreneurs who have already oriented their businesses/start-ups towards the green strategies; these activities and events will be	Local <i>Observatory for Environmental Sustainability</i> , young people as entrepreneurs and aspiring entrepreneurs, experts of green and circular economy, local businesses and start-ups, local governments and authorities, business development agencies, branch associations	<p>3 raising awareness and information events</p> <p>--</p> <p><u>O.I.</u> = Number of local businesses, SMEs, start-ups (at least 60) and young aspiring entrepreneurs (at least 30) participating in the events and activities organised</p>	About 10.000,00 € and dedicated staff	To be carried out: by December 2020

Activities	Key partners involved	Intended outputs & corresponding indicators	Estimated costs & resources	Phase & timescale
<p>Collection and dissemination of local and European good practices related to green and circular economy, with a White Book for entrepreneurs and aspiring entrepreneurs explaining them why and how to orient their businesses/start-ups towards a green growth, exploring the most suitable strategies to the local environment and strengthening the network of local stakeholders</p>	<p>Experts of green growth and circular economy, universities and research centers, local businesses and start-ups already oriented and/or interested in orienting towards green & circular solutions, local development agencies, young entrepreneurs and aspiring entrepreneurs</p>	<p>An e-catalogue of good practices and a White Book</p> <p>--</p> <p><u>O.I.</u> = Number of entrepreneurs and aspiring entrepreneurs reached and informed: at least 150 by December 2020</p>	<p>Dedicated staff</p>	<p>To be carried out: by April 2018</p>
<p>Development of new project proposals and fundraising activities aimed at promoting new initiatives and opportunities in innovative and emerging sectors (particularly, green and circular economy)</p>	<p>Schools, local institutions and governments, research centres, universities, business associations, companies, SMEs and start-ups</p>	<p>About 2 new project proposals</p> <p>--</p> <p>O.I. = No. of new projects developed and fundraising activities promoted</p>	<p>Dedicated staff</p>	<p>To be carried out: May 2018- December 2020</p>

<h2>Action Line 2</h2> <h3>Extension and better qualification-integration of support services for businesses & start-ups:</h3>	
<h3>Sub-action line 2.2</h3> <p>through the exploration and promotion of new forms of financing, such as <i>crowdfunding</i></p>	
<h3>Framework</h3>	<p>More and more often, especially after the recent economic crisis, young people, entrepreneurs and aspiring entrepreneurs have to face many economic and bureaucratic problems related, in particular, to access to traditional funding sources (e.g. bank loans, subsidized loans etc.) needed to develop a new local business/a start-up, or to invest in the growth of existing business activities. These obstacles represent a real brake both (directly) on the promotion and implementation of new business ideas, and (indirectly) on the local economic and social development.</p> <p>To give a concrete response to this situation, the Metropolitan City of Bologna intends to explore alternative sources and methods of financing, such as <i>crowdfunding</i>. While in several European countries (such as UK and Netherlands) crowdfunding has quickly established and spread as an alternative and effective funding mechanism, in Italy it is still a relatively little-known tool. However, also our country is working to promote crowdfunding and inform people (especially young people) about it, through thematic initiatives and events.</p> <p>Through the communication via Internet and Web 2.0, in fact, it is possible to give visibility at new ideas, marketing campaigns and innovative business models easily and quickly. For this reason, crowdfunding can be an effective alternative way for financing business ideas, more flexible and open than traditional channels for obtaining resources through venture capital, traditional loans, or on the financial market (still too selective, in Italy, with regards to start-ups).</p>
<h3>Specific objective and overall goal</h3>	<p>(S.O.) To raise local (especially young) entrepreneurs' awareness and knowledge on the important opportunities related to the alternative form of financing that is <i>crowdfunding</i>.</p> <p style="text-align: center;">---</p> <p>(O.G.) In pursuing this specific objective, the MCBo aims at contributing to stimulate new job opportunities and innovative business models in the metropolitan area of Bologna.</p>
<h3>Specific strategy</h3>	<p>To effectively foster crowdfunding, we have to deal with the key issue of trust and reliability of persons who enter into a relationship, both crowdfunders and proponents of campaigns, projects & products. For this purpose, the Metropolitan City of Bologna will focus its action on the very important role of “certifiers” and “guarantors” that public institutions can play. In fact, on one side they can build effective rating mechanisms in the different proposals of crowdfunding, creating contacts between the operators; on the other, they can make a monitoring on the effectiveness of interventions.</p>

	Finally, the Metropolitan City will highlight the fundamental role played by public organizations in helping operators to grow, both throughout the development of innovative and experimental policies for the promotion and dissemination of crowdfunding; both throughout the development of qualified locations for the operators' training and for the circulation of effective service models.			
Expected result	More local (especially young) entrepreneurs supported and involved in the future activities / events promoted on <i>crowdfunding</i> and related opportunities.			
Result indicator	Number of MCB0's support activities developed for young entrepreneurs, businesses and start-ups, particularly linked to the alternative form of financing that is <i>crowdfunding</i> (baseline = 0; target = at least 2 by 2019)			
Legal/official planning framework	<ul style="list-style-type: none"> ➤ Emilia-Romagna S3 ➤ New <i>Metropolitan Strategic Plan</i> (PSM 2.0), Objective 1 			
Overall timescale	2017-2020			
Responsible actor(s)	<i>Metropolitan City of Bologna – Economic Development Department</i>			
Activities	Key partners involved	Intended outputs & corresponding indicators	Estimated costs & resources	Phase & timetable
Information activities related to an existing platform aimed at promoting crowdfunding as a fundamental opportunity, especially for young entrepreneurs and aspiring entrepreneurs	Experts of crowdfunding, universities and research centres, businesses, local development agencies	Information materials (especially digital contents) on the platform -- <u>O.I.</u> = No. of local businesses, SMEs and start-ups reached and informed: at least 150 by December 2019	Dedicated staff	To be carried out: by December 2019

<p>Organization of a <i>Crowdfunding Fair</i>, consisting in 1-2 days of events, workshops and frontal counselling meetings on crowdfunding, given by experts of the sector and young entrepreneurs as real beneficiaries of crowdfunding campaigns.</p> <p>The <i>Crowdfunding Fair</i> will be addressed particularly (but not only) at young people and potential young entrepreneurs, with the aim to concretely and realistically explain them what is crowdfunding, how to create a targeted crowdfunding campaign and how to lay out a correct and effective business plan</p>	<p>Experts of crowdfunding, young entrepreneurs and aspiring e. as beneficiaries of crowdfunding campaigns, local businesses and start-ups</p>	<p>Information events and activities promoted within the <i>Crowdfunding Fair</i></p> <p>--</p> <p><u>O.I.</u> = No. of people (especially young people) and potential future entrepreneurs involved and informed during the <i>Fair</i>: at least 150 young people by June 2018</p>	<p>About 4.500,00 € and dedicated staff</p>	<p>To be carried out: June 2018</p>
<p>Development of a new project proposal and fundraising activities aimed at exploring and promoting new forms of financing (particularly, crowdfunding)</p>	<p>Schools, local institutions and governments, research centres, universities, business associations, companies, SMEs and start-ups</p>	<p>1 new project proposal</p> <p>--</p> <p><u>O.I.</u> = No. of new projects developed and fundraising activities promoted</p>	<p>Dedicated staff</p>	<p>To be carried out: May 2018- December 2020</p>

Timing - GANTT Table

Activity	Months for actions and activities (from September 2017 to December 2020)																																						
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N
Management & coordination																																							
AL1 – Enhancement of foreign students’ skills																																							
Paths to enhance young foreigners’ skills																																							
AL2 – Extension and better qualification-integration of support services for businesses & start-ups: Sub-AL2.1 – through the promotion of new experiences in emerging sectors (green and circular economy)																																							
Raising awareness and info events on green growth, circular economy & nature-based solutions																																							
White Book on local and European ‘green good practices’ for entrepren. And aspiring entrepren.																																							
New project proposals & fundraising activities linked to green and circular economy																																							

2.5. Integration of Gen-Y City IAP with other local and regional strategies, plans and policy instruments

In the past years, the Metropolitan City of Bologna has done a lot to give priority, in its agenda, to the development of ‘creative-tech’ talents. Bologna, moreover, has steadily worked to stimulate creative enterprises and strengthen the creative milieu in the city. Lastly, Metropolitan City’s direct and active collaboration with local Universities has proven to be fundamental in establishing new tech-incubators and hubs in the area.

In order to better understand the close relation and integration between Metropolitan City of Bologna’s IAP and other local and regional strategies, the latter will be described and explained more in detail in the following paragraphs.

- **At local/metropolitan level:**

- a) **The new *Metropolitan Strategic Plan, PSM 2.0***

Metropolitan Cities are new governance systems born in Italy through the Law n.56/2014, decreeing the conversion of the major provinces in ‘metropolitan cities’. Bologna is one of them.

From 2015, it was also launched a major reorganization process that has slowed the implementation of policies. Despite this, it was possible to share, with the main local actors, strategic objectives to enhance employment, in particular for young people. Now it comes to finding the most effective and practical ways to implement these strategies.

The first Strategic Metropolitan Plan (PSM) of Bologna has been approved on July 2013 (the first in Italy), after a 16 months’ participatory 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 April 2016, the guidelines for PSM 2.0 were shared and 7 are the objective identified:

1. the identity of Bologna metro: a great place to live and to develop new projects;
2. urban and environmental regeneration for beautiful, safe and healthy towns;
3. more mobility and less greenhouse gas;
4. manufacturing, new industry and the school as development engine;
5. Bologna metropolitan as capital for the cultural and creativity production, with access to open, free, easy knowledge;
6. a fair and equal education system from early childhood to university;
7. health and welfare: the wellness industry that generates wealth.

In the framework of the new plan we would like to build innovative participatory actions related to Gen-Y issue.

By clicking on the image below, you can see a brief [video](#) (in IT with subtitles in EN) presenting the PSM 2.0.



b) The Metropolitan Covenant for Employment and economic and social development

On 29th April 2015, moreover, the Metropolitan City of Bologna, 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 Emilia-Romagna region for years.

This strategic policy instrument has the aim of putting in close contact the most important local actors relating to the development of employment and job opportunities: schools, universities, research centres, companies and foundations with regards to the development of corporate social responsibility. As part of the Metropolitan Covenant, we have identified a number of matters relevant to promoting

employment: through supporting innovative sectors of the economy, promoting investments in the green and circular economy, encouraging the upgrading of the network of services to tackle unemployment and promote social inclusion.

The actions to strengthen labour policies are also relevant to contrast the economic crisis and the associated problems of impoverishment of the industrial fabric of Bologna and Emilia-Romagna area. In coming years, the policies should aim to encourage innovation, research and development within the businesses. Small and medium-sized enterprises – which represent the most significant part of the local economic structure – struggle to find resources and effective methods for implementing technology transfer and application of research results to the production process and the supply chain.

The most important objectives of the Covenant should be summarized as follows:

- labour and industrial heritage protection;
- corporate welfare;
- enhancement of the attractiveness of the territory, the industrial areas and the city.

As evident from the title of the agreement, this policy instrument considers both the economic and social dimension, aiming at enhancing the employment and strengthening social cooperation as a factor of local economy development.

Besides, the Covenant takes into account also the environmental dimension, highlighting the employment benefits of new forms of economies and business related to green and circular approach: these economies are indeed growing with a high employment intensity. Then we embraced an integrated approach where the three dimension – economy, society and environment – are inseparable parts of sustainable development.

With a bottom-up process, the Covenant – signed by the Metropolitan City of Bologna, CCIA Bologna, business associations and unions – provides a system of objectives 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. Consistently with these objectives, the signatories want to support resource programming and guide structural funds allocation to selected and consistent actions, focusing on social cohesion and the promotion of a new system of public/private relationships, in order to choose priorities, with particular reference to actions capable of producing higher employment intensity, fostering new welfare systems, and strengthening social cooperation as a factor of local economy development.

b.1) The project “*Insieme per il lavoro*” (*Together for the job*)

Fully in line with the *Covenant for Employment*, the project *Insieme per il lavoro* was officially launched in May 2017 by the Metropolitan City, the Municipality and the Archdiocese of Bologna (in collaboration with employers' organizations, business organizations and trade unions) with the aim of maximizing the job reintegration of people in difficulty by implementing new paths of horizontal cooperation. Integrating different actors – institutions, parishes, Caritas, associations and realities of the third sector – the project is aimed at people in conditions of fragility who live in the metropolitan area of Bologna (residents or domiciled), and in particular at unemployed adults and young people in difficult socio-economic conditions.

Since the project has defined economic resources, however, it is structured to try to give priority answers to the people who are part of the so-called ‘target profiles’, that are:

- people who do not already benefit from a public measure (for example, a measure of active employment policy promoted by the Municipality, socio-health Districts, or the Regional Employment Agency);
- people who do not have an already structured professional profile, a so-called "strong profile" on which to count to act also independently.

The specific actions aimed at supporting vulnerable people described above can be different: direct placement in the labour market with the possible activation of a traineeship; basic or specific training activities, according to needs identified on a case-by-case basis.

Insieme per il lavoro also encourages social economy projects through the creation and support to start-ups or those already operating in the territory. Specifically, it requires:

- project sustainability and specific skills of the candidate;
- ability to create new jobs for ‘target people’ identified by the project *Insieme per il lavoro*;
- connection with existing territorial realities, promoted by public or private bodies.

The economic resources of the project (currently structured to last 4 years) are considerable: 10 million Euros of municipal and metropolitan resources, and 4 million euros of the San Petronio Foundation. More specifically, the share made available by the Municipality and Metropolitan City of Bologna comes from: a) the European funds of the PON METRO (Metropolitan Cities Operational Plan), in the axes concerning social inclusion & training; b) resources made available annually by the European Social Fund through Emilia-Romagna Region; and c) municipal resources for training internships. The 4 million that will be made available by the San Petronio Foundation, on the other side, derive from the profits of the Faac company.

b.2) *The Guide to Business Opportunities in the Savena and Idice Valleys*

Recently, still within the framework of the *Covenant for Employment*, the Metropolitan City of Bologna – in collaboration with the Union of Municipalities Savena-Idice – has developed a *Guide to Business Opportunities in the Savena and Idice Valleys*, analysing the possibilities of entrepreneurial development, consistently with the economic, demographic, social and geographical structure of the territory. The *Guide*, further confirming Metropolitan City's attention to the development of new businesses and start-ups on its territory, will be officially presented in February-March 2018.

c) *The network of metropolitan desks supporting start-ups (Business project Service)*

The Economic Development Sector of the Metropolitan City coordinates an integrated network of desks supporting start-ups and the accompaniment of the new youth enterprises.

The *Business project* service was created in 1989. The idea was to set up a desk that offered counselling targeted to aspiring entrepreneurs before opening their own business. During these years, the Bolognese desk was flanked by seven other desks in order to be present in metropolitan area.

The network every year receives an average of 700 people and follows about 350 business ideas, which range in all areas of business. The number of women are turning to the door is almost the same as men, as proof of good propensity for entrepreneurship of women in the territory. The majority of users who come to the desks have an employee work or are unemployed brief that want to develop their own business project. A good percentage of users is also represented by entrepreneurs and professionals who are interested in redesigning its business.

d) *Business Angels Network Bologna*



B.A.N. Bologna was established in May 2001. It is a network of informal investors and businesses geared to the relationship of trust, based in Bologna, with the intent: a) to help promote the economic development of the Metropolitan City of Bologna and Emilia-Romagna region, with particular attention to the introduction of innovation in SMEs; b) to help promote the culture and the venture capital instruments; c) to help raise the managerial capacity and the availability of capital for start-ups and early stage companies.

B.A.N. Bologna also adheres to the Italian and European Business Angels network (IBAN, EBAN). For more information, see also the website: www.banbologna.it.

e) *Incredibol!*

Incredibol! – *l’Innovazione Creativa di Bologna* (Bologna’s Creative Innovation) is a project promoted by the Municipality of Bologna and the Emilia-Romagna Region, in order to support innovative professionals and businesses in the cultural and creative field, in particular during their start-up phase. *Incredibol!* is a broad network of partners, made up of public and private businesses already working in Bologna and/or in the Emilia-Romagna region. They all offer different services to help young creative professionals to develop their ideas into business. The Metropolitan City is part of this network and contribute to the *Incredibol!* call for proposal. For more information, see also the website: www.incredibol.net.



- At regional level:

f) *The Smart Specialisation Strategy (S3) of Emilia-Romagna Region*

Emilia-Romagna has a clear regional strategy on innovation, started in 2002 with the Regional Law no. 7/02: “Promotion of the Industrial Research, Technology Transfer and Innovation in the productive system of Emilia-Romagna”.



This regional strategy can be considered as an example of governance for the implementation of a “knowledge based economy”, focusing not only on actions aimed at promoting isolated excellence, but also on a framework of actions aimed at creating a “Regional Ecosystem of Innovation”, that is an environment for a generalised increase of competitiveness in the region.

The strategy is based on three main pillar:

1. stimulating R&D activity in firms and especially in SMEs, supporting projects involving newly graduates and including collaboration with research centres;
2. promoting industrial research and technology transfer from Universities and public research organisations to firms through a regional network of industrial research laboratories and innovation centres, organized into regional thematic platforms and located into a regional network of ‘technopoles’;
3. evolving industrial clusters towards knowledge dimension, through collaborative research and technology transfer, networking firms and promoting start-ups.

So, the main steps of the regional analysis are:

- to identify clusters with the highest employment potential and competitive impact to the regional economy;
- to match selected clusters with the supply of industrial research platforms included in the Regional Network High Technology;
- to identify mechanisms to steer the system towards innovation pathways aimed at strengthening competition, to product diversification and to tackle major societal challenges and scenarios for medium-long term;
- to develop specific strategies and various measures to be implemented.

In this framework, the two main key challenges identified are: on the one hand, to upgrade the technology level and competitiveness of clusters playing a crucial role for the regional specialization model; on the other, to reinforce emerging clusters with a high innovative potential and employment for the future.

Finally, it's interesting to note that among the main clusters identified as strategic for the future competitiveness and development of the region, we can find Mechatronic, followed by Health Industry, Creativity & Culture. This confirms the direct relationship between the development of technical sectors, in particular, and the socio-economic welfare in the region and in the metropolitan area.

g) The Regional Operational Programme ERDF of Emilia-Romagna

The Programme aims to boost innovation by improving the regional system of R&D, contribute to achieve 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 (S3) described above.

Finally, the Programme aims at contributing to improve the energy efficiency of the region as well as to promote the diversification and competitiveness of SMEs.



SECTION 4: PROCESS FOR DEVELOPING THIS IAP

4.1. About our ULG

The Metropolitan City of Bologna considered it appropriate to involve, in its ULG, several actors and bodies: from Public Administrations to local enterprises, start-ups and associations of businesses-SMEs; from middle and high schools, Universities and research centers to bodies with technical expertise.



More specifically, in fact, the key stakeholders – and relevant representatives – involved in Metropolitan City’s ULG are:

a) *Economic Development Department of the Metropolitan City of Bologna*

It works to:

- stimulate local economic development through its programming power;
- enforce and create new networks and synergies between the main local actors;
- support local businesses and SMEs through the management of funds and services (also in collaboration with Emilia-Romagna Region);
- encourage the creation of new enterprises and start-ups.



In the past years, it has improved the sustainability and the attractiveness of its industrial areas, helping local economic actors – especially businesses and SMEs – in finding green and sustainable solutions. To that end, the Metropolitan City has promoted and implemented various information and training projects and initiatives on these issues.

Representatives involved:

- *Marino Cavallo* – Head of *Research, Innovation and European project management Department* of the Metropolitan City of Bologna, that is the Department responsible for project local management, ULG coordination, and IAP development and future implementation. He is the Local Project Coordinator and ULG Coordinator.
- *Valeria Stacchini* – *Research, Innovation and European project management Department* of the Metropolitan City of Bologna. She is the Communication officer.

b) Social Development Department of the Metropolitan City of Bologna

It promotes the relationships between school institutions, work organizations and local autonomies, in order to contribute to the local cultural, social and economic development. Within the Metropolitan Strategic Plan of Bologna, particular attention is paid to the development of technical culture, which implies:



- the qualification and innovation of all channels and specializations of technical education and training, from secondary school onwards, in connection and integration with the production system;
- the realization of initiatives aimed at promoting, among families, children, young people and citizens, a greater awareness of the connections between “doing” and “thinking”, highlighting the importance of technique in our lives.

Its main areas of intervention are:

- networking between different school addresses, schools, businesses and territories;
- improvement of school curricula;
- lab didactic, also through the new technologies;
- support to school-work alternation and to all forms of integration between education and production system;
- development of orientation skills;
- projects for foreign students.

Among its main initiatives there are:

- “The relaunch of technical education” project;
- the “Festival of Technical Culture”.

Representative involved:

- Laura Venturi – Head of *Social Development Department* of the Metropolitan City of Bologna.

c) Nuovo Circondario Imolese

It is an autonomous local authority consisting in an Association of 10 Municipalities, with a population of 133.007 inhabitants and an area of 787,28 km².



Among the main functions assigned to it by the member Municipalities there are:

- staff management, municipal tax administration, local police;
- information systems, local public services and intercommunication planning systems.

It is an important actor representing the real needs and difficulties of a consistent proportion of young people and young entrepreneurs/aspiring entrepreneurs of the metropolitan area of Bologna. So, it has supported the Metropolitan City especially in identifying the initial problems and challenges, elaborating possible future solutions.

Representative involved:

- *Sonia Cicero* – Head of *Territorial, Social and Sanitary Service* of Nuovo Circondario Imolese.

d) University of Bologna and Alma Mater Foundation

Alma Mater Studiorum – *Univeristy of Bologna* is considered the oldest university in Europe. Currently, it hosts more than 84.000 students, with its 5 Campuses, 11 Schools, 33 Departments, 12 Research and Training Centers, about 11.000 research products and 210 Degree Programmes. Its and *Alma Mater Foundation's* involvement in ULG is particularly important as they supported and support the Metropolitan City in doing a complete and detailed research about project issues “applied” to the metropolitan context. They also have actively contributed to collect up-to-date data during the elaboration and development of the IAP.



ALMA MATER STUDIORUM
UNIVERSITÀ DI BOLOGNA



Representatives involved:

- *Roberta Paltrinieri* – Coordinator of the master's degree in Sociology and Social Service, *Department of Sociology and Law of Economics of the University of Bologna*.

- *Sabrina Pedrini* – Professor of Cultural Economics and Microeconomics, *Departments of Political Science and Economics, Management and Statistics, University of Bologna.*
- *Bruno Cortesi* – Member of the *European Projects Unit* staff, *Research and Innovation Area* of Alma Mater Foundation.

e) *AlmaCube S.r.l.*

AlmaCube S.r.l. is the incubator of the *University of Bologna* and, together with *Unindustria Bologna*, creates excellent and highly innovative start-ups, accompanying young talents in successful business paths.



It was created in 2013 in order to support the best business ideas from the early stages of setting up and developing of entrepreneurial project. To that end, it works to provide well-equipped logistical structures and tools (administrative offices, wiring, phone connection, etc.) aimed at giving a first physical identity to start-ups, and support services such as marketing and management consultancy, and many others. Moreover, AlmaCube offers important integration and networking opportunities by catalysing relationships with businesses and institutions based in the area.

Representatives involved:

- *Giampaolo Pagliuca* – Scouting and Business Plan Support Area of AlmaCube.

f) *Incredibol! team*

As already mentioned above (p. 42), *Incredibol! (Bologna's Creative Innovation)* is a project started in 2010 to promote creative and cultural activities in the Emilia-Romagna region.

The *Incredibol!* project is coordinated by the Municipality of Bologna and supported by the Emilia-Romagna Region in conjunction with public and private players, and includes:

- a recurrent call to promote the creation of start-ups in the creative and cultural sectors;
- a recurrent call to foster the internationalization of regional creative companies;
- a consulting desk service;
- premises and venues owned by the Municipality of Bologna and given on gratuitous loan to cultural entities and creative professionals;



- info and opportunities published on the official website, on the Facebook page and under the “creative” section of www.emiliaromagnastartup.it;
- organization of free workshops, public meetings, networking and B2B events, etc.;
- special and pilot projects, participation in European projects, networks and international activities about ICC.

Moreover, the project is based on a regional public/private network offering guidance, training, ad-hoc consulting services according to the needs of the winners of the call.

The ICC sector plays a more and more important role in our area, not only in terms of economic development and job creation, but also in terms of social innovation, urban rehabilitation and life quality improvement. Emilia-Romagna Region acknowledged its importance by including this development strategy within the broader ‘smart specialization strategy’ 2014-2020 (known as “S3”), underscoring its partially still unleashed potential and launching new policies and supporting actions.

The Metropolitan City, member of the network, has considered it important to involve Incredibol! Team in ULG in order to have a further support specifically focused on the theme of creative sectors and the relaunch of local youth entrepreneurship (key-issues in the IAP developed).

Representative involved:

- *Silvia Porretta* – Municipality of Bologna.

g) Confindustria Emilia

It is an Association of Enterprises and has a key-role in ULG, supporting the Metropolitan City of Bologna in exploring local businesses and entrepreneurs’ needs and obstacles related to their economic and professional growth in the area. Together with *CNA Bologna*, it is a very important ULG member, especially in helping the Metropolitan City to better orient and organize the future information and training events for young entrepreneurs and aspiring entrepreneurs.



Representative involved:

- *Filippo Forni* – R&D, Innovation and Start-up Support Area of Confindustria Emilia.

h) **CNA (National Confederation of Crafts and SMEs) Bologna**

As an Association of SMEs, its involvement in ULG is fundamental in identifying and fully understanding the real needs and difficulties faced by local SMEs, young entrepreneurs and aspiring entrepreneurs, both technically and economically. Together with *Confindustria Emilia*, it is a key-ULG member, supporting the Metropolitan City to promote effective information and training activities particularly targeted at young entrepreneurs and aspiring entrepreneurs.



Representative involved:

- *Carlotta Ranieri – Environment and Energy Policy Area* of CNA Bologna.

i) **INNOVANET (and SMEs involved in the network)**

Founded in 2008, *INNOVANET* is the group of innovators of CNA Bologna, currently aggregating more than 150 companies and professionals, as well as researchers and professors from the research centers and colleges CNA Bologna works with.



INNOVANET's mission is to help the consortium in:

- promoting initiatives aimed at fostering research, development and innovation in local craft businesses and SMEs;
- encouraging the aggregation of companies with technologically innovative processes;
- supporting SMEs in innovation paths;
- valorising, supporting and enhancing the technical skills of craft businesses and SMEs through systematic exchange with research centers and universities;
- facilitating and simplifying the search for academic partners and research centers;
- supporting the creation and development of new businesses with distinct innovation features, fostering the creation of university spin-offs and innovative start-ups;
- developing the B2B community through the circulation of information, researching European partners, simplifying participation in European projects through the establishment of clusters;
- participating in working tables aimed at creating thematic clusters;
- encouraging and supporting access to European funding for innovation;

- enhancing the industrial platform of Emilia-Romagna Region and the territorial identity, through bottom-up actions making companies more productive and competitive, embedded in a more structured network, capable of investing, researching and developing in foreign markets.

Its mission and activities well explain the decision to involve it in ULG.

Representative involved:

- *Fabio Poli* – Co-founder and member of the Start-up *Antreem*, founded in 2012 in Imola and specialized in the development of mobile information services. *Antreem* has been rewarded by CNA Bologna in 2013 as “innovative and technological start-up, despite the bureaucracy”.
- *Federico Vidari* – Senior Digital Consultant of *Antreem* start-up.

j) *Sfridoo S.r.l.*

Founded in July 2017 in Bologna, *Sfridoo* is a ‘green’ start-up based in Bologna. It is the first online platform created to buy and sell waste production, from technical to natural, working to transform the burdens of a company in a new resource for another one. On *Sfridoo* platform, demand and supply meet for the search for scrap at the best price.



The involvement of *Sfridoo* team in ULG is considered very precious by the Metropolitan City of Bologna, as it represents a real example of local young and innovative start-up, promoting a green and circular business model. *Sfridoo* actively supported the Metropolitan City in the development of the IAP, helping it to identify the main and concrete difficulties encountered by young entrepreneurs and aspiring entrepreneurs in the metropolitan area.

Representatives involved:

- *Marco Battaglia* – *Sfridoo* co-founder and Project area manager
- *Andrea Cavagna* – *Sfridoo* co-founder and Head of Marketing
- *Mario Lazzaroni* – *Sfridoo* co-founder and Operation manager

k) *Ingegneri 2020*

Ingegneri 2020 is an Association of Engineers based in Bologna and directly involved in the ULG because of its specific technical skills. It will directly support the Metropolitan City in the activities related to the STEAM subjects and careers.

Representative involved:

- *Vincenzo Tizzani* – President and co-founder of *Ingegneri 2020*.

4.2. Other key stakeholders

Other key stakeholders directly and actively involved during the development of the IAP are:

- a) **Associations of Municipalities and Municipalities of the metropolitan area** (especially the larger ones, Bologna and Imola, and those of the mountain area) – They are fundamental actors as they represent the real needs and difficulties of a consistent proportion of young people and young entrepreneurs/aspiring entrepreneurs of the metropolitan area of Bologna. Of course, they also organize and manage the different services at local level.
- b) **Association of Accountants of Bologna** – More specifically, the Association is responsible for the establishment, management and coordination of the new *Observatory on Environmental Sustainability of Bologna*. The latter plays a key-role in supporting the Metropolitan City in exploring green and sustainable themes, directly and indirectly connected to new business models, opportunities and jobs (especially, but not only, for young people). The Association, moreover, manages tailored training services, playing a key-role in identifying the specific needs of young professionals.



Representative involved:

- *Marco Soverini* – Head of *Bologna Accountants Association* and President of the new *Observatory on Environmental Sustainability of Bologna*.

4.3. An explanation of the participative process we used to develop this IAP

Given the complexity and heterogeneity of the challenges to be faced through this IAP, from the beginning the Metropolitan City of Bologna has involved many and different actors in its ULG (better described above), both public and private, both institutional and cultural, social, economic. All of them, in fact, have specific skills and know-how in line with IAP's topic, objectives and priorities.

In the initial phase, a specific work program has been defined and a small workgroup was set up for the organizational aspects and activities. This group was responsible for stimulating a broader discussion among all local key stakeholders involved and interested in relaunching ‘creative-tech’ culture and education *with* and *for* young people living in the metropolitan area.



*ULG meeting,
Bologna, Malvezzi Palace – 15th November 2016*

After framing the state of the art, the initial policy problems and the main challenges to be faced, the ULG – that has evolved and enlarged during the 7 ULG meetings organized to date (on 24th June, 28th October, 15th November 2016, and 23rd March, 15th June, 11th July 2017 and 13th December 2017) – has drafted the first possible actions and activities to be included in the IAP and to be implemented together in the next years.

Since the initial phase of the project, the main issues identified as jointly agreed were:

- I. the importance to increase and improve the support services for young entrepreneurs, local businesses, SMEs and start-ups;
- II. the importance to promote innovative business models, particularly related to the new emerging sectors;
- III. the need to plan new services and promote innovative experiences aimed at attracting young talents and increasing the ‘creative-tech’ good practices in the metropolitan area.

ULG’s work was carried out with an interactive, integrated and propositional approach, considered



*ULG meeting,
Bologna, Malvezzi Palace – 23rd March 2017*

crucial for an effective and lasting collaboration among ULG members.

The members and experts of the organizations involved in the ULG, in fact, have actively participated in both local and transnational meetings, contributing with thematic materials, good practices, case studies and experiences specifically elaborated for GEN-Y Project. When they were unable to attend the project

transnational meetings, instead, Metropolitan City's staff has updated them on other partners' good practices and experiences, always trying to understand together if and how these practices could be transferred in the metropolitan context.

Definitely, in the last two years, the ULG has worked promoting an integrated and holistic approach, also acting as a 'catalyst' of new 'creative-tech' ideas, occasions and initiatives particularly targeted at young people living in the metropolitan area of Bologna.



*ULG meeting,
Bologna, Malvezzi Palace – 15th June 2017*

4.4. ULG and IAP: which future?

The Metropolitan City of Bologna will be the Lead Actor responsible for organizing, promoting and managing all the scheduled activities described above. Of course, it will work in order to continue and strengthen the collaboration with its ULG members, started in occasion of Gen-Y City Project.

The Metropolitan City of Bologna, moreover, will directly involve all the stakeholders identified within the project (local institutions and governments, research centres, universities, business associations, local companies, SMEs and start-ups, experts of STEAM subjects, experts of green growth & circular economy, experts of crowdfunding and so on) in the future implementation of its IAP, keeping them updated on the progress of their respective activities of interest. So, they will play an active key-role in properly delivering actions, also contributing to the general cultural, social, economic, and environmental development of the metropolitan area.

As mentioned above, ULG members will continue to collaborate, actively supporting the

Metropolitan City of Bologna in promoting new experiences and initiatives useful to fully and effectively implement the three action lines identified. It will also co-evaluate, case by case, the most appropriate type of event, target group, methodology, support tools, experts, communication and dissemination channels to be chosen. Through an integrated and constant collaboration with its ULG, moreover, the Metropolitan City will also be able to better monitor the concrete results achieved at the end of the implementation process.

Recently, moreover, the ULG Coordinator has presented (even if in its final draft version) the IAP developed to date, talking about it during the local dissemination event held on 13th December 2017 (photos attached below).

The final and official version of IAP will be further presented and discussed during the 8th and last ULG meeting (to be held in March/April 2018). This will be an important and useful occasion to directly involve and update the key stakeholders and (indirectly) all citizens of the metropolitan area of Bologna on Gen-Y City Project and Metropolitan City's IAP, ongoing progresses and future challenges.

Finally, in implementing its IAP, both the Metropolitan City and the ULG will treasure the transnational exchange and learning process, taking a cue from some particular case studies, good practices and policies discovered within the project and partnership, in order to try to replicate them (or some of their aspects) in the metropolitan context. A more detailed analysis of these “inspiring good practices” is included in the next chapter (4.5).

Final local dissemination event: Bologna, 13th December 2017 – Malvezzi Palace.
Convention “Foreign students’ skills: an opportunity for social and economic development”,



4.5. European ‘inspiring good practices’

As anticipated above, the transnational meetings – and related workshops, study visits, learning-exchange activities – organized by the Gen-Y Partners throughout the project were considered, by the Metropolitan City of Bologna staff, very important occasions to explore new approaches, alternative methodologies, innovative tools and different perspectives related to the development, attraction and retention of ‘creative-tech’ talent.

A particular interest was aroused, throughout the project, by those ideas and case studies related to **youth entrepreneur retention programmes**, aimed at encouraging the best local students to establish a business in their city and to consider self-employment as a valid future career option. These types of programmes are considered particularly useful for cities who want to stimulate new businesses and/or new emerging sectors of industry (just like Bologna).

Some partner cities have launched youth entrepreneurship initiatives specifically focussed on encouraging and supporting ‘creative-tech’ youth entrepreneurship. So, we would like to take a cue, for example, from:

UNGT ENTREPRENØRSKAP in Kristiansand (Norway), a ‘in school’ enterprise and entrepreneurship programme which encourages young people in school to establish their own business – a programme which is replicated in many different forms across the globe.

More specifically, *UNGT Entreprenørskap* is a non-profit nationwide organisation, a branch of the international Junior Achievement (JA). Its aim is to develop children and youth’s creativity, enthusiasm



and learn to believe in themselves. It is made possible in collaboration with the educational system, businesses and other key partners.

Part of the initiative is to encourage and make it easy for pupils and students to establish their own businesses while in school. Trained teachers are available for advice, and learning about running the business becomes part of the normal school

day. There are also special regulations from the government, to prevent unnecessary bureaucracy in terms of tax, reporting, etc. Every year, *UNGT Entreprenørskap* hosts national championships where the different businesses compete about having the best idea. This is a very popular event, and for some the first step to learn more about entrepreneurship, and maybe become an entrepreneur in the future!

As highlighted in the new *Metropolitan Strategic Plan (MSP) 2.0* and fully in line with what was learned during the project, moreover, a key ‘life-stage’ when many ‘creative-tech’ young people choose to relocate is at the end of their tertiary/higher education path. In this very important period, in fact, they decide whether or not to stay in the city they have studied in, to move back home, or to relocate to another city, expressing their interests and preferences in transitioning into employment or self-employment.

Working to make the Metropolitan City of Bologna an increasingly attractive area for young people and young ‘creative-tech’ talents – especially after their tertiary/higher education period – is one of the key-priorities of the new *MSP 2.0*, for both economic and socio-cultural (positive) consequences that would derive from that.

Just making the metropolitan area a really attractive place where live, study, work and make plans for the future, young people will decide to stay and ‘invest’ *in* and *on* the city. Making Metropolitan Bologna an attractive area will also encourage more ‘creative-tech’ graduates into self-employment. In turn, they can contribute towards changing the industrial structure of the city and may potentially employ other people with similar skills, revitalizing the local entrepreneurship.

The Metropolitan City of Bologna, therefore, consider very interesting the proactive ‘**graduate entrepreneurship and retention**’ programmes developed by some partner cities, in order to try and retain the value of these people in the local economy.

An example of good practice considered is the *Adventure’s Coffee* organised by the Economic Development Agency of Sabadell Municipality (Spain).

In the *MSP 2.0* we read:



“The Metropolitan City of Bologna must be a place that attracts and opens up to new residents, workers, entrepreneurs, students and visitors. Metropolitan Bologna will maintain its size of one million inhabitants only thanks to new citizens. So, it must be characterized as a space for promoting new opportunities, becoming increasingly international, easy to reach and to travel, digitally connected in every point, from the periphery to the center; a homogeneous and creative area, capable of generating ideas, investments and resources.”

Adventure's Coffee is the name of a yearly entrepreneurship forum, focused on supporting start-ups located on Sabadell and its surrounding area. The forum is not specifically addressed to the Gen-Y target, as it is an open competition to award the best start-ups. Nevertheless, the statistics show that most of the entrepreneurs who compete in the forum are young entrepreneurs.



Adventure's Coffee become a very relevant entrepreneurship forum to this Generation, acting as a pole of talent attraction to Sabadell.



The forum includes pitch elevator presentations (3 minutes) of the 20 selected contestants, different talks chaired by experts on different topics which are considered useful for the entrepreneurs (financing, innovation, etc.), and also a networking activity to help entrepreneurs to get in touch with other entrepreneurs, companies, investors and associations to enlarge their relational network.

The forum is designed as a contest, so the winners are awarded by: an economic prize, free accommodation during 6 months in Sabadell's municipality industrial incubator, and expert mentorship sessions focused on the selected areas chosen by the entrepreneurs. The tailor-made mentorship is the most valuable prize they receive, to provide them with the specialist support they need to progress their idea.



This approach – of the *Adventure's Coffee* as an integrated supporting plan which includes previous training on communication skills, participation in the forum with an interesting agenda of activities, and the personalized mentorship for the winner start-ups – provides added value for the contestants, and has turned the event into a popular programme in the area.

As learned within the project, cities that have built successful talent development and retention systems will probably be more able to develop programmes of activities aimed at attracting talent in their areas. Talent attraction programmes generally involve international promotion and some reception activities, but the really innovative aspect learned by some city partners lies in the choice not to spend large sums of money for marketing activities, but rather to recognise that the key to successful place marketing is to align the activities of all the local actors and agencies behind a common message.

This is, for example, the case of Nantes (France), a city that has successfully achieved this goal, developing a great reputation as a **‘Digital City’**. The city partner, in fact, operates and promotes a range of digital activities in the city, ranging from Web Conferences, Digital Festivals, City Labs, Tourism Activities etc., all of which are orientated towards digital technologies. All these activities are delivered by a different range of partners, but combine to create a clear impression of a partnership that is all rowing in the same direction.

Nantes has managed to assert itself very strongly in one particular field: digital technology.

In 2014, *Nantes* was certified **“French Technology Metropolis”**, a certification obtained thanks to its important digital ecosystem, its major ‘tech’ companies, its well-developed start-up system and its strong pipeline of relevant international projects.

The digital technology sector in Nantes supports more than 1,500 companies and more than 20,000 jobs. The City also has the highest jobs growth in digital technology in the whole of France, boasting of several schools that train students to be part of the digital expansion of the city.

Every year, moreover, Nantes organises a 3-day festival called *Web2Day*, a must attend event for digital start-up’s and technology businesses. The festival comprises talks, networking, parties, and a lot of other activities, attracting over 5,000 entrepreneurs, web and digital technology professionals, students and press representatives.



In planning its future activities of development, retention and attraction of young ‘creative-tech’ talents, moreover, the Metropolitan City of Bologna would like to promote a **community-based approach** through which to directly and actively involve also disadvantaged (especially young) people in ‘creative-tech’ activities and spaces. As learned within the project, in fact, a similar approach can further contribute to the growth of local creative-tech sectors, stimulating innovative ideas and opportunities.

Two very interesting examples of community-based ‘creative-tech’ education initiatives discovered during the transnational meetings held are the *Mad-lab* in Genoa (Italy) and the *PING Fab-Lab* in Nantes, both designed to encourage and support local communities to use their creativity and technology to solve local challenges, exploit opportunities and/or help individuals develop new skills.

Mad-lab Genova (Italy) is a grass-roots, community-based Fabrication Laboratory (Fab Lab) based in the historic centre of Genoa (IILaboratorio) which delivers a range of social and educational activities



for children and young people to popularise science and the educational use of technology.

The project is implemented by the Cooperative Laboratory in collaboration with the School of Robotics and Association Science Festival with the support of the Municipality of Genoa as part of initiatives for the development of the Covenant for the Magdalene and the Compagnia di San Paolo.

MadLab Genoa is located at the heart of quite a disadvantaged neighbourhood in Genoa – in the District of Magdalena – and the partner is trying to use the facility to support more young people into business in the area. The main aim is to teach young people about programming and 3D printing.

MadLab has a small retail workshop equipped with a series of computerized instruments able to realize a wide range of 3D objects. The MadLab workshop is equipped scanners, 3D printers and other technological tools and offers personalized services for digital fabrication to creative, teachers, students and curious. As it says itself, *“MadLab provides young people with a place to get close to the innovative technologies and to become part of the makers of the world!”*



PiNG Fab Lab is a **Nantes (France)** association that has been active since 2004 with a mission to question the digital world in which we live and explore it together with the head and both hands.

PiNG runs Platform C, a fab-lab, a collaborative digital manufacturing and rapid prototyping workshop in which it is possible to make "almost anything". It includes a set of numerically controlled machines (3D printers, vinyl cutting, laser cutting, digital milling machine, etc.) as well as standard mechanical and electronic tools.

Platform C is open to all: DIYers, designers, curious, artists, developers, students, etc. Anyone, regardless of their level of knowledge, can come to exchange, experiment, learn, manufacture or repair any type of object (technical prototype, furniture, artistic object or design, interactive object, etc.).



The workshop also has "non-digital" machines such as a sewing machine or a hot wire cutter. Computers equipped with free software for graphic creation, 3D modelling and programming are also available to users.



In reflecting on the importance to involve the local community in planning and promoting city development and growth policies that can increase Metropolitan Bologna's attractiveness and inclusivity, another city partner has inspired the local staff: Poznan (Poland).

More specifically, in fact, the *Development Strategy for the City of Poznan 2020+* was developed through a multistage socialized process, in a group comprising of residents, representatives of professional and social groups, councilmen and city administration, politicians and technicians.

In developing its strategy, the City of Poznan has also involved a considerable number of young people to better understand their real needs, aspirations and future hopes for the city.

So, the residents of Poznan have all contributed to co-create the document that establishes priorities and objectives of Poznan in both the near and the far future.

“A city for residents and residents for the city”: this is the key-concept underlying the creation of the strategy and the promotion of other interesting initiatives (such as the *City Development Forum*, held in December 2017), meaning that the city is created *by* residents and *for* residents. The consequence of such an approach was a *bottom-up* process of creating the strategy, i.e. the adoption of the perspective of a resident.

The innovative method of ‘Design Thinking’ used in the strategic process enabled the creators to elaborate visions and priorities of the city's development on the basis of a deeper understanding of problems, needs, and expectations of residents, entrepreneurs and all the people using the urban space and services – especially young people.

The final strategic document, then submitted for extensive consultations, generally confirmed the social and expert acceptance for the strategic vision and priorities of development.



With the City of Poznan, moreover, the Metropolitan City of Bologna has also started a new path of closer collaboration. On 13th July 2017, in fact, a first Signing ceremony of the *Letter of Intent* on the cooperation between the Metropolitan City of Bologna and the City of Poznań was held in Malvezzi Palace (headquarters of the Metropolitan City of Bologna).

This step, not originally envisaged in the Project Application Form, symbolically started a new partnership between the two Cities, based on the future reciprocal exchange of good practices and experiences, in order to develop a lasting and mutually beneficial cooperation aimed at improving the quality of life of their local communities.

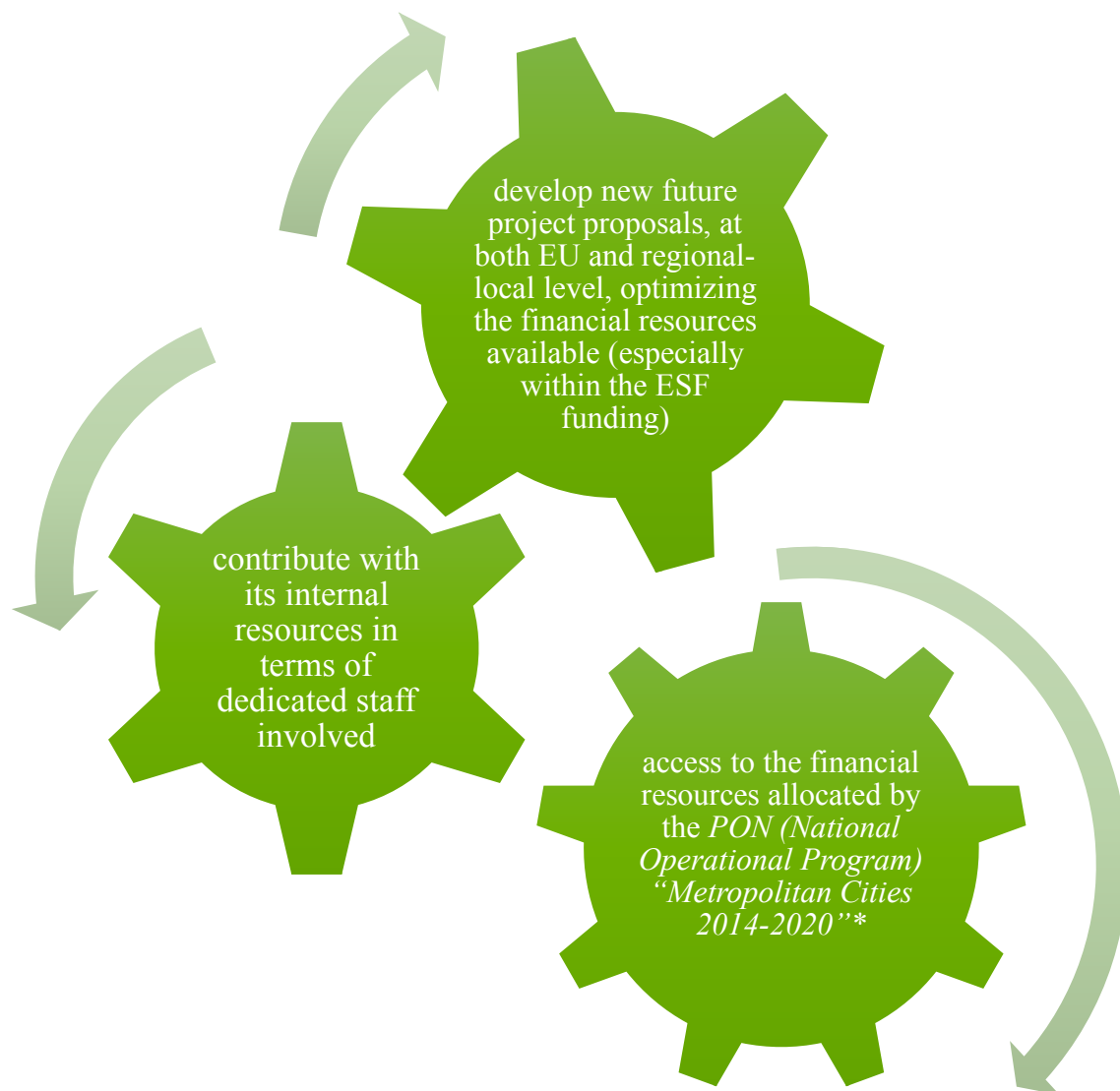
On 5th December 2017, moreover, a second Signing ceremony related to the *Partnership Agreement* between the two Cities was held in Poznan, confirming their concrete interest in continuing and strengthening the collaboration started within the project event in the future.

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To conclude, the European inspiring good practices explored by the Metropolitan City of Bologna during the project were many and different. They all contributed to better develop this IAP, helping the local staff to identifying the most appropriate and useful approach, tools and methodologies to use in promoting programmes and activities to develop, retain and attract ‘creative-tech’ talents in the metropolitan area.


SECTION 5: FUNDING SCHEME

About the resources needed to implement the scheduled activities, the Metropolitan City of Bologna will:



* The *PON Metro* has been adopted by the European Commission and funded by the Structural Funds, with an allocation of over € 892 million. It supports the priorities defined by the European Urban Agenda, identifying the urban areas as key-areas able to face the smart, inclusive and sustainable growth challenges posed by the *Europe 2020 Strategy*.

SECTION 6: IAP RISK ASSESSMENT

	<p style="text-align: center;">TYPE OF RISK & CATEGORY</p>	<p>1) FINANCIAL RESOURCES</p> <p>Lack of the sufficient financial resources needed to carry out all the scheduled activities</p> <p><u>MEDIUM-HIGH RISK</u></p>	<p>2) AVAILABLE STAFF</p> <p>Lack of internal staff available and adequately trained to carry out, coordinate and monitor the implementation of scheduled activities (especially as regards their technical aspects)</p> <p><u>MEDIUM RISK</u></p>	<p>3) FUTURE INVOLVEMENT OF LOCAL STAKEHOLDERS & ULG MEMBERS</p> <p>Possible difficulties in keeping constantly updated all the local key stakeholders involved to date on the future IAP progresses, as well as to continue the collaboration with all the ULG members and their representatives (especially in case of changes in their internal staff)</p> <p><u>MEDIUM-LOW RISK</u></p>
<p style="text-align: center;">POSSIBLE SOLUTIONS</p>	<p>---</p>	<p>To develop new project proposals in the future, trying to look for alternative financial resources</p>	<p>To involve internal staff in training and information initiatives related to IAP technical themes (such as crowdfunding, green and circular economy)</p>	<p>To keep information exchange active among all the ULG members and other local key actors (for example through periodic e-mails and, when possible, meetings)</p>

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USEFUL LINKS

Gen-Y City Project

<http://urbact.eu/gen-y-city>

Metropolitan City of Bologna

<http://www.cittametropolitana.bo.it>

New Metropolitan Strategic Plan (PSM 2.0)

<http://psm.bologna.it>

Nuovo Circondario Imolese

<http://www.nuovocircondarioimolese.it>

University of Bologna

<http://www.unibo.it>

Alma Mater Foundation

<http://www.fondazionealmamater.unibo.it>

AlmaCube

<https://www.almacube.com>

Incredibol!

<http://www.incredibol.net>

Confindustria Emilia

<http://www.confindustriaemilia.it/home>

CNA Bologna

<https://www.bo.cna.it>

Antreem S.r.l.

<http://antreem.com>

Sfridoo S.r.l.

<https://www.sfridoo.com>



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START DOING!



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